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**2020 Annual General Meeting**

**FRIDAY, April 16, 2021**

**9:30AM-11:00am (All times are AST)**

**Venue: Zoom Meeting**

**<https://us02web.zoom.us/j/86049136911>**

- 1) Welcome & Introductions – Randy Letto, Executive Director**
- 2) Call to Order – Ange Gilley, Chair**
- 3) Approval of the Agenda – All**
- 4) Adoption of Minutes AGM 2019 – All**
- 5) Business Arising – Ange Gilley/All**
- 6) Financial Statements – Randy Letto/All**
- 7) Annual Report Presentation – Ange Gilley/Randy Letto**
- 8) Nomination Report – Randy Letto**
- 9) Election of Directors – Randy Letto**
- 10) AGM Adjournment**

**Have a safe and nice weekend**

## DESTINATION LABRADOR 2019 ANNUAL GENERAL MEETING

Labrador North Chamber of Commerce Conference Room  
Happy Valley-Goose Bay, NL  
October 24, 2019

### MINUTES - Draft complete

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

**On Line Via Facebook Live Feed:**

**Jamie Pye**-Tourism, Culture, Industry and Innovation, Labrador; **Barry Sheppard**-BWSMC

**In Person:**

**Ange Gilley**-Chairperson of Destination Labrador and Manager at The Florian Hotel; **Peter Bull**-Treasurer of Destination Labrador and Executive Director at Battle Harbour Historic Properties **Craig Foley**-Hospitality Newfoundland and Labrador; **Sheryl Colbourne**-Tourism Culture Industry and Innovation; **Trevor Kennedy**-ACOA; **Betty Morris**-Newfoundland and Labrador Organization of Women Entrepreneurs; **Franca Smith**-Labrador Affairs Secretariat; **Julianne Griffin**-Labrador North Chamber of Commerce; **Ernie McLean**-Secretary of Destination Labrador and Manager at Labrador Heritage Society; **Cyndy Stead**-Town of Happy Valley-Goose Bay; **Pete (Peyton) Barrett**-Destination Labrador Board Member and Owner/Operator of Experience Labrador; **Susie Rumbolt**-Nunacor; **Roxanne Notley**-Nunacor; **Carol Ann Gilliard**-Tourism, Culture, Industry and Innovation; **Wally Andersen**-Town of Happy Valley-Goose Bay;

**Regrets:**

**Scott Hudson**-Northern Lights Dog Sledding; **David Kieser**-Mayor of North West River; **Margaret Buckle**-LSHDC; **Sherry Butt**-Butt's Consulting; **Marlyce Shangreaux**-Red Wine Bed and Breakfast; **Clara Labadie**-Aqua Labadie; **Scott Andrews**-Provincial Historic Sites

**Staff:**

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

#### **1.0 Welcome and Introductions**

Randy introduced himself and welcomed everyone who was attending the meeting both on line for the video feed and in person. He started by acknowledging that Destination Labrador is hosting the Annual General Meeting on Indigenous lands and recognized the Innu, Inuit and Southern Labrador Inuit. He outlined the events of the day and noted that there would be a change to the Day's Agenda-Scott Hudson was called away and won't be presenting at 11:30 as outlined in the Agenda; Roxanne Notley will now present in that time slot rather than in the afternoon as previously scheduled.

#### **2.0 Call to Order**

The meeting was called to order by Ange Gilley, Destination Labrador Chairperson, at 9:10 am.

#### **3.0 Approval of Agenda**

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

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

#### 4.0 Adoption of Minutes AGM 2018

Ange Gilley gave participants a few moments to review the 2018 AGM Minutes and. She called for a motion to adopt the previous AGM minutes as circulated.

**MOTION:** *Pete Barrett motioned that the minutes of the 2018 Annual General Meeting be approved. Ernie McLean seconded the motion. Motion was approved and unanimously carried.*

#### 5.0 Business Arising

There was no business arising from the 2018 AGM minutes.

#### 6.0 Financial Statements

A copy of financial statements was made available to the public on Destination Labrador's Website and will remain there as part of the 2019 AGM Document Package.

Randy presented the unaudited Financial Statements as prepared by Brian Scammell reviewing Statement of Financial Position and Statement of Operations and highlighting Note 11: The organization recorded an operating loss of \$22,349 for the year ending March 31, 2019 which has been funded by existing cash reserves.

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

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

#### 7.0 Annual Report

Randy gave a presentation on DL's Annual Report. Both the full Annual Report and Randy's presentation are available on Destination Labrador's website (<http://www.destinationlabrador.com/guide/partners.htm>) and in the registration kits of those in attendance. 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.

Randy reviewed who DL is and the mandate of the organization which 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. An important distinction about DL as opposed to the other DMO's in the province is that we are not a membership organization and we are an organization that provides free membership to any tourism operator that has an invested interest in tourism development in Labrador.

#### GOVERNANCE

Randy thanked the board and acknowledged the creative talent at the board table. He noted that we have regional representation on the Board from each of the 4 regions of Labrador, we have room to add more members and skill sets and introduced the members of the board and the current positions they hold on the Board of Directors. Ange Gilley, Chairperson-The Florian Hotel; Sherry Butt, Vice Chairperson-Butts Consulting Services; Peter Bull, Treasurer-Battle Harbour Historic Properties; Ernie McLean, Secretary-Labrador Heritage

Society; **Pete Barrett**, member at large-Experience Labrador; **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.

Randy also noted that we have only **two staff, himself and Donna Roberts**, Administrative Assistant at DL.

Our capacity as an organization is that we rely on strong partnerships that are very valuable to us and we are able to get our work done because of those strong partnerships.

### THE BUSINESS PLAN

**Current plan covers 2017-2020 and is set to expire in March 2020.** Most of the traditional activities we do is around **marketing** but we also do a **lot of destination development** work and **helping inform product design** and **new product** and **destination preparedness** for receiving guests to Labrador.

The **plan is governed by provincial tourism board partners** because they have invested with us in the business plan, namely the **Government of Canada** and the **Government of Newfoundland and Labrador**. **Finance and delivery is based on a private/public partnership model and is dependent on engagement of all stakeholders.**

**Because we are approaching the end of the current plan, the board is exploring how we finance DL and different ways to do so in the future.**

### MARKETING

**Labrador Regional Pages** – Destination Labrador is responsible for all the Labrador content on [www.newfoundlandlabrador.com](http://www.newfoundlandlabrador.com), however, the content for each individual operator is controlled by the operator themselves, because they can upload and update to their profiles themselves, through the portal at the back end of the web site, called the Tourism Operator Portal. This is a free advertising/marketing opportunity and is important to DL to have it up there because it's the information we use to market Labrador at Trade and Consumer shows.

From Jan – July 2.6M sessions on the web site and of that number, the number of click throughs was 95K when visitors to the web site clicked through to visit tourism operators and experiences and plan trips to the province.

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.

