

in partnership with



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October 23, 2019

12:00 pm-1:00 pm – *Lunch*

1:00 pm-5:00 pm – *Tourism Experience Design Workshop*

**Venue:** Town of Happy Valley-Goose Bay, Town Hall Meeting Room

**Happy Valley-Goose Bay, NL**

**AGENDA**

(All times are AST)

**Wednesday, October 23, 2019**

**Tourism Experience Design Workshop**

*Venue Sponsored by Town of Happy Valley-Goose Bay*

**12:00 pm** Lunch

*Sponsored by Hospitality Newfoundland and Labrador*

**1:00 pm** Tourism Experience Design-Sponsored by Hospitality Newfoundland and Labrador

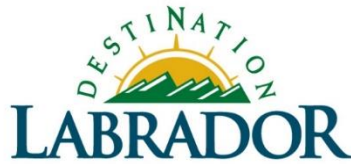
**Facilitator:** Lucy Dias, STEM Consulting & Marketing Inc.

**3:00 pm** Nutrition Break

*Sponsored by Destination Labrador/Hospitality Newfoundland and Labrador*

**3:15 pm** Tourism Experience Design, Cont.

**4:30 pm** Wrap Up and Adjournment



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October 24, 2019

8:30 am-10:30 am – *DL 2019 Annual General Meeting*

10:45 am-2:00 pm – *Open Mic/TCII Update/State of the Industry*

2:00 pm-4:00 pm – *Regional Tourism Panel Discussions*

**Venue:** Labrador North Chamber of Commerce Board Room

**Happy Valley-Goose Bay, NL**

**AGENDA**

(All times are AST)

**Tuesday, October 24, 2019**

**Destination Labrador Annual General Meeting**

**8:30 am** Morning Coffee, Registration

**8:45 am** Welcome & Introductions – Randy Letto, Executive Director

**9:00 am** Call to Order – Ange Gilley, Chair

**9:05 am** Approval of the Agenda – All

**9:10 am** Adoption of Minutes AGM 2018 – All

**9:20 am** Business Arising – Ange Gilley/All

**9:30 am** Financial Statements – Randy Letto/All

**9:40 am** Annual Report Presentation – Ange Gilley/Randy Letto

**10:10 am** Nomination Report – Ange Gilley

**10:15 am** Election of Directors – Randy Letto

**10:25 am** AGM Adjournment

**10:30 am** Nutrition Break

### **Destination Labrador Stakeholder Session 1**

**10:45 am DL Stakeholders Open Mic**

- 10:45 Peter Bull, Battle Harbour Historic Trust
- 11:00 Ange Gilley, The Florian Hotel
- 11:15 Ernie McLean, Labrador Heritage Society
- 11:30 Scott Hudson, Northern Lights Dog Sledding

**11:45 am Open Mic Q & A**

**12:00 pm Lunch**

**12:30 pm Marketing with newfoundlandlabrador.com**

**Presenter:** Linette Moores, Department of TCII

### **Destination Labrador Stakeholder Session 2**

**1:00 pm Tourism Product Development in Newfoundland and Labrador**

**Presenter:** Carol Ann Gilliard, Department of TCII

**1:30 pm State of the Industry Address**

**Presenter:** Craig Foley, Hospitality Newfoundland and Labrador

**2:00 pm Regional Tourism Panel**

- Trevor Kennedy – Accelerated Market Readiness
- Ange Gilley – Destination Labrador
- Roxanne Notley – Nunacor Tourism Work Plan
- Craig Foley – Hospitality Newfoundland and Labrador
- Julianne Griffin – Labrador North Chamber of Commerce

**2:45 pm Regional Tourism Panel Q & A**

**3:00 pm Nutrition Break**

**3:15 pm Facilitated Round Table Discussions**

**Moderator:** Randy Letto

**4:00 pm Wrap Up and Adjournment**

**Moderator:** Randy Letto and Ange Gilley

## DESTINATION LABRADOR 2018 ANNUAL GENERAL MEETING

The Florian Hotel

Forteau, NL

October 23, 2018

### MINUTES - Draft

**PRESENT: Morning roll-call both on line and in the room:**

**On Line:**

**Sheryl Colbourne**-Tourism, Culture, Industry and Innovation, HV-GB; **John Graham**-Graham Consulting Services; **Franca Smith**-Dept of Labrador Affairs; **Kim Thompson**-Parks Canada; **Sherry Butt**-Business Management Services; **Linette Moores**-Tourism, Culture, Industry and Innovation, St. John's

**In Person:**

**Pete (Peyton) Barrett**, Experience Labrador; **Ange Gilley**-The Florian Hotel; **Scott Hudson**-Northern Light Dog Sledding; **Ernie McLean**-Labrador Heritage Society; **Eldred Allen**-Birds Eye Inc.; **Minerva King**-Hospitality Newfoundland and Labrador; **Roxanne Notley**-Nunacor; **Joanne Flynn**-H&F Designs; **Hayley Hancock**-H&F Designs; **Cindy Gibbons**-Red Bay National Historic Site, Parks Canada; **Bonnie Goudie**-Labrador Straits Historical Development Corporation; **Peter Bull**-Battle Harbour Historic Trust; **Margaret Buckle**-Labrador Straits Historical Development Corporation; **Chad Letto**-Northern Light Inn; **Russ Hancock**-Southern Labrador Development Association; **Jamie Pye**-Tourism, Culture, Industry and Innovation, Labrador; **Doug Robbins**-Labrador Straits Historical Development Corporation; **Craig Foley**-Hospitality Newfoundland and Labrador

**Staff:**

**Randy Letto**-Executive Director; **Donna Roberts**-Administrative Assistant

#### **1.0 Welcome**

The meeting was called to order by Ange Gilley, Destination Labrador Chairperson, at 9:07 am. Ange asked for a roll call and roundtable greetings from all delegates and welcomed all participants to this year's AGM.

#### **2.0 Adoption of Agenda**

Ange Gilley asked for any additions/corrections to the agenda and called for a motion to approve the agenda.

**MOTION:** *Chad Letto made the motion that the Agenda be adopted as presented. Peter Bull seconded the motion. Motion was approved and unanimously carried.*

#### **3.0 Adoption of Minutes of the 2017 Annual General Meeting**

Ange gave participants a few moments to review the 2017 AGM Minutes and confirmed they had been sent out in advance of the AGM and were available via Dropbox. Ange called for a motion to adopt the previous AGM minutes as circulated.

**MOTION:** *Pete Barrett motioned that the minutes of the 2017 Annual General Meeting be approved. Chad Letto seconded the motion. Motion was approved and unanimously carried.*

#### 4.0 Business Arising

There was no business arising from the 2017 AGM minutes.

#### 5.0 Financial Statements

A copy of financial statements was sent out in advance. Sherry Butt, Treasurer, was unable to attend the AGM in person, so she asked Randy to present the Financial Statements who will answer any questions that arise.

Randy gave a presentation of two unaudited financial statements as reviewed by CPA Keith Penney. He explained that there were two financial statements, one for the year ending March 31, 2017 (a three-month review) and one for the year ending March 31, 2018 (a 12-month review). The reason for the two sets of financial statements is that Destination Labrador applied for and received approval from Canada Revenue Agency to change its fiscal year from December 31<sup>st</sup> to March 31<sup>st</sup>. This change meant that we had to conduct a review of the organizations finances from January 1, 2017 to March 31, 2017 and then a review of the new fiscal year ending March 31, 2018.

Randy asked for any questions or comments and hearing none called for a motion to adopt the audited financial statements.

**MOTION:** *Ernie McLean made a motion to adopt the audited financial statements as presented. Peter Bull seconded the motion. Motion was approved and unanimously carried.*

#### 6.0 Annual Report

Randy gave a presentation on the full pdf version of the annual report which is available in our meeting Drop Box. The presentation included background on Destination Labrador and a brief on the activities that were outlined in the workplan, and what has actually been accomplished this past year with respect to governance, marketing, destination development and industry engagement. Randy welcomed those in attendance to ask questions as he goes through his presentation.

##### Governance

Randy thanked the board and acknowledged the creative talent at the board table. He noted the members of the board and the current positions they hold on the Board of Directors. **Ange Gilley**, Chairperson-The Florian Hotel, **Pete Barrett**, Vice Chairperson-Experience Labrador; **Ernie McLean**, Secretary-Labrador Heritage Society; **Sherry Butt**, Treasurer-Business Management Services; **Scott Hudson**, member at large-Northern Lights Dog Sledding; **Eldred Allen**, member at large-Birds Eye Inc.; **Toby Leon**, member at large-Smokey Mountain Ski Club; and **Carmen Hancock**, Parks Canada-Ex Officio.

