

# 2010- 2020

## Central Labrador Tourism Strategy



Central Labrador Economic Development  
Board Inc.  
2010-2020

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## INTRODUCTION

Labrador has been referred to as the next Alaska, a pristine and relatively undiscovered tourism destination and there are numerous tourism business opportunities that remain untapped. In 2007, there were 490,000 non-resident visitors to the province of Newfoundland and Labrador with expenditures in excess of \$357.4 million dollars. There was a 2% increase in air traffic visitors to Goose Bay, and hotel accommodations statistics were also up, with average occupancy at 94% in the summer months.

Statistics compiled by the staff of the Labrador Lake Melville Tourism Association for 2008 (May through September) also show increases in tourist visits, despite the high cost of fuel and the low value of the American dollar. The Zone has adequate accommodations and hospitality businesses to service the current numbers of visitors, but with the completion of the Trans Labrador highway to the south coast, the region will not be able to fully capitalize on the increased opportunities anticipated.

Central Labrador is no longer isolated from surface traffic because of lack of road connections, although it is still a long distance 'off the beaten path.' In 1999, Trans Labrador Highway Route 500, connecting central and western Labrador, was upgraded and the region has seen increasing numbers of visitors arriving by car and truck ever since. Construction to connect central Labrador to the south coast began in 2006. In anticipation of the road connection, a partnership of Economic Development Boards from Western Newfoundland, the Great Northern Peninsula, southern and central Labrador undertook a research project to study the business opportunities that would be provided.

*"Based on data research, the previous experience of Route 510 and the Dempster Highway and other similar highways, a sufficient number of travellers are expected to use the new road in the short term (one to five years) to warrant strengthening and expanding existing road services and communications as well as starting some new businesses based on transportation, food and accommodations, service and contracting."*

### 2009 TRANS LABRADOR HIGHWAY TRANSPORTATION IMPACTS AND BUSINESS OPPORTUNITIES PROJECT

For the past several years, the Labrador Lake Melville Tourism Association (LLMTA), Labrador North Chamber of Commerce, Central Labrador Economic Development Board (CLEDB) and Town of Happy Valley-Goose Bay have been receiving constant and numerous inquiries about when this road would be connected. Just before Christmas 2009, the Trans Labrador Highway Routes 500 and 510 were connected, creating a circle route to and from the Island of Newfoundland. Since then, businesses in Happy Valley-Goose Bay have experienced a mini boom as residents of the south coast of Labrador have travelled into town to shop for groceries, clothing and other goods

and services. There is local anticipation of a significant increase in vehicle traffic, both resident (Island residents) and non-resident starting in the 2010 spring, summer and fall tourism season.

In 2009, the province launched a provincial tourism strategy profiled in the document entitled “Uncommon Potential” with the goal of doubling tourism revenues of approximately \$850 million in 2010 to \$1.5 Billion in 2020. The strategy focuses on seven areas for growth and improvement that will aid in reaching the financial goal. These areas include:

- **Market Intelligence & Research Strategy**
- **Tourism Technology**
- **Product Development**
- **Developing Our Workforce**
- **Private Public Leadership**
- **Marketing Our Brand**
- **Sustainable Transportation Network**

In order to address the new provincial tourism strategy, the CLEDB, in partnership with Labrador Lake Melville Tourism Association (LLMTA), and with assistance from Destination Labrador, hosted a Tourism Summit in January 2010.

Invitations were sent to all businesses that have a relation to the tourism industry, not-for-profit organizations that organize events or host tourism infrastructure, the three aboriginal groups, municipal councils and government support agencies and departments. In addition, the summit was advertised on local cable television in Happy Valley-Goose Bay and North West River.

The Central Labrador Tourism Summit was divided into two sections. The morning was allotted for businesses to discuss the issues and requirements for reaching the goal of doubling revenues in 10 years. The afternoon was focused on the Not-for-Profit sector and the issues they are dealing with on a day to day basis and in the future. The two sessions were very different in both energy and discussion, and it was a good decision to separate the two groups because of their obvious differences.

The Business session dealt with the need for more product and services and extended hours of not-for-profit facilities to accommodate tourists. Businesses felt the completion of the road offers opportunities and that the Labrador Winter Games would be an indication of what to expect in the summer of 2010 for rubber tire traffic. Business people had concerns about the satellite phone loan program and lack of cell service on the Trans Labrador, and about air schedules. They discussed a potential room tax or service fee that could help cover the costs of a local coordination centre or Visitor Information Centre service year round.

The Not-For-Profit session focused on human resource issues related to aging volunteers and the difficulty of accessing government funding to hire project employees. These groups discussed garbage on the road sides, the lack of provincial parks, and opportunities to raise fees or generate revenues to maintain their festivals and facilities.

With access to two new national parks (Torngat, Mealy Mountain), a large aboriginal population that still practice traditional lifestyles, large tracts of uninhabited land full of wildlife, and the splendor of the northern lights overhead, central Labrador has significant potential to capitalize on the tourism industry.





## Setting

**NORTH WEST RIVER** is the oldest community in our region. The Labrador Heritage Society has been developing tourism infrastructure in the community of North West River over the past decade. Heritage volunteers have created a community museum, a scenic hilltop lookout, a craft shop that has a tea room attached, waterfront park with boardwalk and outdoor stage, and three out buildings that are being renovated for business rentals. The community is home to the Labrador Interpretation Centre (The Rooms of Labrador) with a small amphitheatre, and the refurbished Community Centre can provide meals for 250 people seated. The community does not currently have a restaurant or any accommodations available for visitors. The Community Centre will organize catering for events. There are opportunities for the development of a Hotel or Motel and several B&Bs, as well as an RV Park in the area.



Traditional aboriginal cultural product provided by operators in Sheshatshiu is easily accessible from North West River. North West River is an ideal starting point for guided tours into Mealy Mountain National Park. The community also provides an ideal location cruise ships to anchor and tender passengers ashore. NWR is more scenic than Terrington Basin harbour and does not preclude visitors from travelling to Happy Valley-Goose Bay on buses to take advantage of shopping and military tours.

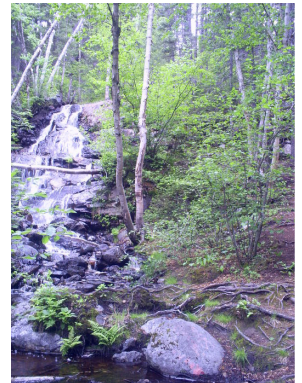
**MUDLAKE** is a picturesque village and is unique in that it is accessible only by boat, snowmobile or fixed wing or rotary aircraft. There are currently no businesses operating in the village. As one of the oldest communities in the region, Mud Lake has a rich history. Artifacts from two ships are seen on the main channel into the village. Visitors often hitch a free boat ride or snowmobile ride to Mud Lake to fish, sightsee or explore the community. Many visitors attend the annual Mud Lake Fair (held in the late spring) and enjoy the traditional games, cold plate supper, and auction. Unfortunately, there are no commercial retail operations, food outlets, or accommodations where tourists can spend their money in the village at any other



time of the year. This tiny historical community has a prime opportunity to create part-time or seasonal employment that will benefit residents and the region.