**One key change that happened in the three years of this business plan is that there is no longer any revenue to DL related to any of the content that goes up on nl.com but our business plan was designed around that reality but it was decided that a free pay to play model would increase business profiles and offerings on the web site. End result is that we have lost some financing as an organization, hence we are dipping into cash reserves to sustain the organization but we have to have product on line to promote Labrador.**

Labrador regional page on nl.com shows 24 Labrador travel offers by 10 tourism operators (all from the Labrador South region as of March 21, 2019. We had 28 the previous year and 24 this year. 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 and Social Media** – All travel media story content and offer trade content is now updated for 2019-2020. We encourage everyone to join our E-newsletter and follow us on Social Media. We are currently in the process of revamping our web site and updating it to reflect current market offerings. In terms of our social media presence, we have 1,830 Followers/Likes on Twitter; 1,284 followers on Facebook; and 739 followers on Instagram. Content from our social media pages gets fed into the province's databases.

We completed a review of all the Labrador content on nl.com to reflect updates to itineraries, highway upgrades, ferry upgrades, recent travel stories and tourism operator profiles. We compiled them all and sent the info into the Dept of Tourism.

## MARKETING ACTIVITIES

**Consumer/Tradeshows 2017** – Randy attended the Ottawa Travel and Leisure Show in April 2019 (one partner attended with us, Battle Harbour and Ottawa still seems to be an extremely strong market for us); Rendez Vous Canada in Halifax May 2018 and May 2019 (two partners at that show-The Florian Hotel and Battle Harbour); Outdoor Adventure Show in Toronto in Feb 2019, and Montreal in April 2019, 8 and Mar 2019; The over all market response is that growth is only limited by local supply. Markets are extremely strong with continued annual growth expected.

The most frequently asked questions were related to Expedition 51<sup>0</sup>, How to get here; Best times to travel to Labrador; TMNP and BH. Partners and operators who also attended were Battle Harbour, Parks Canada and The Florian Hotel.

We attend these shows to promote all the tourism offerings on nl.com and all that are market ready as a travel package. The cost for us attending each show is about \$3,500 to \$6,000 but operators don't have to incur those kinds of costs if they want their product there because if you enter into a partnership agreement at a cost of \$250, we can represent you and present your product at these shows.

**Travel Trade and Media Fams 2018/19** – DL delivered 9 FAM Tours with 24 participants and itineraries included Labrador West, Labrador Coastal Drive, Battle Harbour and Expedition 51<sup>0</sup>.

In 2018, we hosted Destination Canada, Target Marketing, Atlantic Salmon Journal, Outskirts, Trayvac Tours, Beyond Deep Travel, Maxxim Vacations and Trans Canada Trail.

In 2019, we hosted VOLT FUSE in Labrador West we hosted a film crew who produced a film featuring Smokey Mountain Ski Club facility as a premier place to visit for the best downhill skiing and snowboarding in Canada; Labrador Coastal Drive would have included western Newfoundland itineraries with stops in Labrador as an add on to the itinerary; Battle Harbour was either a direct fam tour itinerary out of Goose Bay airport where the tour operators would arrive and we would drive south from Goose Bay to BH; Expedition 51<sup>0</sup> saw media and trade operators who are now looking at new itinerary development along the Quebec-Labrador highway; we had Target Marketing with us for a fam to help us look at how we can explore the Expedition 51<sup>0</sup> brand; Go-Media Post tour went to the TMNP-we supported the costs here in HV-GB and Parks and TCII support the rest of the costs in the Torngat Mountains; we hosted Instagrammers in BH and at The Florian Hotel (Block and Maziaz); we hosted the Globe and Mail (Jeremy Freed) at The Florian Hotel and in BH; we hosted Explore Newfoundland and Labrador who are developing Iceberg Chaser program into Labrador Straits and BH; we hosted a trade fam tour with Vision Atlantic, Canadvac, and Routes Adventure (this one is a Canadian company who deliver on a brand called Rhodes Scholar).

**Provincial Travel Guide Advertorial** – 6 partners invested a total of \$3,000 in a two-page advertorial spread featuring Labrador Coastal Drive tour itinerary. Also, Parks Canada invested \$3,000 with Western DMO and DL in a new 3 UNESCOs advertorial.

## **MARKET READINESS**

**Tourism Technology, Skills and Knowledge** - 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 and we continue to have a valuable relationship with HNL. 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).

Noted that we just hosted a successful workshop with HNL looking at experience development, the day before the AGM and it was very well attended. STEM Consulting's Lucy Dias presented.

**HR Partnership between Gateway Labrador and DL** - The HR Partnership Position with Gateway Labrador resulted in new travel offers for three operators in Labrador West (White Wolf Snowmobile Club, Smokey Mountain Ski Club and Menihek Cross Country Ski Facility)

**New NL.com Listings** – there are new listings on NL.com and our efforts have resulted in HNF 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 being added.

**Enhanced NL.com Listings** - We have worked with the following operators to enhance their listings on NL.com – 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 Activities** – We 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 Live (completed Phase 1, Phase 2 started)

We conducted six Labrador Destination Development Plan (DDP) Task Team meetings. (Mar/18, Apr/18, Jun/18, Sep/18, Nov/18, Jan/19)

We formed a new Task Team "The Western NL and Labrador Task Team", exploring the joint DP Charter Initiative Three UNESCOs with three meetings (Sep/18, Oct/18, Jan/19) and have focused efforts on the following:

- Reviewed Three UNESCOs itinerary content on nl.com
- Parks Canada's Tuckamore Guide
- Content review for the NL Travel Guide
- Other accomplishments include a new advertisement in
  - Parks Canada Tuckamore Guide

- Three UNESCOs itinerary in 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.

**Destination Development Planning and Market Readiness** – The Quebec Labrador Highway Branding Project steering committee has completed and launched Expedition 51<sup>0</sup>. We worked with Target Marketing and Tourism Cote Nord which resulted in a new brand image, theme and identity for QC Route 389, Routes 500 and 510 and the eastern end of the BVQC Route 138.

\$25K was leveraged from tourism partner Tourisme Cote Nord in Quebec with RDEE TNL in partnership with ACOA and TCII to complete this DL Charter Initiative.

## DESTINATION DEVELOPMENT

**Labrador Destination Development Plan (DDP) Task Team** – This task team was struck in the summer of 2016 and 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 and completed a report in the winter of 2019
- New Tourism Working Group in Labrador West formed June 2018

Additionally, DL has been involved in facilitating workshops for stakeholders and

- 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 workshop in Southern Labrador
- In June/19, Nunacor, Town of HV-GB and Destination Labrador partnered to host product development workshops in Southern and Central Labrador

Destination Labrador has also been a participating partner with other regional development tourism organizations.