Randy also acknowledged the staff at Destination Labrador-**Donna Roberts**, Administrative Assistant in HV-GB and **Sarah Halliday**, Tourism Coordinator in Labrador City.

##### Marketing

Biggest partner we have is NL Tourism and the marketing campaign of the province is a \$13,000,000 campaign and a significant partnership for DL. This campaign generates 2,000,000 unique visits to the province's website. This campaign is an award-winning campaign and has received upwards of 300 awards, outperforming international brands.

DL's Marketing Strategy is anchored in the Newfoundland and Labrador brand and DL's responsibility is to get Labrador content on nl.com. There have been a couple of changes to nl.com since 2017: 1. In the fall of 2017, a change was made to the web site allowing any tourism product offer/operator to put their profile and product

up for free; 2. As of January 2018, users were able to add up to 5 images to their profile and we are working to encourage those who have not uploaded images to do so.

DL attends trade and consumer shows and we assist consumers and trip planners in their efforts to plan their trips and help push their decisions to buy Labrador product on nl.com.

#### **Marketing Activities:**

**2017 Labrador Regional Pages** – Because of changes by TCII there is now no partnership revenue for experience offers on nl.com. Randy and Donna reviewed content on nl.com as well as the Provincial Travel Guide for accuracy and updated content and helped rewrite the content.

In the fall of 2017 there were no Labrador travel offers on nl.com, however as of March 31, 2018 there were a total of 28 Labrador travel offers by 10 tourism operators (all from the Labrador South region). Randy noted that Destination Labrador has the ability to bring in a consultant to help with package experiences and ensure those experiences are registered on nl.com

**Web Site** – All travel media story content and other trade content is now updated for 2018/19. We have completed a review of all contact databases, updating the data as needed, and converted our web site to a business to business website. Our summer student in 2017 helped with the social media content and imagery which was uploaded to our Flickr account and a new Hootsuite account.

**Consumer/Tradeshows 2017** – We participated and sent delegates to the Ottawa Travel and Leisure Show, Rendez-Vous Canada in Calgary, and the Outdoor Adventure Shows in Toronto and Montreal. The overall market response is that our growth is only limited by local supply. Markets are extremely strong with continued annual growth expected. European operators are no longer catering to the U.S. because of the current political climate under the current government leadership, so they are directing their clients to Canada.

**Travel Trade and Media Fams 2017** – Destination Labrador assisted in several media fams during the summer of 2017 and one trade fam. A significant fam tour (16 travel influencers, tour operators and media) was delivered by ITAC/Destination Canada/Nunatsiavut Government/Nunacor featuring Torngat Mountains National Park and Mealy Mountain National Park. Itineraries included Labrador Coastal Drive, Battle Harbour, Torngats, and Trans Labrador Highway.

In the summer/fall of 2018 we delivered 7 fams with 13 participants and assisted with 1 Travel Trade fam with 1 participant. Travel Media/Trade Companies included: Atlantic Salmon Journal-2 separate fams, Outskirts, Franklin and Frobisher, Beyond Deep Travel, Maxxim Vacations, Trans Canada Trail and Destination America. We also participated in a Northern Ranger Assessment Fam Tour and the Quebec-Labrador Branding Project with Target Marketing.

Provincial Travel Guide Advertorial – 6 partners invested a total of \$6,000 in a four page advertorial spread featuring two suggested tour itineraries: Labrador Coastal Drive region and Nunatsiavut (TMNP Base Camp and itinerary of the Northern Ranger)

DL has also been doing some work around market readiness, tourism technology, and skills and knowledge and it's important that we think about our online presence. Randy advised HNL delivers tool kits across the province to enhance the stakeholders and tourism operators' work. HNL also has many

of its webinars uploaded to their YouTube channel, [www.youtube.com/HospitalityNL](http://www.youtube.com/HospitalityNL). You can reach them by calling toll free number at 800-563-0700 or visit online at [www.hnl.ca](http://www.hnl.ca).

DL conducted Destination Development Planning Workshops and hosted Tourism Opportunity Identification Session in Cartwright; in Port Hope Simpson and L'Anse Au Clair TAP approved DL partner presentations took place and focused on new product and experience development. These workshops resulted in a record number of travel offers being listed on nl.com for Labrador Operators.

There was also an Opportunity Management Workshop hosted by TCII in Labrador City with Gateway Labrador in January 2018 to help inform DDP work plan initiatives for Western Labrador.

DL is on Twitter as well and can feed our links to the provincial social media campaign which uses @nltweets, @labradortweets and if talking about experiences use #explorenl.

#### **Destination Development Activities:**

Tourism Assurance Plan (TAP) we put a big push on quality assurance and making sure folks are ready in the ever-changing world of technology. Copy of the standards is available on our web site. We will continue to communicate the importance of the TAP and helping those not compliant to become compliant.

Labrador Destination Development Task Team was struck in the summer of 2016 and this team connects numerous sub-regional Working Groups, project Steering Committees and Project Task Teams.

- Central Labrador Tourism Working Group formed in the summer of 2016
- Western NN and Labrador DDP Task Team formed in the summer of 2016
- The Quebec-Labrador Highways Branding Project Steering Committee was formed in the Summer of 2017
- North Coast Visitor Journey Assessment Team formed in the summer of 2018
- New Tourism Working Group in Labrador West formed June 2018.

Destination Labrador has also been a participating partner with other regional development tourism organizations, such as Red Bay Visitor Experience Master Plan Steering Committee formed in the Fall of 2015 which has been looking at branding and signage, which goes all the way back to Deer Lake and goes into the community as well as within the community to entice visitors. We also participate as a member of Regional Innovations System Tourism Pilot Project Steer Committee formed in the fall of 2017 and also, since the fall of 2017, the Three UNESCOs Western and Labrador Task Team.

The Executive Director also participates in provincial steering committees for Skills and Knowledge, Tap steering committees and Tourism Board Implementation Team meetings.

#### **Other activities:**

ED met with various consultant forms working for DL partners, tourism operators and sub-regions (Target Marketing, the Tourism Company, John Graham and Associates, Tight Lines Consulting and, Windy and Tickle).

ED attended two 2-day workshop (Jan/Mar 2017) held by NG's Culture, Recreation and Tourism Department dedicated to rethinking the business model for the operation of the TMNP Base Camp and Research Station.

The ED attended a 2-day Indigenous Tourism Workshop in Steady Brook, NL hosted by Destination Canada and the Aboriginal Tourism Association of Canada and other various indigenous tourism stakeholders in Jan 2017.

ED attended a 2-day Indigenous Tourism Conference in HV-GB, NL hosted by Indigenous Tourism Association of Canada and other NL indigenous tourism stakeholders in January 2018.

DL signed the new Three-Year Business Plan from 2017-2020.

**Organizational:**

Recruited 3 new board members this year, Scott Hudson-Northern Lights Dog Sledding, Eldred Allen-Bird's Eye Inc. and Jermaine Manning-Makkovik Craft Council and elected a new Chair, Ange Gilley-The Florian Hotel.

Significant HR challenges were addressed in 2017/18; the Aug/17 hiring of a Tourism Coordinator by Nunacor Development Corporation; the hiring of a DL Administrative Assistant in Nov/17 and the Oct/18 hiring of a Tourism Coordinator in partnership with Gateway Labrador in Labrador West.

DL conducted a Board Governance workshop in Dec/17 in partnership with TCII to review governance policy, roles and responsibilities and a review of organizational By-Laws.

2017-2010 Business Plan and project financing completed late (Fall 2017)

CRA year-end change approved to match fiscal contracts.

**Industry Engagement:**

Partner investment and other revenue sources totaled \$30,274. DL received \$10,853 from Service Canada (summer student program); \$14,587 industry partnerships included Nunatsiavut Government, Town of Happy Valley-Goose Bay, Battle Harbour Historic Trust, Whaler's Restaurant and Cabins, Experience Labrador, Northern Light Inn and the Florian Hotel; \$5,000 from TCII Community Capacity Building program to deliver Governance workshop.

We entered into a new \$10,000 annual (2017-2020) market sponsorship with Goose Bay Airport Authority who contributed to the DDP Sense of Arrival project at the airport terminal.

In excess of 50 tourism stakeholders participated in our DDP product development workshops in Southern Labrador.