The boundaries of Mealy Mountain National Park Reserve border close to Mud Lake. This new National Park will inevitably attract many visitors to Central Labrador. Again, Mud Lake residents could develop products or services to cater to these visitors, recruiting them into the historic village, or providing tourism services within the actual park. There is a natural and historic connection between North West River and Mud Lake and a willingness exists to help the village develop its tourism potential. It is reasonable to assume that tourists, enjoying the history of NWR, could be convinced to also visit Mud Lake, if transportation and other services were available.

Happy Valley-Goose Bay is an incorporated municipality with population of approximately 7700 people. It is the centre for commerce and government services and home to 5 Wing Goose Bay airbase and Goose Bay Airport. All of the accommodations (hotels, lodges, B&Bs) and restaurants in the region are located in the town. The Visitor Information Centre, partially funded through government programs, is located in Happy Valley-Goose Bay, along with craft shops, fast food outlets, grocery and hardware stores, car rental agencies, vehicle repair businesses and health and emergency services. The Military Museum is located in town, along with Them Days archive, both of interest to tourists. Recreation facilities, including soccer pitches, ball fields, arena, curling club and cross country ski trails, have been used to host regional, Provincial, Atlantic and national sports events. A proposed new indoor recreation center, that will include a competition size swimming pool, will offer more opportunities to host aquatic events. The Labrador North Chamber of Commerce is experienced in organizing national and international conferences for groups up to 850.



Sheshatshiu has recently been designated with Reserve Status and is the community for most of the region's Innu population. It is the fastest growing community in Labrador with 50% of the population under the age of 25 years. There are a few retail businesses in the community but there is not much product where tourists can leave money in the community. In August, the residents hold a three day cultural festival and many Innu from Northern Labrador and Quebec travel to the community for this event. The recreation facilities include a modern hockey stadium where large tournaments are hosted with large prize money drawing teams from across Labrador and Quebec.



There is significant potential for the development of authentic aboriginal themed tourism product.

## Market Intelligence & Research Strategy

### Who is our market?

In order to develop strategies to increase the numbers of tourists it is most important to understand more about the type of tourists that are already coming, what motivates them to choose Labrador as a destination or as part of a journey and how their visit and spending impacts on the local region.

An Exit Survey is one of the most important tools travel destinations have to measure the impact of their visitors and to get a snapshot about current customers. It has been seven years since a comprehensive exit survey was undertaken in Newfoundland, but Labrador entry points were not included in the survey. In 2010, the province undertook a new exit survey and again there were no points in Labrador included in this survey.

There are three current modes of travel and four entry points that lead into Central Labrador:

- Route 500 from Labrador City (starting at Route 389 at Baie Comeau)
- Route 510 Labrador Straits via Apollo ferry starting at St. Barbe to Blanc Sablon  
And in the winter via the Bond starting at Cornerbrook to Blanc Sablon as a two year pilot project
- Goose Bay Airport (scheduled flights connecting through Montreal, Halifax, St. John's, Deer Lake)
- Goose Bay marine port
  - (scheduled ferries from Lewisporte, Cartwright with this service is tentatively set to be discontinued after 2010 season; cruise ships).

Because Central Labrador is fairly remote and definitely 'off the beaten path,' it can be assumed that visitors make a conscious effort to travel here. Because the costs of air travel and surface travel is significant, it can also be assumed that the visitor either has disposable income or has been saving for the trip to Labrador. It is important to verify these assumptions with accurate information.

One of the first stops for visitors arriving at the airport, on the ferry or via Route 500 has been the Visitor Information Centre (VIC) that has been operated by the Labrador Lake Melville Tourism Association (LLMTA) since 2002 and staffed by project staff and summer students. The VIC staff in Happy Valley- Goose Bay chats with visitors and provide them with brochures, maps, travelling advice and assist with reservations on the ferries. The staff also records:





- the origins of travelers (and whether they call, email or drop in)
- number of travelers in a party
- the types of vehicles travelers use to get to the VIC
- type of information they are seeking

Besides the VIC in Happy Valley-Goose Bay, other organizations are also collecting information.

- The origin of traveler and the vehicle they are driving is tracked on Apollo via the Dept of Transportation and Works.
- Visitors at the community museum and Interpretation centre in NWR are encouraged to sign a guest book and indicate their origins and date of their visit.
- Outfitters keeping demographic records of their guests who travel to remote fish camps.

There are many other bits of information that would be useful to better understand the demographic of tourists to Labrador. **Information that is not being collected** includes:

- entry point and direction of exit (west/south road, air, marine)
- number of nights spent in the region
- type of accommodations used / or friends and family
- rental vehicles
- age of travellers
- reasons for coming – festivals,/hunting/fishing/ visiting friends and family/wilderness adventure
- level of satisfaction
- expenditures in region
- household income
- level of customer satisfaction and details.
- details of dissatisfaction (areas for businesses to improve)

The information currently collected at the VIC in Happy Valley-Goose Bay is provided to the businesses so they can plan for the future. There have been obvious peaks and lulls in visitor stats related to the schedule of the Bond, and the VIC has seen an increase in motorcycles, campers, RVs, smaller cars and 4x4 trucks all connecting with the ferry in one direction or the other. The question now is, **how will visitor patterns change now that the road connection is complete?**

In 1999, Route 500 was upgraded and central Labrador has seen increasing numbers of visitors arriving by car and truck. In late 2009, the Trans Labrador Highway Routes 500 and 510 were connected, creating a circle route to and from the Island of Newfoundland. Since Christmas 2009, businesses in Happy Valley-Goose Bay have experienced a mini boom as residents of the south coast of Labrador have travelled into town to shop for groceries, clothing and other goods and

services. For the past several years, the Labrador Lake Melville Tourism Association (LLMTA), Labrador North Chamber of Commerce, Central Labrador Economic Development Board (CLEDB) and Town of Happy Valley-Goose Bay have been receiving constant and numerous inquiries about when this road would be connected and we anticipated a significant increase in vehicle traffic, both resident (Island residents) and non-resident in the spring, summer and fall of 2010. This is the perfect opportunity to gather information from the first of the influx of tourists.