- Red Bay Visitor Experience Master Plan Steering Committee formed in the Fall of 2015 to look at branding and signage.
- In the summer of 2019, a pilot of new experiences and programming by Parks Canada and The Florian Hotel was launched.
- Member of Regional Innovations System Tourism Pilot Steering Committee and attended 7 meetings (Mar/18, May/18, Jul/18, Sep/18, Oct/18, Feb/19, Apr/19)

The Executive Director also participates in provincial steering committees as well – Skills and Knowledge and Tourism Board Implementation Team meetings (2019)

## ORGANIZATIONAL & GOVERNANCE

- **DL AGM** – Hosted in Forteau in the Fall of 2018 in partnership with HNL with 32 stakeholders in attendance.
  - At that time, we recruited a new board member, Peter Bull-Battle Harbour Historic Properties and Ange Gilley was elected as Chairperson of the Board.
- Through HNL and DL partnership, we presented Creating Memorable Tourism Experiences Workshop in the fall of 2019 in Happy Valley-Goose Bay
- The DL Board strategic planning session for beyond 2020 was postponed pending strategic planning for beyond *Vision 2020* by the provincial Tourism Board

Randy offered a special thanks to the volunteer board of DL and our industry partners for their continued investment, engagement and leadership

## INDUSTRY ENGAGEMENT

Partner investment and other revenue sources totaled \$26,300, \$21,700 in marketing and market readiness projects; \$4,600 in other project/partner revenues.

We have a 3 -year \$11,500 annual market sponsorship with Goose Bay Airport Corporation (2018-2020) to contribute to the DDP Sense of Arrival project at the airport terminal. Randy thanked Ernie McLean for his championship for this project.

We had 21 stakeholders participate 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 Experiences 2019 Guide, 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 Quebec tourism organizations.

Randy once again thanked everyone for their continued support of Destination Labrador.

Chairperson, Ange Gilley, thanked Randy for his report and reiterated to those in attendance the importance of them coming to DL, letting us know what they need and how we can help them. Marketing is a huge piece of what we do and how we can promote operators in Labrador, but operators have to come to us with their product so we can market your product. The office is always there to provide support and assistance.

Visitors to Labrador are excited to come here and are looking for things to do and are especially seeking new experiences. We in Labrador are uniquely positioned to create and deliver on those experiences.

Questions:

1. **Comment:** re - the new ferry, Qajaq W – there needs to be more space for advertising on the vessel for posters and there is a lack of space for brochures and this limits operators' opportunity to provide marketing material.

**Randy replied:** DL: designed the posters on the ferry using specifications given to staff by service provider. So, any posters have to meet certain specifications. If you want to put a brochure or poster, you need to

contact the ferry operator directly but we can provide you with the image specifications for posters. We don't know exactly how many spaces are left but we can direct you to the ferry operator and provide you with contact information as well.

Randy will flag these comments for the sense of arrival discussions at the Task Team meetings to come up with some actions around that and figure out a way to solve the issues with the need for brochure space.

**ACTIONS:** 1. Office to provide Susie with poster specifications and contact information for advertising on Qajaq W. 2. Randy to table topic at next Task Team meeting

## 8.0 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.

Currently we have Ernie McLean, Pete Barrett, Peter Bull and Sherry Butt who have one year remaining on their terms. And 4 board members whose terms are expiring, two of which are not returning – Eldred Allen, Birds Eye Inc and Toby Leon, Smokey Mountain Ski Club.

## 9.0 Election of Directors

We currently have nomination forms for 2 candidates: Ange Gilley and Scott Hudson who both wish to be re-elected to the board, however we have not received any other nomination forms prior to the AGM today.

Randy opened the floor and issued first call for nominations to replace the seat from Labrador West and the seat from the North Coast.

Second call for nominations announced.

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

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

With nominations closed it was announced that Ange Gilley and Scott Hudson were acclaimed to the Board of Directors for a term of 2 years.

Randy announced that we have a means to fill vacancies on the board and in the absence of any additional nominations in advance of the AGM or from the floor the board will commence with those procedures to fill the vacancies from Labrador West and the North Coast.

The following is the 2019/20 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-** There are two vacancies for seats from the North Coast; the board will ensure this is filled as per organizational procedures.

**Labrador West-**Sherry Butt-Business Management Services and there is one vacancy for a seat from Labrador West; the board will ensure this is filled as per organizational procedures.

Randy thanked all once again for attending and acknowledged the board members who resigned, Eldred Allen and Toby Leon, for their hard work and dedication to the Board.

Before adjournment, Mayor Wally Anderson requested the floor for an opportunity to address those in attendance. On behalf of Council for the Town of Happy Valley-Goose Bay, he expressed thanks to Randy and Destination Labrador for all that is being done in tourism in Central Labrador. The Town is currently in the process of getting an RV Park and Mayor Anderson attended a meeting in Sept Isle with other stakeholders last winter to discuss the completion of the highway from Sept Isle to Blanc Sablon and he feels that this project will certainly do a lot to allow for the continued growth of tourism in Labrador. Mayor Anderson closed by stating that the Town of HV-GB will provide any assistance to Destination Labrador as it moves forward with its mandate.

With no more requests for the floor, Randy Letto called for a motion to adjourn the 2019 Annual General Meeting.

**MOTION:**      *Peter Bull made a motion to adjourn the AGM. Ernie McLean seconded the motion. Motion was approved and unanimously carried.*

The meeting was adjourned at 10:20 am.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## DESTINATION LABRADOR 2019 Stakeholder Sessions

Happy Valley-Goose Bay, NL  
October 24, 2019

### DL STAKEHOLDERS OPEN MIC

#### Presenters:

**Peter Bull**, Battle Harbour Historic Properties; **Ange Gilley**, The Florian Hotel; **Erne McLean**, Labrador Heritage Society; **Roxanne Notley**, Nunacor

#### **Peter Bull (Battle Harbour)**

Battle Harbour saw a 20% increase from June 8-Sept 8, 2019 and reported 285-day trippers (which is an increase of 15%). More visitors are booking for 3 nights rather than 1 because the word is out that one night in Battle Harbour is not enough and that BH is now nationally recognized as a Canadian Signature Experience. The web site is being re-vamped so it is expected that the changes will translate into sales.

Received 1 cruise ship; 8 motor coaches; repaired the wharf; received 20 sailboats this season and saw 1571 person nights occupancy.

Attended Rendez Vous Canada, Atlantic Canada Showcase, Toronto/Ottawa/Downhome shows. In terms of the market NL makes up 35%; Ontario 30% and the rest are a mix of national and international travelers. It is anticipated that Quebec will be a growing market due to the completion of Expedition 51<sup>0</sup>.

BH participated in FAM Tours this past season –Vision Atlantic, Canadvac and Routes Adventure (Rhodes Scholar), Routes Adventure are keen to sell BH for a 3-night stay with their clients. Jeremy Freed's piece (Globe and Mail) will appear in May 2020 which will create traction for 2020 season.

For season 2020, BH has applied for an experimental fishery license to offer a new experience to visitors. Repairs are on-going to infrastructure with new roofs, the harbour apron and wharf undergoing work.

#### **Ange Gilley (Florian Hotel)**

The Florian Hotel is the newest 4-star hotel in Labrador and received a Certificate of Excellence on Trip Advisor in 2019. The hotel can seat 50 in the dining room and offers an extremely varied and responsive menu to their guests by being able to accommodate visitors with various dietary restrictions/allergies while still maintaining excellent meals. The Florian is proud to say that 99% of what is served in the restaurant is locally sourced.