Industry partners invested in one or more of the following: provincial travel guide advertorials, marketplace attendance, consumer shows, fam tours, Destination St. John's Colorful Experience 2018 Guide and market readiness initiatives.

Active DDP task teams are engages, partnering and delivering on numerous DDP initiatives throughout Labrador as well as with Western DMO and Quebec tourism organizations.



## 6.0 Stakeholder QA

Bonnie Goudie wanted clarification on what Windy and Tickle was.

Randy responded that it is a new company out of St. John's owned by Dave Lough

Margaret Buckle was wondering about what role 50+ clubs play in our organization and how we are addressing their needs and involvement in tourism.

Randy responded that we will pass this topic over to the working group to see how they engage with seniors. 50+ members are a valuable part of the tourism industry and their needs and contribution need to be considered going forward.

Craig Foley also mentioned that they will speak to this topic during his presentation of the State of the Industry in the afternoon.

## 7.0 Nomination Report

Randy presented a report on nomination for Directors of the DL Board and explained that as per the By-Laws, directors are elected every two years and the executive offices are elected by that new incoming Board immediately following the AGM. Can't exceed 10 but there needs to be 2 per region. DL doesn't hold an election unless there are more names put forward than 10, otherwise those directors are appointed to the board. Existing Board members must decide in advance of the AGM their willingness to stand again while nominations are open for all members before and during the AGM.

We currently have a nomination report for 4 candidates-Peyton (Pete) Barrett wishes to be re-elected to the board, Peter Bull wishes to be elected to the board, Ernie McLean wishes to be re-elected to the board, Sherry Butt wishes to be re-elected to the board.

Randy opened the floor for nominations for director to the Board. Second call for nominations.

*Question posed:* Can you please explain what a person's role would be on the board of directors. Randy answered and gave an overview of what a board member's role is and what their commitment would entail.

*Question posed:* Do you have to be a resident of Labrador to sit on the board. Randy answered that no, you don't have to be a Labrador resident but you do have to be a stakeholder.

Third and final call for nominations. None put forth at any call.

**MOTION:** *Ernie McLean made a motion to cease nominations to the board of directors from the floor. Chad Letto seconded the motion. Motion was approved and unanimously carried.*

The following is the 2018/19 Acclaimed Board of Directors for Destination Labrador:

**South Coast**-Pete Barrett-Experience Labrador; Ange Gilley-The Florian Hotel and Peter Bull-BHHT

**Central Labrador**-Ernie McLean-Labrador Heritage Society; Scott Hudson-Northern Lights Dog Sledding

**North Coast**-Eldred Allen, Birds Eye Inc., Rigolet. There is still a vacancy for a seat from the North Coast and the Board will ensure this is filled in short order.



**Labrador West**-Sherry Butt-Business Management Services and Toby Leon-Smokey Mountain Ski Club.

Randy thanked all once again for attending and acknowledged ex-officio member, Carmen Hancock and former board members who resigned; Jillian Larkham, Jermaine Manning and Rich Lewis, for their hard work and dedication to the Board.

Ernie McLean made a motion to adjourn the AGM. The meeting was adjourned at 10:45 am.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## **DESTINATION LABRADOR 2018 ANNUAL GENERAL MEETING**

**Regional Panel Notes**

**Forteau, NL**

**October 23, 2018**

### **Panelists:**

Craig Foley, HNL, State of the Industry Address; Ange Gilley, Destination Labrador, Pete Barrett, Indigenous Tourism Association of Canada, Roxanne Notley, Nunacor Business Development Corporation, Doug Robbins, Labrador Straits Historical Development Corporation.

CF – New DFO regulations sets 100m as minimum distance from which to observe marine mammals. Best practice guidelines for regulating short-term rentals. HNL Annual Conference Feb 26-28, 2019.

RN – Professional development and experience guide training programming was tried but there was a lack of interest and low signed up. Wondering what we do. Training is critical. Guiding is a need. Will work with HNL on an entry level program as a requirement for new clients with Nunacor.

RL – Destination Labrador exec getting feedback and concerns about the lack of communication/development/partnerships with Parks Canada regarding the MMNP Reserve. Similar concerns were voiced for new redesign of infrastructure and interpretation at Red Bay National Historic Site. Invitations extended to Parks Canada to bring an update to the DL AGM did not resolve the matter.

PB – Indigenous Tourism Association of Canada – indigenous stakeholders wanted representation so they formed an organization. They received ACOA support to hire a liaison officer, Robert Bernard. He will now consult with Labrador groups. Their organization's goal is to have 7 new Atlantic Canada businesses export market ready by 2021 and have budgeted funding to get 25 business market ready.

DR – Labrador Straits Historical Development Corporation's approach in beginning was get to the root of community values and establish importance to build our current tourism industry. Looked at this approach in the context of 1980s when pony rides and water slides were popular tourism offers/experiences. Now it's lifestyle, culture and heritage that attracts visitors. Their focus in investment in these assets over past 20 years got them the main facilities and projects results we now see at Point Amour Lighthouse, Gateway to Labrador VIC, and Pioneer Footpath trail network. Today it's a change of course and focus on delivery of experiences to visitors. Fabulous to see new Expedition 51<sup>0</sup> brand. The region, at one time being from L'Anse au Clair to Red Bay, is now all Labrador and extends into Quebec and LSHDC welcomes that.

AG – Labrador has what we need to market and build Labrador tourism. We may need extra effort to get more of our message out but capitalizing on what we have is important and nice to work with Destination Labrador. There is great

marketing for the island portion of the province by TCII but Labrador needs a bigger presence in these advertising pieces.

EM – It's (the Parks Canada matter and the new MMNP reserve) a big mess. Years of work to get it established and nothing is happening now. Reminded everyone Labrador Winter Games is happening March 17-23, 2019.

PB – Was Parks Canada invited to present at this session and what is the response? They were invited and contact made for an update on their work. No response from senior management but for the limited update on what is already known regarding the Red Bay Orientation Centre expansion and pending funding needs for a new Interpretation plan.

JH – Updated all on the product line for H&F Design which decals, signage, merchandise, print shop, and souvenir line business offers.

BG – with the increased capacity of the new Labrador ferry, Point Amour Lighthouse and the Gateway to Labrador Visitors Centre will see an increase in the number of visitors they have and are looking forward to continuing their work and growing their experiences.

PB – Numbers are increasing but lots of room to grow. Expecting more growth from the QC market and the Expedition 51<sup>0</sup> brand.

MB – Wanted to bring up need for basic services on the Labrador highway – restrooms/wi-fi and safety. Happy to see that Nunacor is looking into how they can partner with government to create these amenities.

CL – There should be a Parks Canada field unit in Labrador. Tourism Operators see a lack of focus from Parks Canada and feel they are only focused on Gros Morne. Congrats to the current government for the three big accomplishments finalized this year: the new paved roads from L'Anse au Clair to Labrador West, high speed fiberoptic cable and the new ferries. Took lots of years but good to see it all come together.

RH – Now for tourism it's HNL and DL. There were lot of associations like Southern Labrador Development Association (SLDA) in province but they are now extinct. But SLDA survived. Sees opportunity for more improvement. Now there is a need for municipalities engaged with a new strategy and where we now go. Perceives a weakness in inabilities to work together to build on more tourism.

JP – Focus is on working with businesses and organizations and lots of files are in the tourism industry. Got 24 folks working on files here in Labrador. Acknowledged Destination Labrador Board and Staff for their successful year of work.

SH – Glad to be part of Destination Labrador.

EA – Think we should incorporate seeing the sites and tourism offers into our AGM.

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*\\DLSERVER\Documents\Corporate\Governance\AGM\2018 AGM\Meeting Minutes and  
Notes\Regional Panel Discussion.docx*

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**DESTINATION LABRADOR INC.**

**Financial Statements**

**Year Ended March 31, 2019**

**DESTINATION LABRADOR INC.**

**Index to Financial Statements**

**Year Ended March 31, 2019**

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## INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

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To the Directors of Destination Labrador Inc.

We have reviewed the accompanying financial statements of Destination Labrador Inc. which comprise the statement of financial position as at March 31, 2019 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*Practitioner's Responsibility for the Financial Statements*

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.


*Conclusion*

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects, the financial position of Destination Labrador Inc. as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Other Matter*

The financial statements for the year ended March 31, 2018 were reviewed by another firm of chartered professional accountants.