### ACTIONS

Collect information from various sources

Cross reference visitor lists/origins/dates with the Craft Shops and museums with guest books

Request that the operators of the ferries have the questions in their surveys “what is your destination Goose Bay, Labrador City, Straits?”

Request support from TCR for exit survey funding/support that includes exit points in Western Labrador, Goose Bay Airport and Blanc Sablon Quebec

Develop an exit survey for the central Labrador region with rationale below:

- It is expected that some tourists will be disappointed that there are limited Bed and Breakfast offerings in economic Zone 3. The exit survey may help determine the business potential for that type of accommodations to assist entrepreneurs who are considering opening B&Bs.
- There are concerns about the ability of our business community to meet the needs of tourists with products and services. In order to address deficiencies, evidence must be provided to the business owners and managers to show them the opportunities they are missing to improve their bottom line. The exit survey will help with this, especially if visitors are given the opportunity to provide comments about their individual experiences. Any information that identifies a business would only be provided to that business. Generic information will be provided to all businesses.
- There are concerns about the level of customer service that is being provided to visitors. Complaints from local residents may be the same that tourists are encountering. The exit survey provides this information. Generic complaints will be provided to all businesses and complaints about a specific business would only be provided to that business.
- Information gathered in the survey could be used to convince managers and owners to better train their staff with existing programs like Superhost, and to take advantage of the programs available through GMIST and Bonavista.

### UPDATE

In the summer 2010, the Province developed and delivered an exit survey for tourists, but did not include any locations in Labrador, stating that the cost was excessive in relation to the small numbers of visitors to the Labrador portion of the province. The Department of Tourism assisted the CLEDB in developing a focussed exit survey for Central Labrador, but without financial resources for hand held computers and survey software, it was difficult for the staff to gather much information.

Stats gathered at the VIC in HVGB showed that numbers of visitors in July and August were slightly lower than in 2009, however, traffic patterns changed significantly, and a steady flow of visitors in September continued. Because of the road connection, the dependence on ferry service has diminished, and visitors now arrive everyday of the week (not just Saturdays – Tuesday preparing to or leaving the ferry) and spend more days in the region experiencing and spending.



## Tourism Technology

### Telephone Communications (cellular/satellite)

One of the major concerns of participants at the Central Labrador Tourism Summit was the fact that there is no cellular service along the Trans Labrador Highway Routes 500 or 510. Most visitors are not aware of this fact and when they arrive, are concerned about the long trip without access to communication modes. They are also **not aware** that the provincial government provides a satellite phone loan program for safety along the Trans Labrador Highway with satellite phones available at the major hotels in Labrador City, Churchill Falls Happy Valley-Goose Bay, Port Hope Simpson and L'Anse au Clair. Participants expressed concerns that there are insufficient satellite phones to cover the requests, and suggested that travelers might be willing to pay to use them if the program was better publicized.

A business opportunity may exist for local businesses to sell new, less expensive technology that is becoming available, which is less cumbersome, and less expensive than traditional satellite phones.

Another suggestion from participants was to request that the province to install emergency solar phones at intervals along side of the highway, similar to those on Quebec highway Route 389. Participants at the summit all agreed that the ultimate solution to the communication issue on the long wilderness gravel highway is cellular service.

### People versus Computers, Paper versus Digital

When tourists arrive in Central Labrador, after a long car ride on a dirt highway, they are pleased to be greeted by the friendly staff of the VIC in Happy Valley Goose Bay. The VIC provides basic services that tourists appreciate.

- Information, guidance, maps and brochures
- Assistance in booking ferries or checking on availability of accommodations
- Access to a phone for free local calls
- A dumpster so they can clean out their vehicles
- Washroom facilities
- French language translation (summer students)
- An outdoor hose to wash their vehicles
- Two computers with free internet access

EVERY visitor to the VIC requests printed information. They want maps, attraction and travel guides and brochures to help them on the rest of their journey. Some are seeking information to read about the communities they will visit on the Northern Ranger or the Trans Labrador Highway. Most of them take advantage of the opportunity to use the free internet cafe provided at the VIC to check emails or to post information on their travel blogs.

As less printed information is available for distribution, it is obvious to staff at the VIC that most tourists have already used the Internet to research and prepare for travel. Some tourists have booked reservations online before they arrive, but just as many request the assistance of the VIC staff for advice on which hotel is best, availability of campground space, or how to ensure passage on the ferries. They appreciate the personalized approach and information provided by the staff at the VIC. Visitors also appreciate paper resources. If Department of Tourism phases out the printing of the annual Visitor Guide and maps, and businesses stop printing brochures, the VIC will be burdened with the cost of printing digital information for tourists. In house printing may be low quality and may not reflect our businesses and attractions in the best light. The cost of printing must be assumed by the tourist, or by businesses.

### Websites

It is important for businesses (whether commercial enterprises or NFP) to have websites that are easy for the consumer to navigate and easy for the enterprise to use and maintain. Current fresh information and photos help to convince the customer to select a product. We are fortunate in Labrador to have SmartLabrador 'mywebmaker' website software and training available at affordable rates to both businesses and NFPs. These websites, once they are designed, are very simple to maintain and update, and basic training can be completed in a couple of hours. There are several of these websites in use in central Labrador as listed below, and local basic support is available through the CLEDB office staff.

- [www.cledb.ca](http://www.cledb.ca)
- [www.canoelabrador.ca](http://www.canoelabrador.ca)
- [www.happyvalley-goosebay.com](http://www.happyvalley-goosebay.com)
- [www.comehometolabrador.ca](http://www.comehometolabrador.ca)
- [www.onlylabrador.com](http://www.onlylabrador.com)

There are also free applications, like social networking services through You Tube, Twitter, and Facebook, that can allow groups to market their products and websites, and free market research software available through Google Analytics.



It is not enough for businesses to have a website. The website must continuously be maintained with current information and fresh updates, and the business or NFP must consider this activity as an essential component of the business just like bank deposits, cleaning, and processing payables.

The website must be constantly promoted and marketed. Adding the URL to all promotional and advertising materials (give aways like pens or magnets, newspaper advertisements, signs, etc.) will help get the message out.

Links to other websites and from other websites can raise the profile of the URL on search engines like Google. Links on other regional websites will increase the possibility of visitors stumbling onto your website. Links are free!

Enhancements to the website can increase its usefulness to the businesses bottom line. Online selling software is available through PayPal for a minimal cost. Online booking systems are available for various types of businesses.