Reviewed offerings/experiences highlighting Whale and Iceberg Tours; Dinner by The Sea; Coastal Picnics at Point Amour Lighthouse; Salmon Fishing and their newest offering, Basque in the Labrador Experience (a partnership with Parks Canada that will begin summer 2020 featuring an authentic Basque Meal Experience on Saddle Island.

The Florian has seen an increase in the number of nights visitors are staying and occupancy is up from 1.5 to 2.5 days stay.

Ange knows that there are no accidental tourists to Labrador and it is up to operators to ensure they are providing a top-notch experience to visitors. What makes you unique is what makes you special to a visitor.

Encouraged participants to take advantage of all the training opportunities available to them through DL, TCII, HNL, ACOA and TDMS.

### **Ernie McLean (Labrador Heritage Society)**

Ernie presented the history of Labrador Heritage Society reflecting that it is not a new organization and was formed in 1972 to collect, promote and preserve the history of Labrador. HQ is located in North West River and has been there since 1990 and became a National Charitable Organization in 2006.

In 1992 a tourism plan was developed to give direction on how NWR could grow as a tourism destination. And since 1992 and with funding from ACOA, TCII and other local sponsors the Labrador Heritage Society has spent approx. \$2M on the Trappers Monument, Sunday Hill Lookout, Festival Grounds move, 12 kms of walking trail along with the boardwalk along the riverfront, rebuilt the Heritage Craft Shop, built the HBC Trading Post, and mounted the cable car.

The Museum holds 950 + artifacts with storyboards, models etc. and in 2020 six themes will be added to focus on Labrador's contribution to WWI and WWII along with opening up approx. 400 square feet for additional displays.

5 themes at the museum 1. Trapper life style; 2. Hudson's Bay Company; 3. International Grenfell History; 4. Early explorers; 5. NWR collection.

Challenged by the fact that they are seasonal operation, need community interest, need to promote the product, Highway 500 (HV-GB to NWR) is in poor condition and there is always garbage on the road, which certainly does not enhance the sense of arrival for visitors.

### **Roxanne Notley (Nunacor)**

Roxanne presented the highlights of Nunacor's Tourism Workplan

750K invested through Nunacor Business Development to its members and now have in excess of 55 registered Indigenous businesses with hundreds of NunatuKavut entrepreneurs supported through: Business Counseling; Funding Proposals; Business Registry; Supplier Development; Entrepreneurship Training; Networking Opportunities; NunatuKavut Business Centre.

#### *Product Development*

Working mostly in Product Development, Nunacor has taken an innovative approach for product development. Assisted Great Caribou Studio and Seatown Café. Working to try to establish accommodations in Cartwright as well as businesses to offer tourism experiences.

Working with and submitted applications to Destination Trails project that will tell the NunatuKavut story.

#### *Market Readiness*

Feel their biggest indicator of progress in this area is nl.com but are working to ensure there is more content

### *Marketing*

Funding dedicated specifically to signage/trade shows etc. but always encourage operators to work with Destination Labrador for trade shows. DL can represent them at trade shows as part of its Marketing Partnership Program.

Working to build Indigenous tourism and currently working with 4 indigenous groups. The Innu are not at the table yet, but there is a seat available for them when they are ready.

### **Randy opened the Floor for Questions**

PT directed question to Ange Gilley. What feedback does The Florian Hotel get allowing dogs?

Ange replied that they don't have any issues. They have 2 dog friendly rooms; because she has severe allergies, they don't allow cats. They charge more for a dog friendly room and people are excited that the hotel is pet friendly.

CF also mentioned that HNL has a program for hotel owners, called Tourism Quality Assurance. And reminded the assembly that there is a law that all accommodators **MUST** be accessible for service animals. The law states that a pet is not a pet when it is a service animal.

Randy stated that this is definitely something we need to continue to remind operators about.

PT directed a comment to Ernie McLean regarding Route 500. There is a survey posted on engage.nl regarding the condition of the road. He encouraged users to visit the site and take the survey to have input on any issues or upgrades that are needed.

PT to send a link to Randy at Destination Labrador so we can distribute to our stakeholders in Central Labrador.

### **MARKETING WITH NEWDOUNDLANDANDLABRADOR.COM**

#### **Presenter:**

**Linette Moores**, Department of Tourism, Culture, Industry and Innovation

Linette presented an overview of the objectives in tourism marketing and outlined the province's marketing strategy, which: 1. Concentrates resources on key target markets; 2. Legitimate and ownable brands relevant to the target market; and 3. Deliver consistent and relevant messages.

The majority of visitors to NL are from Ontario and NL is their primary destination, where they stay an average of 10.4 nights and spent on average \$3500.

Target Visitors – typically plan 5 months in advance of travel. They search on line for destinations, accommodations, things to do and reviews. Once they arrive in NL, they search printed materials, talk to locals, NL Travellers Guide, destinations (on line) and attractions (on line).

There are currently 3.5 million visits to the NL tourism web site. 1.4 million views of the tourism business listings; 600,000 referrals to tourism operators; 369,000 followers/subscribers on social media channels.

*In Market Timing:*

January – all TV ads will be in rotation among key target market;  
 June-Aug – digital campaign for the season;  
 Spring & Fall – department staff attend Travel Trade Shows;  
 May & Sept – Travel Trade and Travel Media FAMs take place;  
 Feb-Apr – department staff attend Consumer Shows;  
 Year Round – VIC's at 2 airports (St. John's and Deer Lake);  
 May-Oct – Other VICs in the province opened;

Visitor Services offered 12 months of the year. The 8 VICs provide trip planning and reservations for travellers. Trudy Winter or Linette can help distribute operators' literature, free of charge.

Linette provided a brief overview of the tourism portal. May 31<sup>st</sup> is the deadline for the Travellers Guide. May 15<sup>th</sup> is the deadline for DMOs to create advertorials. **Operators are encouraged to update their 2020 listing on nl.com. If this is not done by January, the current listings will be removed.**

All ads are played on Air Canada and are listed on the nl tourism social media channels. It was noted that there are a lot of comments from the target market on Facebook.

Operators are encouraged to ask visitors to use #explorenl and #icebergsnl when posting to social media. These hashtags are monitored by the province.

Finally, an open mic meeting can be scheduled with department staff to talk about your business. This open mic is presented to VIC staff, marketing department, etc. This is a great opportunity for operators to meet and talk with department staff in person.

## **TOURISM PRODUCT DEVELOPMENT IN NEWFOUNDLAND AND LABRADOR**

**Presenter:**

Carol Ann Gilliard, Department of TCII

Carol Ann reviewed the current Tourism Development Plan which covers 2017-2020. The goal was to create and deliver NL and Lab brand experiences to attract more visitors to the province and encourage them to stay longer.

Touch Points in Visitor Journeys. This is what a visitor considers when planning a trip to NL.

- Starts when they are planning their trip
- Transportation is a consideration (flying or driving)
- Signage
- Visitor Services
- Food
- Accommodations
- Things to experience

Once journey is complete, they use word of mouth/mouse to talk about what they did while they were here.