St. John's, NL  
September 24, 2019

  
Brian T. Scammell Professional Corporation  
Chartered Professional Accountants

**DESTINATION LABRADOR INC.****Statement of Financial Position****March 31, 2019**

	2019	2018
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 95,720	\$ 112,478
Accounts receivable <i>(Note 3)</i>	27,809	48,985
Harmonized sales tax recoverable	12,525	7,355
Prepaid expenses	1,314	-
	137,368	168,818
RESTRICTED CASH <i>(Note 4)</i>	10,003	10,003
CAPITAL ASSETS <i>(Note 5)</i>	2,147	3,156
	\$ 149,518	\$ 181,977
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 6,477	\$ 14,115
Employee deductions payable	3,559	5,022
	10,036	19,137
NET ASSETS	139,482	162,840
	\$ 149,518	\$ 181,977

**APPROVED BY SOLE DIRECTOR**\_\_\_\_\_  
*Director*



**DESTINATION LABRADOR INC.****Statement of Operations****Year Ended March 31, 2019**

	2019	2018
<b>REVENUES</b>		
Department of Tourism, Culture, and Recreation	\$ 150,000	\$ 150,000
Atlantic Canada Opportunities Agency	42,694	33,954
Destination Labrador stakeholders	22,658	30,274
Department of Innovation, Trade and Rural Development	14,012	12,186
Tourism Board	692	1,549
	<b>230,056</b>	<b>227,963</b>
<b>EXPENDITURES</b>		
Salaries and benefits	142,313	113,884
Marketing and promotion (Note 7)	55,647	44,704
Rent	13,185	13,158
Professional fees	13,133	12,714
Board travel	11,118	12,514
Office and other	5,008	6,810
Communications	4,514	3,910
Property taxes	3,519	-
Interest and bank charges	2,118	1,713
Insurance	1,462	1,678
Staff travel and Tourism Board expense	388	9,079
Capital expenditure out of revenue	-	2,270
	<b>252,405</b>	<b>222,434</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>		
(Note 11)	\$ (22,349)	\$ 5,529

**DESTINATION LABRADOR INC.****Statement of Changes in Net Assets****Year Ended March 31, 2019**

	Surplus	Investment in Capital Assets	2019	2018
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 159,684	\$ 3,156	\$ 162,840	\$ 156,147
DEFICIENCY OF REVENUES OVER EXPENDITURES	(22,349)	-	(22,349)	5,529
CAPITAL ASSETS PURCHASED OUT OF REVENUE	-	-	-	2,270
AMORTIZATION	137,335	3,156	140,491	163,946
	-	(1,009)	(1,009)	(1,106)
<b>NET ASSETS - END OF YEAR</b>	\$ 137,335	\$ 2,147	\$ 139,482	\$ 162,840

**DESTINATION LABRADOR INC.****Statement of Cash Flows**  
**Year Ended March 31, 2019**

	2019	2018
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenditures	\$ (22,349)	\$ 5,529
Changes in non-cash working capital <i>(Note 9)</i>	5,591	35,225
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(16,758)</b>	<b>40,754</b>
Cash - beginning of year	112,478	71,724
<b>CASH - END OF YEAR</b>	<b>\$ 95,720</b>	<b>\$ 112,478</b>

# DESTINATION LABRADOR INC.

## Notes to Financial Statements

Year Ended March 31, 2019

### 1. PURPOSE OF THE ORGANIZATION

Destination Labrador Inc. (the "Organization") is a corporation with share capital incorporated provincially under the Corporations Act of Newfoundland and Labrador. As a corporation with share capital the organization is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

The organization operates to promote Labrador as a world class tourism destination.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### *Basis of presentation*

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

#### *Cash*

Cash consists of cash on hand and balances with bank including authorized overdrafts and recurring operating loan. Cash components included in the cash flow statement is detailed thereon.

#### *Financial instruments*

Financial instruments are initially recorded at fair value when acquired or issued, except for certain non-arms length transactions. In subsequent periods, equity investments with actively traded markets are reported at fair value. Changes in fair values are reported in income.

All other financial instruments are reported at amortized cost, and tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement provided it is no greater than the amount that would have been reported at the date of reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

Transaction costs on the acquisition, sale, or issue of financial instruments are recognized in net income in the period incurred.

#### *Harmonized sales tax recoverable*

Contributed materials and services are recoverable at 50% as a rebate. The unrecoverable portion is recorded as an expense with the rebate treated as a receivable.

#### *Capital assets*

The equity of the corporation in its capital assets is represented by an equity account, "Investment in Capital Assets". Capital Assets disposed of are removed from the Investment in Capital Assets account at original cost. Amortization is charged against the investment in capital assets and is amortized over its estimated useful life on a straight-line basis at the following rates and methods:

Furniture and fixtures

5 years straight-line method

(continues)

# DESTINATION LABRADOR INC.

## Notes to Financial Statements

Year Ended March 31, 2019

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### *Net assets*

- a) Net assets invested in capital assets represents the organization's net investment in capital assets..
- b) Internally restricted net assets are funds which have been designated for a specific purpose by the organization's Board of Directors.
- c) Unrestricted net assets comprise the excess of revenue over expenses accumulated by the organization each year, not of transfers, and are available for general purposes.

#### *Contributed services*

The operations of the organization depend on both the contribution of time by volunteers from various sources. The fair value of donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

#### *Revenue recognition*

Destination Labrador Inc. follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

#### *Measurement uncertainty*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

### 3. ACCOUNTS RECEIVABLE

	2019	2018
Trade	\$ 6,749	\$ 7,859
Atlantic Canada Opportunities Agency	16,477	33,954
Department of Innovation, Trade, and Rural Development	4,583	7,172
	<b>\$ 27,809</b>	<b>\$ 48,985</b>

### 4. RESTRICTED CASH

Restricted cash consists of a prime plus 0.25% prime linked term deposit used to secure a VISA credit card with a \$10,000 credit line. As at March 31, 2019, the balance outstanding was \$10,003.

**DESTINATION LABRADOR INC.****Notes to Financial Statements****Year Ended March 31, 2019****5. CAPITAL ASSETS**

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Furniture and fixtures	\$ 25,797	\$ 23,650	\$ 2,147	\$ 3,156

**6. INVESTMENT IN CAPITAL ASSETS**

	2019	2018
Balance, beginning of year	\$ 3,156	\$ 1,992
Add: Purchase of capital assets	-	2,270
Deduct: Amortization	(1,009)	(1,106)
	\$ 2,147	\$ 3,156

**7. MARKETING AND PROMOTION**

	2019	2018
Travel	\$ 11,435	\$ 7,376
Trade shows	14,602	21,242
Product Development	-	6,502
Media FAM Tour	23,218	5,968
Stake/Work Group meetings	4,558	2,763
Website	1,187	853
Other Advertising	647	-
	\$ 55,647	\$ 44,704

**8. ECONOMIC DEPENDENCE**

The organization receives funding from the Atlantic Canada Opportunities Agency, as well as the Department of Tourism, Culture and Recreation. Funding is limited to specific time frames and is subject to compliance with specific terms and conditions. Funding from the Atlantic Canada Opportunities Agency has been approved up to March 31, 2020. Provincial funding is approved annually.

**DESTINATION LABRADOR INC.****Notes to Financial Statements****Year Ended March 31, 2019****9. CHANGES IN NON-CASH WORKING CAPITAL**

	2019	2018
Accounts receivable	\$ 21,176	\$ 23,726
Accounts payable and accrued liabilities	(7,638)	(1,472)
Prepaid expenses	(1,314)	-
Harmonized sales tax recoverable	(5,170)	12,971
Employee deductions payable	(1,463)	-
	<b>\$ 5,591</b>	<b>\$ 35,225</b>

**10. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT**

The corporation carries various forms of financial instruments. Unless otherwise noted, it is management's opinion that the corporation is not exposed to significant interest, currency or credit risks arising from these financial instruments.

Cash, receivables and payables are reported at their fair values on the statement of financial position. The fair values are the same as the carrying values due to their short-term nature.

**11. OPERATING RESULTS**

The Organization recorded an operating loss of \$22,349 for the year ended March 31, 2019 which has been funded by existing cash reserves.