### ACTIONS

- Develop better promotion of the satellite phone service
- Lobby the provincial government for emergency solar powered satellite phones to be permanently installed along the route.
- Continue to lobby for cellular service along the route.
- Continue to provide 'human' VIC services
- Work with Smart Labrador to promote website development and updating, and provide a service contact point in the region for continuous training.
- Encourage e-links between business and community group websites



## Product Development

### Existing product

Whenever visitors arrive at the VIC in Happy Valley-Goose Bay, whether by road, air, or ship, they ask, “What can we do and see while we are here?” Tourism product includes both free and fee for services such as accommodations/food/products to purchase, events to participate in, and scenic areas that provide opportunities for photographic enjoyment.

Labrador is renowned for remote outfitting camps that cater to high end fishermen and hunters. This sector of tourism is well established in Central Labrador and very well marketed. Many of these camps are accessible through the waterdrome at Otter Creek in Happy Valley Goose Bay, but often the fishermen have lag time in the region at either end of their hunting/fishing package. It was mentioned at the Summit that there is little for fishermen to do on an evening or on a Sunday morning, when shops and museums are closed.

A unique feature of central Labrador is that the majority of attractions and events are not operated by businesses. Most museums, festivals and outdoor active product, and some craft shops, are operated and maintained by not-for-profit groups (NFP) or government agencies. (*See appendix*) The business community offers accommodations, food/ bars, rentals and repairs, and is happy to capitalize on the NFP tourism product offerings, with little responsibility other than the cost of a small sponsorship, advertisement, or merchandise prize.

Revenue generating tourism product/services operated by private enterprise includes

- Most of the craft and souvenir shops in Happy Valley-Goose Bay
- Snowmobile Rentals
- Night clubs
- Accommodations
- Food services
- Transportation – car rentals, air services

The region has significant potential for more product development to provide authentic experiences for tourists. The business community has many opportunities to capitalize on what already exists or can develop new product. Although it is good practice to offer some free product for tourists, they expect to pay for services, and the money they leave in our region supports both businesses and employment. A significant amount of the product provided by non-profit organizations does not fully capitalize on revenue generating opportunities. (*See appendix*) In order to ensure the viability of these organizations and their products and infrastructure over the

long term, fee structures and promotion and marketing initiatives should be reviewed and adjusted.

## What do we have to offer?

It is important to remember that what is commonplace to us, who live in Labrador, may actually be very exotic to tourists.

## Tours

- Shore packages for cruise ship passengers have been developed and refined since 1999. *See appendix.* These tours can be implemented for conferences and even for groups of international air travellers stranded because of flight emergencies.
- In 2010, the CLEDB redesigned the shore packages for motoring tourists as self directed driving tours. *See appendix.*
- Birchbrook Nordic Ski Club promotes their facility as a hiking destination and will provide guided interpreted nature tours. *See appendix*
- In 2007, the CLEDB designed a tour package for hiking on Mokami Mountain. An entrepreneur could develop this as a product. (*See appendix*)



## Special Events

There are several special events that are organized throughout the year that are of interest to tourists including:

- Snobreak is a week long winter festival held in March annually. It includes guided snowmobile tours, ice carving, hockey, community lunches, and evening entertainment.
- Labrador Winter Games is held every three years in March with a variety of sporting and cultural activities included.
- Big Land Loppett is a cross country ski race held in March annually
- North West River Beach Festival is held in July annually with 2 days of live music and family activities
- Labrador Canoe Regatta is held on the long weekend in August annually with 3 days of canoe racing, music, Strongman Competition and family activities
- Innu Eitun is an aboriginal festival held in Sheshatshiu annually in August featuring great live music
- Great Labrador Canoe Race (inaugural event in 2010) is a one day canoe race along the Churchill River held in August



- Big Land Fair is a harvest fair held in September annually with agriculture and craft displays
- Trapline Marathon is held in October annually and is a qualifier for other marathons.
- Numerous sporting events and tournaments are held in the region

### **Which OPPORTUNITIES are we missing?**

**Geocaching** - There are hundreds of Geocaches in and around the central Labrador region. Overnight accommodations/meal with GPS rental packages could be developed.

**Tours** are currently being developed and coordinated by non-profit groups. There is an opportunity for entrepreneurs to develop tour packages such as hiking, snowshoeing, berry picking, craft, history tours, haunted hikes, etc.

**Food** – Few restaurants offer wild/traditional food on their menus

**Hours of Operation** – When guests of outfitters arrive or depart there are long layovers in the evenings or on Sunday mornings when there are no craft shops or museums are open.

**Outdoor Festivals** - Festivals can be held outdoors year round, but there are only two large tents available and they are showing their age. There is no easily accessible outdoor sound system, and tables/chairs/ portable bleachers are lacking. There may be an opportunity for an entrepreneur or the municipality to purchase these items and rent them/charge delivery fees to cover maintenance costs.

**Accommodations** – there are no higher end bed and breakfasts operating in the region.

**Appropriate pricing** – In order to provide extra revenue to cover ever increasing costs, festival organizers must consider appropriate admission pricing

- NWR Beach festival could charge a toll bridge fee for visitors to the community
- Big Land Challenge Dog Team Race could charge an entrance fee at the dock gate, or a fee for a back stage opportunity to meet with racers personally
- Heritage Society Museum could increase the admission fee in line with other similar product in Canada.
- All groups should have 'donation' buckets easily available for visitors.

### **COORDINATION**

The concept of coordination services was discussed at the Strategy Session. A coordinator could be located with the Labrador North Chamber of Commerce or CLEDB office, and provide a variety of services in a "one stop shop". Services could include:

- arranging for craft shops and museums to be open after hours,
- arranging bus tours for cruiseships/conferences/International flight diversions

- coordinating training for tourism related staff (customer service, etc)
- promoting and marketing the region

Financing for this coordination service could be provided through a room surcharge that is paid directly by visitors. Models for success with this strategy are in St. John's area and in the Labrador Coastal Drive district.

### ACTIONS

- Request support from GMIST to hold workshops in our region
- Seek funding to support year round staffing in the VIC
- Encourage car rental businesses to provide more vehicles available to drive on routes 500 and 510
- Create awareness with the outfitters and hoteliers that some craft shops in Happy Valley-Goose Bay and the Interpretation Centre and Museum in North West River can be opened to accommodate fishermen and other visitors during "off hours" by a simple phone call.
- Work with Winter Games committee and local businesses in developing tourism packages
- Work with local craft shops to develop ½ day or full day craft workshops to encourage spouses to visit the region during business conferences
- Encourage festival organizers to explore opportunities to increase revenues creatively
- Seek funding for outdoor venues – event tents, portable bleachers, sound system - can be rented by festivals to cover costs of maintenance.
- Encourage local accommodations businesses to develop overnight packages that include geocaching
- Begin discussions with accommodations business, car rentals, etc about the development of a surcharge, with revenues to be used for marketing, event recruitment, and coordination
- Work with community of Mudlake to develop services including
  - transportation to, from and around the community – water taxi, snow taxi
  - guide services - heritage walking tours, wilderness tours of Mealy Mountain National Park.
  - sales - crafts, handmade goods, souvenirs, traditional food, confectionary
  - rentals – kayaks, canoes
  - accommodations - Bed and Breakfast , Home Stay, Cabin Rentals



## Developing Our Workforce

With the completion of the Trans-Labrador Highway, more and more travellers will be coming through our region annually. The retail and service sector are realizing opportunities for both growth and for new business starts.