Carol Ann reviewed the Provincial Tourism Plan pointing out that there are specific market readiness guidelines for:

- Experiences

Destination Trails  
 Food Tourism Experiences  
 Sense of Arrival  
 Tourism Attractions  
 Craft Experiences  
 Developing Festivals and Events

In 2018/19, the department hosted 31 tourism opportunities/experience development sessions across the province. 1185 tourism operator/potential entrepreneurs attended those sessions. There are 50 new experiential tourism businesses in the province since 2017 and there has been an increase in experiential offerings at existing attractions and services.

Through the Community Capacity Program assistance will continue to be given to help with the tourism planning process. Currently the province is looking at the process for the next Tourism Product Development (TPD) Plan.

### REGIONAL TOURISM PANEL

#### Panelists:

**Trevor Kennedy**, Atlantic Canada Opportunities Agency (ACOA); **Ange Gilley**, Destination Labrador (CL); **Craig Foley**, Hospitality Newfoundland and Labrador (HNL); **Julianne Griffin**, Labrador North Chamber of Commerce (LNCC)

#### TK (ACOA)

Presented on ACOA's Accelerated Market Readiness Program. Phase one has been completed. Phase two is being rolled out. Invites have not gone out yet, and those operators who are TAP compliant will be given priority, but also open to non-TAP compliant operators. ACOA will work with those operators to help them to become compliant. They are planning on working with 10 in two phases of 5 operators.

#### JG (LNCC)

Presented a background on the Labrador North Chamber of Commerce which was formed in 1962. They currently have 180 members representing 2,200 employees. The LNCC is involved in 5 major initiatives: Venture North, Northern Lights Conference, Northern Exposure, Expo Labrador and Member 2 Member program. The LNCC operates the VIC in Happy Valley-Goose Bay which is open year-round and is funded through Canada Summer Jobs and TCII. In 2017 VIC saw 1000 visitors; 800 in 2018; and 800 in 2019. It is felt by the LNCC that these numbers are on the low side because the chamber is without a tourism development specialist who would typically track the numbers.

LNCC is part of the Central Labrador Tourism Working Group, which was formed in 2016 and within a year, all the short-term goals set for the CLTWG have been completed. The Chamber was involved in a RV Park Study to confirm the need for a RV Park in Central Labrador. Tract Consulting were commissioned in 2018 and the area behind the Kinsmen Park has been identified as the perfect location for a RV Park.

LNCC has been involved with the Birch Island Restoration project which is a celebration of the history of HV-GB. Through strong partnerships, 1.8 million has been invested with 24K invested by the LNCC.

A true testament to the partnerships created with the LNCC and other entities in town was to have the Seabourn Quest cruise ship put into port. Pete Barrett led cruise ship training on behalf of the Town of HV-GB. It was recognized that the Town and LNCC were in uncharted territory and took on a monumental task with

huge success. Exactly 1 year later the cruise ship returned to HV-GB and the investment was: 13K Town of HV-GB; 15K Nunacor; 10K by Seabourn Quest. Along with local vendors/businesses seeing a direct economic impact the artists realized \$3230 in sales at the LNCC Artists Pavilion in the 6 hours it was opened. Moving forward, there is a need for supportive infrastructure, to build on authentic indigenous experiences, create more experiences around our indigenusness, and celebrate HV-GB's history and heritage.

The LNCC is committed to strengthening key relationships, establishing partnerships, business development opportunities, ensuring the VIC is a one stop shop and advocate and lobby for a successful tourism industry in Central Labrador.

**CF (HNL)** – HNL history, mission and mandate were reviewed and presentation outlined that HNL is involved in three main activities – advocacy, skills training and membership services. They are currently conducting research around how minimum wage affects a business and are encouraging all operators to go to their website and leave feedback – [www.hnl.ca/feedback](http://www.hnl.ca/feedback).

**RL** – asked Julianne Griffin, how can we capture adequately who our visitors are. Do we need to organize discussion around this with the Gateway to Labrador in Southern Lab, LNCC VIC in Central Lab and Gateway Labrador in Western Labrador?

**JG** – responded that they have no specific tool to collect visitor stats. They have to send the info to their funders but realizes this is not exactly what is needed in terms of visitor stats. They are planning to hire a full-time staff person to focus on tourism year-round.

**RL** – added that we developed a tool and have shared this with the three VICs but are not sure if it is being used to capture stats.

**CF** – Craig suggested that Michaela Roebathan could come in and do some work with this.

**RL** – replied that it was Michaela who assisted in creating the tool we sent to the three VIC. The issue seems to be in using and implementing the tool as a standard practice.

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<\\DLSERVER\Documents\Corporate\Governance\AGM\2019 AGM\Meeting Minutes and Notes>

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**DESTINATION LABRADOR INC.**

**Financial Statements**

**Year Ended March 31, 2020**

**DESTINATION LABRADOR INC.**

**Index to Financial Statements**

**Year Ended March 31, 2020**

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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, 2020 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, 2020, 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.

St. John's, NL  
January 11, 2021

  
Brian T. Scammell Professional Corporation  
Chartered Professional Accountants

**DESTINATION LABRADOR INC.****Statement of Financial Position****March 31, 2020**

	2020	2019
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 105,036	\$ 95,720
Accounts receivable <i>(Note 3)</i>	12,032	27,809
Harmonized sales tax recoverable	12,984	12,525
Prepaid expenses	765	1,314
	130,817	137,368
RESTRICTED CASH <i>(Note 4)</i>	10,003	10,003
CAPITAL ASSETS <i>(Note 5)</i>	1,247	2,147
	\$ 142,067	\$ 149,518
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 7,228	\$ 6,477
Employee deductions payable	-	3,559
	7,228	10,036
<b>NET ASSETS</b>		
Unrestricted assets	133,592	137,335
Investment in capital assets	1,247	2,147
	134,839	139,482
	\$ 142,067	\$ 149,518

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

**DESTINATION LABRADOR INC.**

**Statement of Operations**  
**Year Ended March 31, 2020**

	<b>2020</b>	<b>2019</b>
<b>REVENUES</b>		
Department of Tourism, Culture and Recreation	\$ 152,893	\$ 150,000
Atlantic Canada Opportunities Agency	39,296	42,694
Destination Labrador stakeholders	31,827	36,670
Tourism Board	-	692
	<b>224,016</b>	<b>230,056</b>
<b>EXPENDITURES</b>		
Salaries and benefits	119,679	142,313
Marketing and promotion ( <i>Note 6</i> )	57,290	55,647
Rent	13,223	13,185
Professional fees	12,113	13,133
Board travel	6,431	11,118
Office and other	4,862	5,008
Interest and bank charges	4,857	2,118
Communications	4,617	4,514
Property taxes	1,891	3,519
Insurance	1,796	1,462
Bad debts	1,000	-
Amortization	900	1,009
Tourism Board travel	-	388
	<b>228,659</b>	<b>253,414</b>
<b>DEFICIENCY OF REVENUES OVER EXPENDITURES</b>	<b>\$ (4,643)</b>	<b>\$ (23,358)</b>