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**2019 Annual General Meeting**

**AGENDA**

All times AST

- **8:45 am Welcome & Introductions AGM 2019** – Randy Letto, Executive Director
- 9:00 am Call to Order – Ange Gilley, Chair
- 9:05 am Approval of the Agenda – All
- 9:10 am Adoption of Minutes AGM 2018 – All
- 9:20 am Business Arising – Ange Gilley/All
- 9:30 am Financial Statements – Randy Letto/All
- 9:40 am Annual Report Presentation – Ange Gilley/Randy Letto
- 10:10 am Nomination Report – Ange Gilley
- **10:30 am Nutrition Break - Sponsored by Destination Labrador**
- **Stakeholder Session 1**
- 10:45 Peter Bull, Battle Harbour Historic Trust
- 11:00 Ange Gilley, The Florian Hotel
- 11:15 Ernie McLean, Labrador Heritage Society
- 11:30 Scott Hudson, Northern Lights Dog Sledding
- 11:45 Open Mic Q & A
- **12:00 pm Lunch**
- 12:30 pm Livette Moores, TCII Gov NL, Marketing with newfoundlandlabrador.com
- **Stakeholder Session 2**
- 1:00 Carol Ann Gilliard, TCII Gov NL, Tourism Product Development in Newfoundland and Labrador
- 1:30 pm Craig Foley, HNL, State of the Industry Address
- 2:00 pm Regional Tourism Panel/Discussion
- **3:00 pm Nutrition Break - Sponsored by Destination Labrador**
- 3:15 pm Facilitated Round Table Discussions, Moderator Randy Letto
- 4:00 pm Wrap Up and Adjournment, Moderators Randy Letto/Ange Gilley

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**Annual Report Presentation**

- Detailed Annual Report and AGM Documents Available
  - [www.destinationlabrador.com](http://www.destinationlabrador.com) – Partners Section
- Presentation on Annual Report Highlights
  - About DL, The Business Plan
  - Marketing Plan and Marketing Activities 2018/19
  - Destination Development and Market Readiness
  - Organizational and Governance
  - Industry Engagement
- Stakeholder Q&A

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## About Destination Labrador

- Not-for-profit founded in 1992
- Not a membership based organization
- Customer focused, private/public sector partnership based regional Destination Management Organization for all Labrador.
- Our **mandate** is 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.

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## About Destination Labrador

### Board Members

- Chairperson, Ange Gilley, The Florian Hotel, (South)
- Vice-Chairperson, Sherry Butt, Butt's Consulting (West)
- Treasurer, Ernie McLean, Labrador Heritage Society (Central)
- Secretary, Peter Bull, Battle Harbour (South)
- Peyton Barrett, Mealy Mountain Gallery (South)
- Eldred Allen, Bird's Eye Inc. (North)
- Toby Leon, Gateway Labrador Inc (West)
- Scott Hudson, Northern Lights Dog Sledding (Central)



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graph TD
    DLBoard[DL Board] --> PTB[Provincial Tourism Board]
    PTB --> ED[Executive Director]
    ED --> AA[Administrative Assistant]
    ED --> VSPS[Vacant: Seasonal Project Staff]
        
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### Staff

- Randy Letto, Executive Director
- Donna Roberts, Administrative Assistant

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## Business Plan – 2017-2020



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graph TD
    DL[Destination Labrador] --> M[Marketing]
    DL --> DD[Destination Development]
    M --> NAC[National & Atlantic Cdn Trade Shows]
    M --> A[Advertising PMO]
    M --> W[www.newfoundlabrador.com]
    DD --> CTP[Coordinate Tourism Board Partners]
    DD --> MR[Market Readiness]
    NAC --> NCS[National Consumer Shows]
    A --> IPG[In Province Guide/ADA postal code mail drop]
    W --> LC[Labrador Content]
    CTP --> RDP[Regional Destination Plan]
    MR --> ED[Experience Development]
    NCS --> SC[Sales Calls]
    IPG --> NID[National/International Digital TC/DC/Industry]
    LC --> SMF[Social Media Feeds]
    RDP --> TWC[Task Teams/Working Groups/Steering Committees]
    ED --> CLWG[Central Labrador Working Group]
    SC --> FT[Fam Tours]
    NID --> TGA[Travel Guide Advertisers]
    SMF --> MP[Marketing Partnerships]
    TWC --> LS[Labrador Stakeholders]
    
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# The Business Plan

Marketing + Destination Development = More Things to See and Do

All our efforts are realized on NewfoundlandLabrador.com

Every tourism operation in Labrador should now have:

- ✓ their Tourism Operator Profiles complete along with refreshed content and images for 2020
- ✓ reviewed 2019 Experience Offers and drafting new ones for 2020 and
- ✓ a Marketing Partnership Plan with Destination Labrador.

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# Budget and Financing

% of Funds, 3-Yr Budget (2017-2020)

Budget Summary		ACOA Eligible	TCII 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
<b>Total</b>	<b>841,761</b>	<b>298,055</b>	<b>253,055</b>

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# Marketing

## One Brand, Shared Focus

- Responsible for Labrador travel **content** on <http://www.newfoundlandlabrador.com/>
  - Free business profiles and travel offers! Need your content!
  - No longer any revenue to Destination Labrador, previously pay-to-play for travel offers, regional highlights, blogs

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## Marketing

Labrador Regional Pages on [www.newfoundlandlabrador.com](http://www.newfoundlandlabrador.com)


- 24 Labrador 'travel offers' @ March 31/19 by 10 tourism operators (all from Labrador South region).
- Completed review and update of all Labrador content to reflect highway/ferry upgrades, recent travel stories and tourism operator profiles

**DL Website and Social Media**

- All travel media story content and other trade content is now updated for 2019-20
- Join our E-Newsletter and follow us on Social Media.
- Followers/Likes: Twitter-1,830, Facebook-1,284 Instagram-739



@Labrador Tweets



/destination.Labrador



destinationlabrador

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## Marketing Activities 2018-19

**Consumer/Trade Shows**

- Attended the Ottawa Travel and Leisure Show (Apr 2019)
- Attended Rendez-Vous Canada (Halifax, May 2018 & Toronto May 2019)
- Attended the Outdoor Adventure Shows (Toronto Feb 2019 and Montreal Apr 2018 and Mar 2019)
- Overall market response - growth is only limited by local supply. Markets are extremely strong with continued annual growth expected.
- Most asked Qs – Expedition 51°, How to get here, Best times, TMNP, BH
- Partners and Labrador operators/ions were Battle Harbour, Parks Canada, and The Florian Hotel



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## Marketing Activities 2018-19

**Travel Trade and Media Fams**

**Delivered 14 fam tours**

- Itineraries included Labrador West / LCD / Battle Harbour / Expedition 51°
- 2018 delivered 8 fams with 13 participants
- 2019 delivered 9 fams with 24 participants

**Travel Media/Trade Companies included**

2018

- Destination Canada, Target Marketing, Atlantic Salmon Journal, Outskirts, Trayvac Tours, Beyond Deep Travel, Maxxim Vacations, Trans Canada Trail

2019

- Voltfuse, GoMedia (post tour), Instagrammers (Block and Maziak), Globe and Mail, Explore NL, 360 Grad Kanada, Vision Atlantic, Canadvac, Routes Adventures, Tourisme Cote Nord and TNL Staff, and Concord Tours



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## Marketing Activities 2018-19

Provincial Travel Guide Advertorial 2019

- 6 partners invested a total of \$3,000 in a two page advertorial spread featuring Labrador Coastal Drive tour itinerary
- Parks Canada invested \$3,000 with Western DMO and Destination Labrador in a new 3 UNESCOs advertorial

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## Market Readiness 2018-19

Tourism Technology, Skills and Knowledge

- Need training help with Tourism Technology, Skills and Knowledge, Training? Call us!
- Check out: <https://www.youtube.com/user/HospitalityNL>
- HNL sessions held in Nain, Happy Valley-Goose Bay

HR partnership position with Gateway Labrador and DL: new travel offers realized for three operators in Labrador West (White Wolf Snowmobile Club, Smokey Mountain Ski Club, and Menihik Cross Country Ski Facility)

New NL.com Listings

- H&F Designs, Dr. Moret's Walking Trail, Barney's Pond Walking Trail, Gin Cove Walking Trail, White Water Falls Trail, Grand River Snowmobile Club Trails, Labrador Military Museum, Gateway Labrador, and White Wolf Snowmobile Trails.