### Customer Service

Today's tourist is more educated and more demanding than the customer of 20 or 30 years ago. Competition for business is becoming greater, and the consumer is more likely to do business elsewhere if their service expectations are not met. The importance of creating a positive first impression to tourists cannot be dismissed. Retail and service industry businesses in Central Labrador are the "first impression" of our community to visitors and tourists to our region. These visitors are the people who evaluate the level of customer service through the height of friendliness, helpfulness, and professionalism that they receive. The positive or negative impressions they receive are conveyed to friends and family. More often than not, complaints are distributed electronically so that these impressions are available to an unknown number of people.

It is obvious that poor service can have a negative impact on a business' bottom line and because fewer than half complain to management, so owners may not even be aware of the situation. The key to improving customer service is for managers in tourism businesses to view training as an investment, not as a cost and to recognize the positive impact improved customer service can have on the business' "bottom line." Industry stakeholders, municipal, leaders, Economic Development Boards, Chamber of Commerce, etc. must promote the benefits of investing in skilled staff.

Because so much of the local tourism product is delivered by not-for-profit groups (festivals, events, museums, craft shops) it is just as important to train volunteers as it is paid staff.

### Labour Market Shortages

Help wanted signs are a common sight in the windows of service industry businesses. It is important to fill those employment gaps with trained/skilled workers. Unsatisfied employees may lack a sense of pride in their work in the service industry and may not understand the importance of these tourism related jobs. Untrained workers may not be realizing the maximum level of tips/gratuities.

Businesses may not be aware of the Federal & Provincial funding programs that are available with wage subsidies for trainees. These programs are meant to provide work experience to

unemployed individuals, and to give the business proponent a financial break while training this unskilled worker.

Job fairs are used in other regions to promote employment opportunities and to help businesses recruit workers. Promotional strategies could be developed to attract older workers, recent graduates, and other unemployed people to job fairs.

Several businesses in Central Labrador have not been successful in finding local residents to fill jobs, so they have sought help through temporary foreign worker programs. Introducing external influences and work ethics into the local labour market can lead to an increase in professionalism with local workers.

### ACTIONS

- Undertake a Customer Service improvement project to identify gaps in customer service skills in the Central Labrador service (retail and tourism) industry and to provide training to participating organizations to fill the identified gaps (*see appendix*)
- Increase the promotion of Hospitality Newfoundland and Labrador Superhost customer service training program in Central Labrador and encourage participation.
- Seek additional training modules for food servers and bartenders to increase revenue opportunities for these workers
- Promote government funded wage subsidy programs and temporary foreign worker programs to local businesses



## Private Public Leadership

The new Tourism Board is the example set of private public leadership, with representation from industry, Destination Marketing Organizations and both federal and provincial government. The Tourism Board has set priorities to increase revenues from tourism industry activity over the next ten years. Representation from Labrador includes Jack Cooper, Minipi Outfitters, and Chad Letto, Chair of Destination Labrador supported by Executive Director, Randy Letto.

One of the main priorities for the Tourism Board is to increase the capacity of industry through a set of quality standards that is being developed and will be implemented over the next few years. A higher quality experience provided to visitors will lead to more visitors and higher revenues. Businesses that do not meet the standard may be excluded from Provincial Government promotional programs.

The Tourism Board has also prioritized product development and will work in partnership with government departments, regional DMOs and localized REDBs to help private /not-for-profit industry partner with each other and develop new initiatives. For instance, there is an opportunity to increase local revenues that are generated from industry conferences, with new products developed and geared at spouses. A full discussion on product development is available in the 'Product Development' section of this document.

Opportunities exist for other partnerships between the private sector in Central Labrador and the government, to enhance revenues from tourism activities.

As noted in the section entitled "Developing Our Workforce", there are shortages in the local labour force and food service/hospitality jobs are especially difficult to keep filled. The Provincial Government offers several programs for businesses and those seeking employment.

- Wage subsidy programs provide a cash benefit to businesses during a one year training period with new employees
- Wage subsidies are available to hire recent graduates, EI eligible and non EI eligible workers
- Temporary foreign workers program can fill positions for two years
- HR Manager website provides tips and tools for business owners and managers

For new business ventures or partnership projects, the department of INTRD is supportive of the development of Cooperatives and there is funding available to assist with this process.

The federal government provides funding for student employment to both not-for-profit and private sector groups. Applications for this program are usually due in February and a scoring process is used to evaluate. Hiring of aboriginals, and wage top ups above minimum wage receive extra points.

The Labrador North Chamber of Commerce is planning to construct a new business centre that will house the Visitor Information Centre. The CLEDB intends to co-locate with the Chamber under this roof. By sharing resources (both human and financial) the two organizations will ensure that the region is able to offer twelve month service to tourists and the business community will have the opportunity to capitalize on tourism activity.

There is an opportunity to recruit new sports events and conventions to Central Labrador. The Labrador North Chamber of Commerce has significant experience in organizing and hosting conferences of up to 800 people. With plans to rebrand their conference services, the Chamber will provide new opportunities for local businesses that provide accommodations, food services, nightlife and other attractions.

### ACTIONS

- Ensure that local businesses understand the quality standards and are able to meet these new requirements.
- Ensure that businesses know about and understand the value of wage subsidy programs and the HRToolkit.



## Marketing Our Brand

The Department of Tourism has increased the marketing budget and created award winning video (television, internet) advertisements that depict various scenic areas across the province. The most recent advertisement features Torngat National Park and since Central Labrador is a key access point to the Park, the region can capitalize on this marketing.

Although there is no dedicated television commercial, there are a variety of methods being used to market the Central Labrador region.

### Branding

Destination Labrador has developed a brand entitled “Where on Earth – Only Labrador” to represent five strategic sectors of the tourism market:

- snowmobiling
- hunting and fishing
- outdoor exploring
- cultural tourism

Destination Labrador markets via the Internet, at tradeshow and in some print advertisement. The organization seeks partnership with industry to maximize effectiveness of advertising campaigns. DL also assists with familiarization tours of potential tour companies and travel writers.