**DESTINATION LABRADOR INC.**  
**Statement of Changes in Net Assets**  
**Year Ended March 31, 2020**

	Unrestricted assets		Investment in capital assets		2020	2019
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$	137,335	\$	2,147	\$ <b>139,482</b>	\$ 162,840
DEFICIENCY OF REVENUES OVER EXPENDITURES		(4,643)		-	<b>(4,643)</b>	(23,358)
		132,692		2,147	<b>134,839</b>	139,482
AMORTIZATION		900		(900)	-	-
<b>NET ASSETS - END OF YEAR</b>	\$	133,592	\$	1,247	\$ <b>134,839</b>	\$ 139,482

**DESTINATION LABRADOR INC.**

**Statement of Cash Flows**  
**Year Ended March 31, 2020**

	<b>2020</b>	<b>2019</b>
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenues over expenditures	\$ (4,643)	\$ (23,358)
Item not affecting cash:		
Amortization	900	1,009
	<b>(3,743)</b>	<b>(22,349)</b>
Changes in non-cash working capital <i>(Note 8)</i>	<b>13,059</b>	<b>5,591</b>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>9,316</b>	<b>(16,758)</b>
Cash - beginning of year	<b>95,720</b>	<b>112,478</b>
<b>CASH - END OF YEAR</b>	<b>\$ 105,036</b>	<b>\$ 95,720</b>
<b>CASH FLOWS SUPPLEMENTARY INFORMATION</b>		
Interest received	\$ -	\$ -
Interest paid	\$ 4,857	\$ 2,118
Income taxes paid	\$ -	\$ -

# DESTINATION LABRADOR INC.

## Notes to Financial Statements

Year Ended March 31, 2020

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### 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, 2020

### 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

	2020	2019
Trade	\$ 3,595	\$ 6,749
Allowance for doubtful accounts	(1,000)	-
Atlantic Canada Opportunities Agency	5,093	16,477
Department of Innovation, Trade, and Rural Development	4,344	4,583
	<b>\$ 12,032</b>	<b>\$ 27,809</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, 2020, the balance outstanding was \$10,003.

# DESTINATION LABRADOR INC.

## Notes to Financial Statements

Year Ended March 31, 2020

### 5. CAPITAL ASSETS

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Furniture and fixtures	\$ 25,797	\$ 24,550	\$ 1,247	\$ 2,147

### 6. MARKETING AND PROMOTION

	2020	2019
Travel	\$ 15,064	\$ 11,435
Media FAM Tour	13,457	9,977
Travel Trade Show	10,331	5,084
Media FAM Tour	8,637	13,240
Trade shows	6,058	9,519
Stake/Work Group meetings	1,805	4,558
Website	1,615	1,187
Photoshoot	323	-
Other Advertising	-	647
	\$ 57,290	\$ 55,647

### 7. 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.

### 8. CHANGES IN NON-CASH WORKING CAPITAL

	2020	2019
Accounts receivable	\$ 15,777	\$ 21,176
Accounts payable and accrued liabilities	751	(7,638)
Prepaid expenses	549	(1,314)
Harmonized sales tax recoverable	(459)	(5,170)
Employee deductions payable	(3,559)	(1,463)
	\$ 13,059	\$ 5,591

**DESTINATION LABRADOR INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2020**

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**9. 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.

Destination Labrador  
Annual Report Highlights  
2019 - 2020



*Bites of Basques History. A new and exciting experience of Labrador's 16th-century Basque whalers offered by Parks Canada in partnership with The Florian Hotel.*

Prepared by: Randy Letto, Executive Director

March 24, 2021

## Annual Report Highlights

This update covers the 2019-20 Annual Workplan, other specific projects with Dept. of Tourism Culture, Arts and Recreation and other provincial Tourism Board partners. The report represents an extension of our 2017-2020 Business Plan due to the restrictions imposed in response to the COVID-19 pandemic mid-March of 2020.

### Marketing

Twelve industry partners invested \$25,029 in one or more of the following; provincial travel guide advertorials, marketplace attendance, consumer shows, fam tours, market readiness and sense of arrival initiatives (GBAC sponsorship).

Destination Labrador Partnership Programs						
2019/20 Marketing Activity Revenue Generation Summary						
V2.4						17-Nov-20
<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	\$1,500	\$500	\$500	\$2,000	\$4,500
	<b>Total Travel Guide</b>	<b>\$1,500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$2,000</b>	<b>\$4,500</b>
	<b>Total TCII Programs</b>	<b>\$1,500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$2,000</b>	<b>\$4,500</b>
<b>DL Programs</b>						
<b>Travel Shows</b>						
	Trade	\$500	\$750	\$0	\$0	\$1,250
	Consumer	\$0	\$0	\$0	\$750	\$750
	Media	\$0	\$0	\$0	\$0	\$0
	<b>Total Trade Show</b>	<b>\$500</b>	<b>\$750</b>	<b>\$0</b>	<b>\$750</b>	<b>\$2,000</b>
<b>Fams</b>						
	Trade	\$2,039	\$0	\$0	\$0	
	Media	\$3,000	\$0	\$0	\$0	
	<b>Total FAMs</b>	<b>\$5,039</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,039</b>
<b>Sponsorship</b>						
	<b>Market Readiness</b>					\$11,500
	<b>DSJ Guide (2018-19) OAR</b>					\$800
	<b>Total Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,490</b>
	<b>Total DL Programs</b>	<b>\$5,539</b>	<b>\$750</b>	<b>\$0</b>	<b>\$750</b>	<b>\$13,490</b>
	<b>Total Marketing Revenue</b>	<b>\$7,039</b>	<b>\$1,250</b>	<b>\$500</b>	<b>\$2,750</b>	<b>\$13,490</b>
	<b>Total Other Revenue</b>	<b>\$0</b>	<b>\$281</b>	<b>\$0</b>	<b>\$165</b>	<b>\$5,311</b>
	<b>Total Revenue Before Discounts</b>	<b>\$7,039</b>	<b>\$1,531</b>	<b>\$500</b>	<b>\$2,915</b>	<b>\$25,029</b>
	Discount Adjustments (10%-20%, for multiple tactic partnerships)					\$ -
	Net Partner Revenue					\$25,029.20
	<b>In-Kind Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Report Period: Apr 1, 2019 to March 31, 2020