Enhanced New NL.com Listings

- White Elephant Museum, White Wolf Snowmobile Trails, White Water Falls Trail, Strathcona House, The Seashore Boardwalk, Smokey Mountain Ski Club, Raleigh Trail, The Net Loft, Grand River Snowmobile Club Trails and Gateway Labrador

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## Market Readiness 2018-19

Destination Development Planning and Market Readiness

- Completed and updated DL's priority Charter Initiatives
  - (Collaborating for Sustainability - Three UNESCOs (Ongoing)
  - Tourism Labrador is Not About Sustainability, it's About Survivability (completed)
  - Bringing the 'Uncommon Potential' Brand of the Labrador Experience to Life (Completed Phase one, Phase two started).
- Six Labrador Destination Development Plan (DDP) Task Team meetings (Mar/18, Apr/18, Jun/18, Sept/18, Nov/18, Jan/19)
- New Task Team 'The Western NL and Labrador Task Team' exploring the joint DP Charter Initiative Three UNESCOs with three meetings held (Sept/18, Oct/18, Jan/19)
  - Reviewed Three UNESCO itinerary content on nl.com
  - Parks Canada's Tuckamore Guide
  - Content review for the NL Travel Guide
  - Other accomplishments included a new advertisement in
    - Parks Canada's Tuckamore Guide
    - Three UNESCOs itinerary in the NL Travel Guide (2019)
    - New content for NL.com website and the Provincial Travel Guide (2019)
    - New advertorial featuring the Trans Labrador highway and the Three UNESCOs itinerary for the official French Travel Guide to NL

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## Market Readiness 2018-19

### Destination Development Planning and Market Readiness

- Québec-Labrador Highways Branding Project Steering Committee Team completed and launched Expedition 51°
  - new brand image, theme and identity for QC Route 389, NL Routes 500-510 and the eastern end of the QC Route 138.
  - \$25k was leveraged from tourism partner Tourisme Côte-Nord in Québec with RDEE TNL in partnership with ACOA and TCII to complete this DL Charter initiative
- Completed a new 'Sense of Arrival' project in partnership with Goose Bay Airport Authority (GBAC) Terminal
- Completed a new 'Sense of Arrival' poster series (2'x3' and 3'x2') for the new St. Barbe-Blanc Sablon ferry, the MV Qajaq W, to highlight Labrador experiences.

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## Destination Development 2018-19

### Labrador Destination Development Plan (DDP) Task Team

- Struck in the summer 2016 the Labrador DDP Task Team connects numerous sub-regional Working Groups, Project Steering Committees and Project Task Teams
- Central Labrador Tourism Working Group (Summer 2016)
- Western NL and Labrador DDP Task Team (Summer 2016)
- The Québec Labrador Highways Branding Project Steering Committee Team (Summer 2017)
- North Coast Visitor Journey Assessment Team (Summer 2018) and completed report in winter 2019
- New Tourism Working Group in Labrador West (June, 2018)
- Hosted 21 industry operators for a facilitated Knowledge Exchange Series package pricing workshop with HNL in Forteau, NL
- In Oct/18, 50 plus tourism stakeholders participated in a joint HNL and DL DDP product development workshops in Southern Labrador.
- In June /19, Nunacor, Town of Happy Valley-Goose Bay and Destination Labrador partnered to host product development workshops in Southern Labrador and Central Labrador

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## Destination Development 2018-19

### Participating Partner with other Regional Tourism Organizations

- Red Bay VE Master Plan Steering Committee
  - Pilot of new experiences and programming by Parks Canada and The Florian Hotel launched summer 2019
- Member of Regional Innovations System Tourism Pilot Steering Committee and attended 7 meetings (Mar/18, May/18, Sept/18, July/18, Oct/18, Feb/19 and Apr/19).

### Provincial Steering Committees

- Skills and Knowledge, and Tourism Board Implementation Team meetings (2019)

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## Organizational & Governance

- DL AGM was hosted in Forteau Fall, 2018 in concert with HNL.
  - One new board member was recruited (Peter Bull, Battle Harbour Historic Properties) and a new Chair, Ange Gilley, the Florian Hotel, elected. 32 stakeholders in attendance.
- HNL and DL partnership - Creating Memorial Tourism Experiences Workshop Fall 2019 Happy Valley-Goose Bay
- Destination Labrador Strategic Planning 2020 beyond postponed pending Strategic Planning for beyond Vision 2020 by the provincial Tourism Board
- Special thanks to the volunteer board of Destination Labrador and our industry partners for their continue investment, engagement and leadership.




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## Industry Engagement

- Partner investment and other revenue sources totaled \$26,000
  - \$21,700 in marketing and market readiness projects
  - \$4,600 in other project/partner revenue
- A new \$11,500 annual (2020) market sponsorship with Goose Bay Airport Authority contributed to the DDP Sense of Arrival project at the airport terminal
- 21 tourism stakeholders participated in our DDP product development workshops in Southern Labrador
- Industry partners invested in one or more of the following: Provincial Travel Guide advertorials, marketplace attendance, consumer shows, fam tours, Destination St. John's Colorful Experience 2019 Guide and market readiness initiatives.
- Active DDP task teams are engaged, partnering and delivering on numerous DDP initiatives throughout Labrador as well as with Western DMO and Québec tourism organizations as well.

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**Thank you!**

**For joining our AGM and partnering with Destination Labrador...**

**a special thanks to the Board of DL and all of our industry volunteers and champions!**

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Destination Labrador  
Annual Report Highlights  
2018 - 2019



Destination Labrador Annual General Meeting, Oct 2018

Prepared by: Randy Letto, Executive Director

June, 2018

## Annual Report Highlights

This update follows our 2018-19 (Apr 1/18 to Mar 31/19) Annual Workplan, other specific projects with Dept. of Tourism Culture, Industry and Innovation and other provincial Tourism Board partners.

### Marketing

Twelve industry partners invested \$21,776 in one or more of the following; provincial travel guide advertorials, marketplace attendance, consumer shows, fam tours, Destination St. John's Colorful Experience 2019 Guide, and Sense of Arrival initiatives.

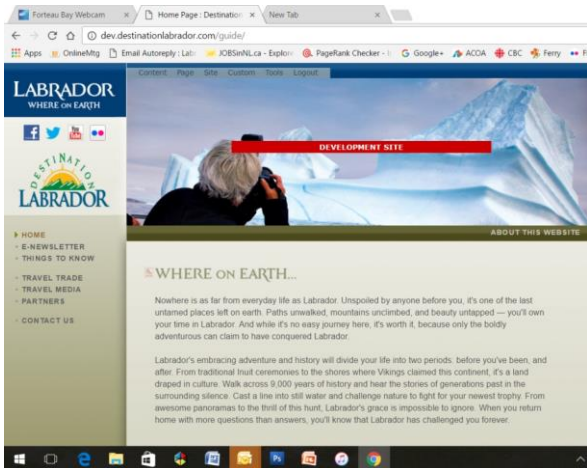
Destination Labrador Partnership Programs						
2018/19 Marketing Activity Revenue Generation Summary						
V2.3						1-May-19
<b>Marketing Revenue</b>						
<b>TCII Programs</b>						
		<b>1st QTR</b>	<b>2nd QTR</b>	<b>3rd QTR</b>	<b>4th QTR</b>	<b>Total</b>
<b>Travel Guide</b>						
	Advertorial	\$0	\$4,500	\$0	\$0	\$4,500
	<b>Total Travel Guide</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>
	<b>Total TCII Programs</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>
<b>DL Programs</b>						
<b>Travel Shows</b>						
	Trade	\$750	\$0	\$0	\$0	\$750
	Consumer	\$500	\$1,000	\$500	\$0	\$2,000
	Media	\$0	\$0	\$0	\$0	\$0
	<b>Total Trade Show</b>	<b>\$1,250</b>	<b>\$1,000</b>	<b>\$500</b>	<b>\$0</b>	<b>\$2,750</b>
<b>Fams</b>						
	Trade	\$250	\$0	\$0	\$0	
	Media	\$1,750	\$0	\$0	\$0	
	<b>Total FAMs</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>
<b>Sponsorship</b>						
<b>Market Readiness</b>						
<b>DSJ Guide</b>						
	<b>Total Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,880</b>
	<b>Total DL Programs</b>	<b>\$3,250</b>	<b>\$1,000</b>	<b>\$500</b>	<b>\$0</b>	<b>\$13,880</b>
	<b>Total Marketing Revenue</b>	<b>\$3,250</b>	<b>\$5,500</b>	<b>\$500</b>	<b>\$0</b>	<b>\$23,130</b>
<b>Total Other Revenue</b>						
	<b>Total Other Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,575</b>
	<b>Total Revenue Before Discounts</b>	<b>\$3,250</b>	<b>\$5,500</b>	<b>\$500</b>	<b>\$0</b>	<b>\$23,130</b>
Discount Adjustments (10%-20%, for multiple tactic partnerships)						
						\$ 1,354.00
						Net Partner Revenue \$21,776.00
	<b>In-Kind Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,608</b>
<b>Report Period: Apr 1, 2018 to March 31, 2019</b>						



### Website newfoundlandlabrador.com (nl.com)

- There is no longer any revenue being generated back to DL from Labrador industry stakeholders that was previously being generated through a pay-to-play partnership revenue for online packages.
- Although there was no revenue realized for online packages, it was a record year by March 31, 2018 for online Labrador packages, (total of 28 on April 1/18) by 10 tourism operators (all from the Labrador South region).
- By March 31, 2019 there were only 24 online packages, 12 of those were Newfoundland based multi-night tour operators. Several Labrador operators did not return to add travel offers, notably Nunatsiavut Group of Companies/Air Borealis, Tour Labrador, Experience Labrador and Seaview Restaurant and Cabins.
- A significant redevelopment and relaunch of the website newfoundlandlabrador.com necessitated a complete review and update of all Labrador content completed in concert with TCII marketing division.
- There is an opportunity to annually enhance the Labrador content to better assist trip planners and site users especially as it relates to the changing dynamic of an improved Québec-Labrador Highway.