In other regions like the Labrador Coastal Drive, Irish Loop, Viking Trail, there is a local branding established through signage along transportation routes and in marketing materials. There is NO comprehensive branding in place to represent the tourism interests of this specific region of the province. Discussions at the Tourism Summit offered the following suggestions for a slogan/brand

“End of the open Road”

“The Big Land”

“The Ancient Land”

“The End of Two Directions”

“Ancient Treasures Collection”

“Experience Our People”

“Experience Our Culture”

“Metis Trail”



Signage along the Trans Labrador Highway should include this branding. Story boards along the highway at scenic points and turnoffs should also be developed and incorporate the brand.

Branding should be incorporated into all tourism marketing (advertising and promotional) schemes used by the private sector and not-for-profit sector. This could be accomplished by the simple addition of a common regional tourism logo to all print materials and websites.

### **Internet Marketing**

Destination Labrador has developed an award winning website that includes the key tourism sectors that the organization has prioritized. It also profiles product / activities for tourists and details/promotes the service providers. The website also includes a calendar of events that occur across Labrador. It includes 'how to get here' information. [www.onlylabrador.com](http://www.onlylabrador.com)

The LLMTA has a website dedicated to Central Labrador tourism product and service providers. It includes 'how to get here' information. [www.tourismlabrador.com](http://www.tourismlabrador.com)

The CLEDB manages a website that It includes 'how to get here' information, and lists festivals and events with links to websites for those events. [www.explorelabrador.nf.ca](http://www.explorelabrador.nf.ca)

The Town of Happy Valley Goose Bay and Town of North West River include content related to tourism in the Central Labrador region.

Various festival and event providers have websites:

- Labrador Canoe Regatta
- Great Labrador Canoe Race
- Big Land Challenge Dog Team Race
- Trapline Marathon
- North West River Beach Festival
- Labrador Heritage Society
- SnoBreak
- Birchbrook Nordic Ski Club



Most of the websites mentioned utilize *My Web Maker* software developed by Smart Labrador. These websites are quick and easy to update, but someone from each host organization must be trained and responsible for web maintenance. It is imperative that the information being presented on each of these sites is accurate and up to date, with consistency in the message about 'how to get here' , 'where to stay', and 'what to do' .

Permission Marketing through email blasts can be an inexpensive and very effective method of providing information to a targeted market. Contests are one method to collect a data base of

names and email addresses for this purpose. The Come Home Year committee has developed a list of participants through permission marketing campaign on their website and through Facebook marketing.

Tools such as You Tube can be utilized to show the beauty and unique features of Central Labrador. Viral distribution through You Tube videos has the potential to increase visitor excitement about Labrador.

Some marketing of our region is developed and provided without our input or knowledge. Online information sources such Wikipedia and Google Maps offer free services but often have incorrect information.

### **Print Marketing**

Many businesses and organizations have reduced their print advertising budgets, opting for internet marketing. Print material can be costly, but it is a valuable tool. Pocket brochures can be developed and printed in house in small runs, and therefore easily updated with price changes. Larger print runs should be generic with an area for labels to be attached with current information.

The Visitor Information Centre has regular requests for print information to be mailed to potential visitors. Business cards, maps, and information brochures are placed in hotel rooms in the region.

The Explore Labrador map, first printed in 2002, has been updated and reprinted several times with in excess of 20,000 copies distributed across Canada and the United States. The first printing was funded by the Provincial Government and subsequent printing costs were covered through sales of advertising placed with the map on a larger size paper.

The CLEDB has designed a four page print brochure for self directed driving tours in Upper Lake Melville. The board is planning to develop a safety booklet for travelers on the highway with information on mileage, food fuel accommodations, mechanical services, satellite phones, WIFI hotspots. The booklet will be developed with input from Labrador West, Southern Labrador and the Straits.

### **Television Marketing**

Cable television provides an inexpensive advertising opportunity with coverage available across the entire province. Unfortunately, a significant number of households and accommodations providers use Satellite instead of cable.

### Who Covers the Costs of Marketing?

Discussion at the Tourism Summit included the process that has been developed in Southern Labrador and the Straits under the brand of Labrador Coastal Drive. Several businesses have agreed to implement a “tourism tax” that is openly and visibly explained to tourists. This fund is pooled and the businesses make a joint decision how to spend the money. It is mainly used for marketing purposes and may be used to lever other marketing money. It was noted that the outfitters in Labrador are planning a license tax to help fund marketing initiatives related to the outfitting industry.

It was suggested that a similar format should be investigated by the CLEDB for Central Labrador. It could be established in the form a marketing Co-operative with assistance from INTRD and the Federation of Cooperatives. The fund could be used to attract sport tourism or conferences both of which have a significant impact on accommodations, food services, craft shops and night life.

Participants at the Tourism Summit agreed that we need to provide positive experiences to our visitors so they will return to their homes and spread the word, telling others about their positive experiences, with the hope that more people will be encouraged to visit.

### ACTIONS

- Develop a Central Labrador Brand which reflects unique qualities of Central Labrador. Ensure this brand is represented on road signs and in print materials.
- Ensure that websites in Central Labrador have consistent and up-to-date information
- Seek out incorrect information online (Wikipedia and Google Maps) and provide corrections.
- Encourage festivals and service providers to use YouTube videos to market.
- Investigate the willingness of businesses to establish a visitor tax program based on the best practices of Labrador Coastal Drive. Use of the funds from this pool will be determined by the participants.

## Sustainable Transportation Network

### Road / Marine

The Trans Labrador Highway is our connection to the rest of the world. Upgrades were completed in 1999, and when funding was allocated to surface Route 500, another upgrade project began to widen and prepare hard surfacing. The project to hard surface the road is ongoing on the original section of the road between Goose Bay and Labrador City. No plans have been announced to pave Route 510.

The completion of Route 510 linking Goose Bay with the south coast, as expected, is having a significant impact on tourism in Central Labrador. Tourists are no longer restricted by ferry schedules and are spending more time in Central Labrador, exploring the area and spending in businesses. Arrivals by road are continuous throughout the week, unlike past years with arrivals concentrated around Saturdays – Tuesdays and the arrival/departure of the Bond. Tourism stats in the May, June and September 2010 shoulder season are higher than those same months of 2009.

There are still significant issues with the road network across Labrador and connecting to the Island. One of the weak links in the system is the ferry crossing across the Labrador Straits. The Apollo ferry reservation system does not meet the needs of tourists and there is little movement to ensure it is working appropriately. The ferry infrastructure located in Blanc Sablon is inadequate, confusing and dangerous. Until these issues are corrected, tourism in Central Labrador will continue to be impacted negatively.