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

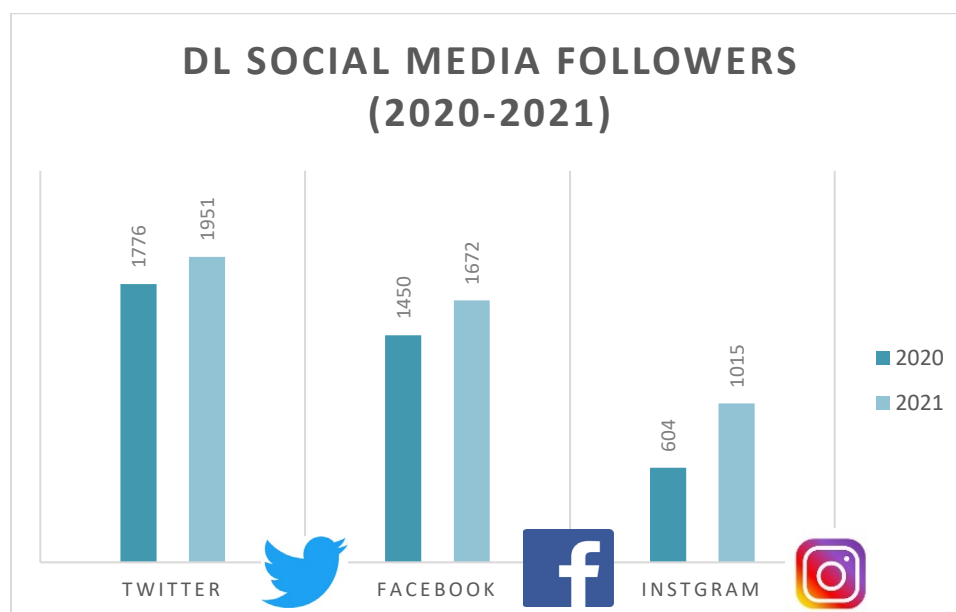
- Although there was no revenue realized for online travel offers, online Labrador packages, (total of 21 on April 1/20) by 8 tourism operators (all from the Labrador South region) and the remaining were Newfoundland based multi-night tour operators.
- Completed a review and update of Labrador content with new trip planner highway themes as a result of the completion of the Expedition 51<sup>0</sup> branding project.
- 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.
- New experiences and new product development in the Labrador south were a focus for new content creation with new photography with 4 photographers contracted to shoot at Battle Harbour, Red Bay, Point Amour.
- Tourism Operator Profiles (TOP) were a priority for new images and content enhancements under the market readiness program with operators. There were enhancements and/or new profiles in all regions of Labrador improving on TOP content.

### Website DestinationLabrador.com

- Updated information for Expedition 51<sup>0</sup> itinerary which continues to be our #1 online information request in the Spring and Fall of 2020.
- All travel media story content and other trade content related information is now online.
- New B2B website is designed and requires minor changes to launch. Major changes are smart responsive design and links to live social media feeds.

### Social Media:

- Current Followers: Twitter 1,951 (1,776 previous year), Facebook 1,450 (1,450 previous year), Instagram saw the largest increase in all social media channels with a current following of 1,015 from 604 in March 2020.



### Consumer/Trade shows

- Consumer shows in Montréal and Ottawa were postponed and cancelled due to COVID-19 travel restrictions.
- Rendez-Vous Canada marketplace was also postponed and cancelled due to COVID-19 travel restrictions.
- Exec Dir attended Outdoor Adventure Show in Toronto representing three partners and shared a booth with Battle Harbour Historic Trust.
- Attended the Atlantic Canada Showcase (Fall 2019). Labrador operators attending included Battle Harbour Historic Site, the Alexis Hotel, and the Northern Light Inn.
- 8 partners participated totaling \$2,000 in marketing partnership investment.

### Trade and Media Fams:

- The majority of fams (9) were delivered in 2019, with only 3 fams in 2020 due to COVID-19 travel restrictions.

VOLTFUSE	Alex Henniffent	Outdoor Adventure	USA Global	Western	9-Apr-19
Post-GoMedia	2 PC and 5 International Journalists	Outdoor Adventure	Cdn, Usa, Global	North Coast	15-Aug-19
Instagram Collaboration	Michael Block, Regina Maziaz	Sightseeing/Leisure	International	N. NL and S. Labrador	1-Jul-19
Globe and Mail	Jeremy Freed	Sightseeing/Leisure	Canada	Southern Labrador/Battle Harbour	14-Aug-19
Explore NL	Joe Dicks	Sightseeing/Touring	International	Straits/South	10-Jun-19
360 Grad Kanada	Bernadette Calonego	Sightseeing Touring/Outdoor Adventure	Germany	Southern Labrador (BH)	20-Jun-19
BH Trade Fam	Vision Atlantic, Canadvac, Routes Adv	Sightseeing Touring	Canada/USA	South	Aug 15-19
Tourism Cote Nord	Tourisme Cote Nord and TNL Staff	Sightseeing/Adventure	Canada/USA	Lab West-South	July 21-26
Concord Tours	James Ma	Sightseeing/Leisure	Canada	Trans Labrador	Sept 8-16/19

- In 2020, DL hosted one industry and travel influencers fam tour in the Straits/South coast region. DL partnered with Western DMO and Parks Canada on a content strategy to capture more imagery to support new product and experiences in support of the three UNESCOs itinerary.
- Four photographers conducted shoots in Battle Harbour, Red Bay and Point Amour Lighthouse PHS.
- Additionally, two tour operators (Tour Gros Morne and Taste Gros Morne) based out of Gros Morne National Park joined this fam.
- All Western NL DMO staff participated on the industry and travel influencers fam tour in the Straits/South coast region.
- A total of \$5,000 was invested by 10 partners, delivering on 11 fam tours with 25 participants.

## Advertising

- 6 Labrador partners invested a total of \$3,000 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 and included a list of journey stops featuring Red Bay NHS' rare artifacts, authentic Basque meal and Labrador tea and fireweed jelly at Point Amour Lighthouse.
- Whereas these advertorials planned for the 2020 edition of the provincial travel guide was impacted by COVID-19 travel restrictions, all provincial DMOs honored similar investments, by repeating the advertorial at no cost to partners, for the 2021 travel guide edition.



## Destination Development

### Tourism Assurance Plan (TAP) and Market Readiness

- Completed market readiness review for one-on-one coaching and counselling in Labrador South regions with an emphasis on enhancing Tourism Operator Profiles (TOP) on [www.newfoundlandlabrador.com](http://www.newfoundlandlabrador.com).
- Contracted local Labrador photographer to capture new image for TOP profiles and coached operators to complete enhancements. Photoshoots completed for new operators' listings in Charlottetown, Port Hope Simpson, Mary's Harbour/Battle Harbour, Red Bay, Forteau/Point Amour and L'Anse au Clair. Participating operators included Northern Light Inn Hotel, Northern Light Inn Cottages, Northern Light Inn Gift Shop, The Florian Hotel (Lighthouse Picnics), Whaler's Station Cabins, Whaler's Station Restaurant, Town of Mary's Harbour (Gin Cove and Dr Moret's Trail), Simms's Cash n Carry (Connie's Coffee Shop), Great Caribou Studio, Penny's Pit Stop (coffee and souvenir shop), Campbell's Place Inn and Restaurant, Big Land Boat Tours, Seatown Café, and Powell's General Store.
- New/pending TDMS listings for Labrador south regions: Big Land Boat Tours (new tour operator), Seatown Café, and Powell's General Store (Attraction for Ben Powell publication and stories), The Florian Hotel (lighthouse

dinners and picnics), Great Caribou Studio (Café), Connie's coffee shop, and Penny's Pit Stop (coffee and souvenir shop).