### Website DestinationLabrador.com



- New trade and media brochures created for business to business tradeshows like GoMedia and Rendez-Vous Canada were updated from existing content.
- All travel media story content from previous years and other trade content related information is now online.
- The DL online newsletter was refreshed with DL's corporate logo to enhance the engagement direct to Labrador stakeholders
- A comprehensive review of all DL contact databases was completed.

#### Social Media:

- Followers: Twitter -1,776, Facebook -1,450, Instagram 604.

### Consumer/Trade shows 2018/19:

- Exec Dir attended RVC in Halifax representing two partners (See Appendix A); had a full slot of appointments, 34 in all. Overall market response was growth is only limited by supply. Markets are extremely strong with continued annual growth expected.
- Exec Dir attended the Toronto (See Appendix B) and Montréal Outdoor Adventure Show (See Appendix C) representing two partners, one in attendance.
- Exec Dir attended the Ottawa Travel and Leisure Show (See Appendix D) with one partner in attendance.

### Trade and Media Fams 2018:

- The late decision on operations at TMNP base camp impacted on fam tour opportunities. Delivery was limited to itineraries in the Labrador Coastal Drive region namely Red Bay and Battle Harbour.
- A total of \$1,750 was invested by 7 partners, delivering on 8 fam tours with 13 participants.

- 6 Labrador partners invested a total of \$4,500 in a two-page advertorial spread featuring Southern Labrador.
- Western DMO and Parks Canada (western NL Field Unit) partnered for a new advertorial featuring the Three UNESCOs itinerary.

Advertorial

## Locals know the best places to visit.

Stand still. The horizon has never been this quiet. The depths of the Grand Canyon are painted with people and even Alaska feels overpopulated. Labrador is the only place left where you can have this much space to yourself. Surrounded by echoes of the past, journey along the Labrador Coastal Drive alongside local tourism ambassadors. The view is eternal as you climb Atlantic Canada's tallest lighthouse, overlooking Iceberg Alley at Point Amour. Silence is broken as you hear the unique 16th-century story of "first off" at the Red Bay Basque Whaling Station, a UNESCO World Heritage Site. Enjoy the thrill of adventure for icebergs and whales during a hike along the Pioneer Footpath. Retreat to the wild nature and historic buildings at one of the most restorative, off-the-grid retreats in North America – Battle Harbour National Historic District. Escape to the 56-kilometre Wondrous Strands beach and the new Mealy Mountains National Park Reserve. Catch the rhythm of local traditions, generations in the making. With 3,000 years of mystery beneath each step, you'll retrace the lives of the people that discovered this land alongside those that call this place home.

Learn more at [newfoundlandandlabrador.com/topDestinations/LabradorRegion](#).

A photograph showing a small wooden building and a tall stone tower situated on a rocky coastline under a cloudy sky.

Battle Harbour

A photograph of a person standing on a path made of stacked stones leading up a grassy hill towards some trees.

Pioneer Footpath

A black and white historical photograph of several large whale carcasses lying on a sandy or icy shore next to wooden structures.

Red Bay Basque Whaling Station

A color photograph of a white cylindrical lighthouse with a red roof, perched on a cliff overlooking the ocean.

Point Amour Lighthouse

Battle Harbour  
National Historic District  
Battle Harbour  
(709) 621-6325  
[battleharbour.com](#)

Cloud 9 Boat Charters and Tours  
Mary's Harbour  
(709) 820-2350  
[cloud9boatcharts.ca](#)

Experience Labrador  
Cartwright  
(709) 337-1444  
[experiencecanadadorado.ca](#)

Northern Light Inn  
L'Anse-au-Loup  
(800) 563-3188  
[northerlightinn.com](#)

TowneLabrador  
Forteau  
(709) 951-3186  
[townelabrador.ca](#)

Whaler's Station  
Restaurant and Cables  
Red Bay  
(709) 320-3766  
[redbaywhalers.ca](#)

PAGE NO.	A11/A12
CATEGORY	LIFESTYLE
SUB-CATEGORY	VACATION TRAVEL
ADVERTISER	FEDERAL GOVERNMENT OF CANADA
PROOF #	100%
DATE RECEIVED	JULY 2014
DAYS TO PUBLICATION	1 DAY
SALES REP	MICHELLE DUNN
BOOKING REFERENCE	LABRADOR REGIONAL TOURISM CAMPAIGN

LINE ITEM #	5-22 x E-RSPT*
NAME	Summer
RATE PER LINE	\$137**
GROSS TOTAL	150
NET TOTAL	150
ADDITIONAL CHARGES	NA
PRINT DATE	JULY 2014

TRANSIT'S GUIDE 2014	Advertiser
LABRADOR EDITORIAL	Editorial
ADVANCEMENTS	Advance Payment
REMARKS	See Remarks

Target

380 | JUNE/JULY 2014 | 800-563-6355

Visit [Newfoundlandandlabrador.com](#) | 381

### Tourism Assurance Plan (TAP)

- Completed review on a target list of operators for one-on-one coaching and counselling in Labrador West with a shared HR position between Gateway Labrador and DL; new travel offers realized for three operators (White Wolf Snowmobile Club, Smokey Mountain Ski Club, and Menihek Cross Country Ski Facility).
- New TDMS listings for Southern Labrador (H&F Designs, Dr. Moret's Walking Trail, Barney's Pond Walking Trail, Gin Cove Walking Trail, White Water Falls Trail), Central Labrador (Grand River Snowmobile Club Trails, Labrador Military Museum) and Labrador West (Gateway Labrador, and White Wolf Snowmobile Trails).
- Enhanced listings (White Elephant Museum, White Wolf Snowmobile Trails, White Water Falls Trail, Strathcona House, The Seashore Boardwalk, Smokey Mountain Ski Club, Raleigh Trail, The Net Loft, Grand River Snowmobile Club Trails and Gateway Labrador).

## Destination Development Planning and Market Readiness

- Completed and updated DL's priority Charter Initiatives (Collaborating for Sustainability - Three UNESCOs (Ongoing), Tourism Labrador is Not About Sustainability, it's About Survivability (completed), and Bringing the 'Uncommon Potential' Brand of the Labrador Experience to Life (Completed Phase one, Phase two started).
- Exec Dir and DL board members participated in six Labrador Destination Development Plan (DDP) Task Team meetings (Mar/18, Apr/18, Jun/18, Sept/18, Nov/18, Jan/19) to provide updates and briefs to the various DDP working group initiatives and stakeholders.
- Exec Dir participated in a new Task Team 'The Western NL and Labrador Task Team' exploring the joint DP Charter Initiative Three UNESCOs with three meetings held (Sept/18, Oct/18, Jan/19) and additional committee meetings on reviewing Three UNESCO itinerary content on nl.com, Parks Canada's Tuckamore Guide, and content review for the NL Travel Guide. Task team accomplishments included a new advertisement in Parks Canada's Tuckamore Guide (2018), new advertorial featuring the Three UNESCOs itinerary in the NL Travel Guide (2019), revised content for NL.com website and the Provincial Travel Guide (2019) and a new advertorial featuring the Trans Labrador highway and the Three UNESCOs itinerary for the official French Travel Guide to NL.
- In July/18, the Québec-Labrador Highways Branding Project Steering Committee Team completed and launched Expedition 51°, a new brand image, theme and identity common to interprovincial touristic routes QC Route 389, NL Routes 500-510 and the eastern end of the QC Route 138. \$25k was leveraged from tourism partner Tourisme Côte-Nord in Québec with RDÉE TNL to complete this DL Charter initiative 'Bringing the 'Uncommon Potential' Brand of the Labrador Experience to Life'.
- Assisted the Town of Happy Valley-Goose Bay and the Labrador North Chamber of Commerce in the Central Labrador Working Group with a new RFP call for a RV park feasibility study.
- Completed a new 'Sense of Arrival' project in partnership with Goose Bay Airport Authority (GBAC) Terminal featuring a digital display of imagery at the arrivals lounge. This new marketing partnership between DL and GBAC realized \$11.5k in revenue to DL for this annual sponsorship.