The rental vehicle system also requires improvement. Most rental vehicles in Happy-Valley-Goose Bay are not allowed on gravel highways and renters are required to sign a specific clause to that effect on each contract. Goose Bay Motors does have a few vehicles that are permitted on the gravel highway. Car dealerships in Labrador West, Central and the Straits areas are independent businesses, not connected nor networked with each other. Although rental vehicles available from the Labrador Straits are allowed (and maintained) for travel on the gravel roads, there is no way to return them to that dealership in the Straits. Tourists hoping to visit Labrador driving from Deer Lake Airport are told they are NOT allowed to take their rental vehicles across the ferry into Labrador.

It is important to market the Trans Labrador Highway as an “adventure” route to ensure that motoring tourists understand the conditions they will encounter. Dust and loose gravel are both an inconvenience and pose a danger to the travelling public. There is no cellular service on either route except around some of the major communities. Many tourists are unaware of the Satellite

Phone LOAN program and there may not be enough phones to satisfy the growing need. The lack of rest stops with toilets, and the lack of pull-offs along the gravel roads, are both an inconvenience and dangerous. Service centres with fuel and vehicle maintenance services, and emergency services are located in major communities, often long distances away from the actual need along the long roadway. Although the Labrador wilderness is spectacular, we do not provide scenic pull-offs along the roadside for tourist photo opportunities.

In the summer of 2010, the Province extended themed signage from the Labrador Coastal Drive from the Labrador Straits and along Route 510 to the junction at Route 500. Although the brand is attractive, it does not represent the reality of the routing, which is far inland from the Atlantic coast, passing behind the Mealy Mountains and ending at the bridge crossing the Churchill River just outside Goose Bay. A more appropriate theme related to the aboriginal history/heritage or the wildlife in the region should be considered. It is imperative that the Province install more signage along the route indicating sharp curves, wide shoulders suitable for pull offs ahead, distance to community side roads and food fuel accommodations. With the installation of weather cameras at maintenance depots, there are now WIFI hotspots at these locations, and they should be denoted with signage.

Delays because of ice and vessel maintenance created disappointment and frustration for tourists planning to visit the north coast in both 2009 and 2010. Until there is a year round road link between North West River and communities in Nunatsiavut, businesses in both regions will not be fully able to capitalize on tourism opportunities. Natural resource development initiatives may be the solution to this problem.

### **Snowmobile Trails**

Significant investment has been made to develop a trail network across Labrador; however, there are still key stretches that require improvements, specifically between Happy Valley-Goose Bay and Churchill Falls. Until snow trails are improved, riders are forced to drive illegally along the highway in certain areas. Significant interest has been expressed by adventure tourism companies in Quebec, wishing to bring groups of tourists into our region on long haul snowmobile rides.



Within the Central Labrador region, snowmobile trails are maintained by the Grand River Snowmobile Club. Sales of trail passes do not reflect the number of machines that are locally owned and used on the trail network. One suggestion made at the Summit was to inspire a sense of local pride in the trails by naming some of the trails after the original families responsible for cutting them over the past fifty years. Celebrations at the naming ceremonies create a public



relations and media opportunity that could benefit the local club. Increased trail pass sales will improve the viability of this organization. Better groomed local trails enhance sledding experiences for tourists and locals.

### **Air**

Renovations and expansion to the air terminal building in Goose Bay will greatly improve the experience of the travelling public using this facility. Because of the high price of airfare, air travel serves corporate travellers, but is not attracting maximum numbers of leisure travelers. High end outfitters depend on flights to move their guests in and out of the region on a weekly basis. Because of a lack of competition, airfare prices remain high, flight schedules are less than perfect, and planes are often full to capacity, inconveniencing passengers and even discouraging the growth of tourism. Because space is limited on these flights, visitors often arrive without parts of their luggage including fishing rods.

### Actions

- Develop a strategy to take advantage of scenic vantage points with maintained pull offs, signage, picnic tables, rest stops (port-a-potties in spring/ summer/ fall), garbage receptacles
- Create links/partnerships between car rental agencies in Straits and central Labrador.
- Improve promotion of NO Cell service/Satellite Phone loan program.
- Lobby for solar phones along the highway similar as those in Quebec Route 389
- Increase informational signage along the routes, with special provisions in the provincial sign policy to allow service centres to be promoted half way between communities.
- Create hard copy resources for each end of Route 500 and 510 for travellers with safety information, service centres, phone numbers for Apollo reservations, Satellite phone pick up points and rules,
- Continue to lobby for hard surface on the rest of the highway
- Request adjustments to the ferry reservation system on the Apollo to make it easier for tourists to use and to fill the boat on each trip.
- Support the construction of ferry infrastructure in Labrador Straits with adequate parking and pull-off areas for travelling public and transport trucks, sufficient washrooms, indoor waiting area (out of bugs and rain)
- Continue to support Labrador Winter Trails for infrastructure upgrades to trail network
- Assist the Grand River Snowmobile Club with the development of a plan to name local trails in honour of original families.
- Work with partners to recruit new airlines and more flight options

List of Actions	Lead (Partners)	timelines
Collect information from various sources Cross reference visitor lists/origins/dates with the Craft Shops and museums with guest books		
Request that the operators of the ferries have the questions in their surveys "what is your destination Goose Bay, Labrador City, Straits?"		
Request support from TCR for exit survey funding/support that includes exit points in Western Labrador, Goose Bay Airport and Blanc Sablon Quebec		
Develop an exit survey for the central Labrador region		
Lobby the provincial government for emergency solar powered satellite phones to be permanently installed along the route.		
Continue to lobby for cellular service along the route.		
Continue to provide 'human' VIC services	CLEDB (Chamber, Happy Valley-Goose Bay)	2011- 2012
Work with Smart Labrador to promote website development and updating, and provide a service contact point in the region for continuous training.	Smart Labrador (CLEDB DL)	
Encourage e-link between business and community group websites		
Request support from GMIST to hold workshops in our region		
Seek funding to support year round staffing in the VIC	CLEDB	2010-2012
Encourage car rental businesses to provide more vehicles available to drive on routes 500 and 510		
Create awareness with the outfitters and hoteliers that some craft shops in HVGB and the Interpretation Centre and Museum in North West River can be opened to accommodate fishermen and other visitors during "off hours" by a simple phone call.	CLEDB (DL)	2011
Work with Winter Games committee and local businesses in developing tourism packages		
Work with local craft shops to develop ½ day or full day craft workshops to encourage spouses to visit the region during business conferences	DL	
Encourage festival organizers to explore opportunities to increase revenues creatively	CLEDB	2011
Seek funding for event tents, portable bleachers, sound system for outdoor events.	DL	2011