### Destination Development Planning (DDP)

- Destination planning was impacted by COVID-19 travel restrictions and the pending review of all DDP charter initiatives for a new Strategic Plan to replace Vision 2020 by the partners of the provincial Tourism Board.
- The Labrador Destination Development Plan (DDP) Task Team met in the Spring, Summer and Fall of 2019 with no meetings held in 2020 due to impacts related to COVID-19 travel restrictions and pending review of Vision 2020.
- The Western NL and Labrador (WNL) Task Team for the Three UNESCOs charter initiative met twice in the Fall of 2019 with limited meetings in 2020. Led by the Viking Trail Tourism Association and other Task Team partners, the completion of a Sense of Arrival report for Deer Lake Airport, lead to the formation of a new project team to oversee the implementation of the Sense of Arrival report with planned investment for the airport to showcase the Three UNESCO journey and create a better welcoming experience for visitors to Western Newfoundland and Labrador.
- Met with Expedition 51° Branding Project partners RDÉE TNL and Tourisme Côte-Nord in Town of Fermont, QC to establish a new project Task Team which has since been postponed due to COVID-19 travel restrictions.
- Assisted and supported the Central Labrador Working Group in redefining new development priorities, however much as been delayed due to COVID-19 travel restrictions.
- Began new meetings with the Town of Port Hope Simpson on efforts to realize new tourism experiences with the completion of a new town facility capable of hosting small group events such as story-telling, craft demonstrations and experiences.
- Continuation of 'Sense of Arrival' project in partnership with Goose Bay Airport Authority (GBAC) realized \$11.5k in revenue to DL for this annual sponsorship.
- Exec Director is a member of the new Advisory Committee established by Nunatsiavut Tourism Division of Nunatsiavut Government for their Tourism Strategy Refresh. Consultation and planning is contracted to consultants from Canadian Ecotourism Services from Winnipeg/Toronto.

### Provincial COVID-19 Task Force

Created in March 2020 in response to concerns related to the impact of COVID-19 on the tourism industry, Hospitality Newfoundland & Labrador, gathered all DMOs and other industry stakeholders (Airport Authorities, Marine Atlantic, and federal and provincial partners) to determine the magnitude of the situation, monitor developments, gather and share knowledge and attempt to determine a path to move to recovery and beyond. Task Force meetings are conducted twice weekly when possible and still continue to meet.

- Executive Director participated in numerous meetings to represent concerns related to Labrador such as
  - discouraged non-essential travel to Labrador north coast, Cartwright, Sheshatshiu First Nation Reserve
  - cross-border protocols for QC/Lab borders in Labrador west and Straits regions
  - cancellations of all non-resident outfitter bookings and the loss of all group motorcoach travel into Red Bay NHS (5-6,000 passengers annually)
  - seasonal operations dependence on a limited labour pool and need for foreign immigration staffing

- DMO communications related to CVOID-19 impacts, response, rebound and recovery were coordinated through HNL's One Industry Voice
- Executive Director participated in monthly and bi-weekly meetings held periodically throughout 2020 between Labrador MP/MHAs and all municipal mayors/angajukKak, and indigenous leadership.
- Exec Dir participating in provincial committee; TAP steering committee and Tourism Board Implementation team meetings.
- Continued one-on-one communications with industry and one-on-one online counseling.

### **Other Activities/Workshops**

- Exec Dir met with various consulting firms working for DL partners, tourism operators and sub-regions (Indigrow Business Management, Vibe Creative Group, John Graham and Associates, Tight Lines Consulting)
- DL AGM was hosted Oct 2019 in Happy Valley-Goose Bay with 23 stakeholders in attendance.
- Two new board members were appointed (Susie Rumbolt of Cloud Nine Boat Tours and Gordon Randell of Blue Spruce X Tours.

### **Industry Engagement**

- \$25,029 in partner investment and \$5,757 in other project/partner revenue.
- A market sponsorship with Goose Bay Airport Authority is included in the partner investment.
- Thanks to our partner investment from the following tourism operators: Smokey Mountain Ski Club, Whaler's Restaurant & Cabins, Florian Hotel, Northern Light Inn, Cloud 9 Boat Charter & Tours, Town of Happy Valley-Goose Bay, Florian Hotel, Battle Harbour Historic Trust, CRB Rebuild and Recreation Ltd, Hotel North, Labrador Straits Historical Dev. Corp, Florian Hotel, Hotel North, Goose Bay Airport Corporation, and Parks Canada.
- Covid-19 travel restrictions limited the in-person participation in DDP product development workshops.
- Industry partners invested in one or more of the following: Provincial Travel Guide advertorials, marketplace attendance, consumer shows, fam tours, and market readiness initiatives.
- Dispute COVID-19 travel restrictions, adoption of online zoom meetings keep task teams engaged throughout Labrador as well as with Western DMO.

## 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 2020-21

Current Directors and Nominations	Region of Labrador:	Private Sector	NFP/Other	Joined	Position	Expiration Date
Ernie McLean, Lab Heritage Society	Central		✓	Re-Elected Oct 23, 2018	Treasurer	Fall, 2020
Peyton Barrett, Exp Lab Tours	South	✓		Re-Elected Oct 23, 2018	Past-Chair	Fall, 2020
Sherry Butt, Butts Consulting Services	West	✓		Re-Elected Oct 23, 2018	Vice-Chair	Fall 2020
Peter Bull, Battle Harbour Historic Trust	South		✓	Elected Oct 23, 2018	Secretary	Fall 2020
Angie Gilley, Florian Hotel	South	✓		Re-Elected Spring 2019	Chairperson	Spring 2021
Scott Hudson, Northern Lights Dog Sled	Central	✓		Elected Fall 2017	Director	Fall 2019
Susie Rumbolt	South	✓		Appointed Spring 2020		Spring 2022
Gordon Rendell	North	✓		Appointed Spring 2020		Spring 2022
Expiring terms eligible for reappointment or re-election						

Resignations							
Name		Region of Labrador	Private Sector	Not for Profit/Other			
Peyton Barrett, Exp Lab Tours		South	✓		Re-Elected Oct 23, 2018	Past-Chair	Fall, 2020
Scott Hudson, Northern Lights Dog Sled		Central	✓		Elected Fall 2017	Director	Fall 2019
New Nominations							
Name		Region of Labrador:	Private Sector	Not for profit Other	Nomination Form Rec ✓	Position	Expiration Date
Brian Hurley, Iron Rock Brewing		West	✓		✓	Director	
Charlene Rumbolt, Great Caribou Studio		South	✓		✓	Director	
Standing for Re-election							
Ernie McLean, Lab Heritage Society		Central		✓		Treasurer	Fall, 2020
Peter Bull, Battle Harbour Historic Trust		South		✓		Secretary	Fall 2020
Angie Gilley, Florian Hotel		South	✓			Chairperson	Spring 2021
Vacancies to be Filled							
Name		Region of Labrador	Private Sector	Not for Profit/Other			
Candidate		North					
Candidate		Central					
Candidate		West					

Updated Nov 2020

Revised April 8, 2021