- Completed a new 'Sense of Arrival' poster series (2'x3' and 3'x2') for the new St. Barbe -Blanc Sablon ferry, the MV Qajaq W, to highlight Labrador experiences.







- In June/18 a new DDP Working Group was established by DL and Gateway Labrador in Labrador City.
- Oct/18 DL hired a Tourism Coordinator in partnership with Gateway Labrador in Labrador West adding capacity for market readiness, DDP planning, and increase industry engagement.
- Exec Dir participating in provincial steering committee for Skills and Knowledge, TAP steering committee and Tourism Board Implementation team meetings.
- Limited time and availability in early spring 2018 for both DL and Nunacor staff to meet and plan in-season delivery of market readiness supports (photography and content enhancements to

the TDMS profiles for operators).

- Completed a North Coast Visitor Journey Assessment in July/18 and completed a report on the findings in Jan/19 to inform regional workplans for 2019.
- Hosted 21 industry operators for a facilitated Knowledge Exchange Series package pricing workshop with HNL in Forteau, NL.
- Member of Regional Innovations System Tourism Pilot Steering Committee and attended 7 meetings (Mar/18, May/18, Sept/18, July/18, Oct/18, Feb/19 and Apr/19).
- In Oct/18, 50 plus tourism stakeholders participated in a joint HNL and DL DDP product development workshops in Southern Labrador.
- Continued one-on-one communications with industry and one-on-one counseling.

### Other Activities/Workshops

- Exec Dir met with various consulting firms working for DL partners, tourism operators and sub-regions (the Tourism Company, John Graham and Associates, Tight Lines Consulting, and, Windy and Tickle).
- DL AGM was hosted in Forteau Oct 23, 2018 in concert with HNL. One new board member was recruited (Peter Bull, Battle Harbour Historic Properties) and a new Chair, Ange Gilley, the Florian Hotel, elected. 32 stakeholders in attendance.

## Industry Engagement

- \$21,776 in partner investment and \$4, 575 in other project/partner revenue.
- A new \$11,500 annual (2017-2020) market sponsorship with Goose Bay Airport Authority contributed to the DDP Sense of Arrival project at the airport terminal.
- 21 plus tourism stakeholders participated in our DDP product development workshops in Southern Labrador
- Industry partners invested in one or more of the following: Provincial Travel Guide advertorials, marketplace attendance, consumer shows, fam tours, Destination St. John's Colorful Experience 2019 Guide and market readiness initiatives.
- Active DDP task teams are engaged, partnering and delivering on numerous DDP initiatives throughout Labrador as well as with Western DMO and Québec tourism organizations.



**Appendices Attached**

Appendix A.....RVC 2018 Report

Appendix B.....Toronto Outdoor Adventure Show Report 2019

Appendix C.....Montreal Outdoor Adventure Show Report 2019

Appendix D.....Ottawa Travel and Leisure Show Report 2019

Appendix E.....Fam Tours Summary 2018



## Director Nomination Form

### Nominee

I hereby nominate \_\_\_\_\_ from the region of: (select one)

- |   |  |
|---|--|
| <input type="checkbox"/> Western Labrador | <input type="checkbox"/> Northern Labrador             |
| <input type="checkbox"/> Central Labrador | <input type="checkbox"/> Southern Labrador and Straits |

This candidate is also letting their name stand to run for the Officer position of:  
(Select one or more)

- |                                    |                                     |
|------------------------------------|-------------------------------------|
| <input type="checkbox"/> Chair     | <input type="checkbox"/> Vice-Chair |
| <input type="checkbox"/> Secretary | <input type="checkbox"/> Treasurer  |

**Rationale for this nomination:** (main business/employer, job title, place of residence, tourism industry experiences, volunteer experiences, and contact details)

### Nominator

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Nominator must confirm acceptance by nominee in advance of submitting nomination form with their signature below.

I, \_\_\_\_\_, hereby accept this nomination.  
(Print nominee name here)

Nominee Signature: \_\_\_\_\_

Nominee Contact:

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Please submit your nomination form to: Randy Letto, [randy@destinationlabrador.com](mailto:randy@destinationlabrador.com) or Fax 896-6508

Section 7.0  
DL – By Laws

### **Director Appointments**

All partners, members and regional tourism associations (which original tourism associations shall be in Labrador and whose eligibility to appoint a director shall be determined by the Board), shall have the right to nominate directors to the Board provided the directors recognize and deem the partners, members and regional tourism association to be validly constituted. Each region will be represented by a minimum of two directors;

### **Qualification**

No person or organization shall be qualified to be or appoint a director if:

- he or she, as the case may be, is less than nineteen years of age
- he or she is of unsound mind and has been so found by a court in Canada or elsewhere;
- he or she is not an individual; or
- he or she has the status of a bankrupt

A director must be a "stakeholder" of an organization or business in good standing with TDMS. "Stakeholder" means government agencies, businesses, organizations, members and partners operating in Labrador with a vested interest in the Mission and Goals of the Company (Destination Labrador Inc.).

### **Election and Term of Office**

The directors shall be appointed at the Annual Meeting of members of the Company.

The term of office for each director shall be two years.

Retiring directors are eligible for reappointment or re-election.



## Background: DL By-Laws, adopted Jan 2016

By-Laws pertaining to Board Directors, qualifications, appointments, officers and terms of office are detailed in Section 7 of the Company By-Laws, in particular section 7.0-7.5; in summary they are:

- Number and Quorum. The number of directors shall be determined by the directors, but shall not be less than 4 or exceed 10, excluding observers.
- All partners, members and regional tourism associations have the right to nominate directors to the Board and each region will be represented by a minimum of two directors (one of which must be a private-sector member).
- The Board may invite appointed stakeholders necessary to fulfill the objectives of the Company but may not exceed ten (10) voting directors.
- Qualification - No stakeholder or organization shall be qualified to be or nominate a stakeholder as a director if the stakeholder or organization or business is not in good standing with TDMS.
- The directors shall be appointed at the Annual Meeting of members of the Company. The term of office for each director shall be two years. Retiring directors are eligible for reappointment or re-election.

## Current DL Board of Directors for DL AGM 2019

Current Directors and Nominations	Region of Labrador:	Private Sector	Not for profit Other	Joined	Term at Oct 23, 2019	Expiration Date
Ernie McLean, Lab Heritage Society	Central		✓	Oct 23, 2018	1 Year Remaining	Fall, 2020
Peyton Barrett, Exp Lab Tours	South	✓		Oct 23, 2018	1 Year Remaining	Fall, 2020
Sherry Butt, Butts Consulting Services	West	✓		Oct 23, 2018	1 Year Remaining	Fall 2020
Peter Bull, Battle Harbour Historic Trust	South		✓	Oct 23, 2018	1 Year Remaining	Fall 2020
Toby Leon, Smokey Mtn Ski Club	West		✓	Fall 2017	2 Year Term Expires	Fall 2019
Angie Gilley, Florian Hotel	South	✓		Spring 2017	2 Year Term Expires	Spring 2019
Scott Hudson, Northern Lights Dog Sled	Central	✓		Fall 2017	2 Year Term Expires	Fall 2019
Eldred Allen, Bird's Eye Inc	North	✓		Fall 2017	2 Year Term Expires	Fall 2019
Expiring terms eligible for reappointment or re-election						

Resignations						
Name	Region of Labrador	Private Sector	Not for Profit/Other			
Eldred Allen, Bird's Eye Inc	North	✓				
Toby Leon, Smokey Mtn Ski Club	West		✓			
New Nominations						
Name	Region of Labrador:	Private Sector	Not for profit Other	Nomination Form ✓	Term at Oct 24, 2019	Expiration Date
Ange Gilley, Florian Hotel	South	✓		✓	2 Years	Oct 24, 2021
Scott Hudson, Northern Lights Dog Sledding	Central	✓		✓	2 Years	Oct 24, 2021
Vacancies to be Filled						
Name	Region of Labrador	Private Sector	Not for Profit/Other			
Candidate	North					
Candidate	North					
Candidate	West					

Updated Sept 19, 2019