Encourage local accommodations businesses to develop overnight packages that include geocaching	DL	2011
Begin discussions with accommodations business, car rentals, etc about the development of a surcharge, with revenues to be used for marketing, event recruitment, and coordination	CLEDB (DL, Labrador Coastal Drive)	2011
Work with community of Mud Lake to develop services	DL	
Undertake a Customer Service improvement project to identify gaps in customer service skills in the Central Labrador service (retail and tourism) industry and to provide training to participating organizations to fill the identified gaps (see appendix)		
Increase the promotion of Hospitality Newfoundland and Labrador Superhost customer service training program in Central Labrador and encourage participation.		
Seek additional training modules for food servers and bartenders to increase revenue opportunities for these workers		
Promote government funded wage subsidy programs and temporary foreign worker programs to local businesses	CLEDB	2011
Develop a Central Labrador Brand that reflects unique qualities of Central Labrador. Ensure this brand is represented on road signs and in print materials.		
Ensure that websites in Central Labrador have consistent and up-to-date information		
Seek out incorrect information online (Wikipedia and Google Maps) and provide corrections		
Encourage festivals and service providers to use You Tube videos to market.		
Investigate the willingness of businesses to establish a visitor tax program based on the best practices of Labrador Coastal Drive. Use of the funds from this pool will be determined by the participants.	CLEDB	2011
Ensure that local businesses understand the quality standards and are able to meet these new requirements.		
Ensure that businesses know about and understand the value of wage subsidy programs and the HRTToolkit.		
Develop a strategy to take advantage of scenic vantage points with maintained pull offs, signage, picnic tables, rest stops (port-a-potties in spring/ summer/ fall), garbage receptacles	DL	
Create links/partnerships between car rental agencies in Straits and Central and Western Labrador.	CLEDB (Lab Caucus)	2011
Improve promotion of NO Cell service/Satellite Phone loan program.	CLEDB (Lab Caucus)	2011
Lobby for solar phones along the highway similar as those in Quebec Route 389 communities.		

Increase informational signage along the routes, with special provisions in the provincial sign policy to allow service centres to advertise half way between		
Create hard copy resources for each end of Route 500 and 510 for travelers with safety information, service centres, phone numbers for Apollo reservations, Satellite phone pick up points and rules,	CLEDB (Lab Caucus)	2011
Continue to lobby for hard surface on the rest of the highway		
Request adjustments to the ferry reservation system on the Apollo to make it easier for tourists to use and to fill the boat on each trip.		
Support the construction of ferry infrastructure in Labrador Straits with adequate parking and pull-off areas for travelling public and transport trucks, sufficient washrooms, indoor waiting area (out of bugs and rain)		
Continue to support Labrador Winter Trails for infrastructure upgrades to trail network		
Assist the Grand River Snowmobile Club with the development of a plan to name local trails in honour of original families.	CLEDB (GRSC)	2010/2011
Work with partners to recruit new airlines and more flight options	GBAC	

## APPENDICES

The following lists of products and services that are easily available for visitors to access, depending on the time of year are separated into revenue generating or not, and those owned and operated by private enterprise or sustained by not-for-profit groups.

### **Revenue Generating Tourism Product Operated by Private Enterprise**

- Craft and souvenir shops in Happy Valley-Goose Bay
- Snowmobile Rentals
- Night clubs
- Accommodations
- Food services
- Transportation – car rentals, air services

### **Revenue Generating Tourism Product Operated by Not-For Profit Operations**

- Craft and souvenir shop in North West River
  - Managed by volunteers, summer student paid staff
- Them Days magazine
  - Books and magazines for sale
  - Archives services available
- BirchBrook Nordic Ski
  - Trail passes
  - ski lessons
  - ski rentals
  - snowshoe rentals
  - chalet rentals
- Amaruk Golf Club
  - Daily green fees
  - Club rentals
  - Food and bar services
- Labrador Winter Trails
  - Trail passes

A significant amount of the tourism product in Central Labrador does not capitalize on revenue generating opportunities as the following list exhibits:

**FREE Admission or little/no revenue collected**

- Geocaching
  - Free admission
  - Caches are maintained by individuals who also geocache
- Military Museum on the Base
  - Free admission
  - no paid staff
  - maintained by Federal Government
- Festivals/Events
  - North West River Beach Festival
    - no admission
    - concessions sell food and games,
    - craft auction
    - paid student staff and occasionally paid coordinator
    - volunteer committee – profits split to community organizations
    - receives some government grants
  - Labrador Canoe Regatta
    - small admission/parking fee,
    - camping lot fee,
    - concessions sell food and games
    - no paid staff
    - Organized by volunteer committee
  - Mud Lake Fair
    - organized by United Church congregation and profits go to this group
    - fee for water taxi which pays for gas and is donated to church
    - no admission
    - small fee for games
    - Fee for cold plate supper - food is donated
    - craft auction where items are donated
  - GooseStock
    - \$2 admission fee
    - concession sell food – private business and sports groups
    - Musicians are paid honorarium
    - Sound technicians are paid
    - organized by volunteers
    - funded by government and community grants
  - Big Land Fair
    - no admission fee
    - concessions sell food or crafts
    - musicians / demonstrators are paid honourarium



- organized by volunteers
  - funded by government grants mainly
- SnoBreak –
  - small admission for some activities
  - many activities free of charge
  - souvenirs for sale
  - Volunteer organizing committee
  - Paid project staff – government funded
  - Funding from government sources and selling advertising to businesses
- Labrador Winter Games
  - most venues free,
  - small fee for Ceremonies, concerts and Aboriginal Game events,
  - souvenirs for sale
  - large volunteer committee
  - a few paid staff – some funded by federal government programs
  - majority of funding is from provincial government
- Big Land Challenge Dog Team Race
  - no admission
  - concessions sell food
  - Volunteer committee
  - No paid staff
- Static aircraft displays around town and near airport
  - Free admission
  - Maintained by the municipality or the Military
- Dome Mountain scenic look out on the base
  - Free admission
  - Maintained by the military
- North West River Community Museum
  - \$2 admission
  - Maintained by volunteer community group
  - Summer student paid staff
  - Occasional project staff
- Trappers Monument and waterfront park/boardwalk in North West River
  - Free admission
  - Maintained by volunteer community group
- Interpretation Centre in North West River (the Rooms of Labrador)
  - Free admission
  - Paid staff
  - Funded by the Province
- Sunday Hill look out in North West River
  - Free admission
  - Maintained by volunteer community group
- NWR Beach
  - Free admission

- Maintained by volunteer community group
- Walking trails around Happy Valley-Goose Bay, North West River
  - Free admission
  - Maintained by municipalities
- Walking trails at BirchBrook
  - Free admission
  - Maintained by volunteer community group

**Customer Service Improvement Project (as detailed in Developing our Workforce)**

Purpose – To identify gaps in customer service skills in the Central Labrador service (retail and tourism) industry and to provide training to participating organizations to fill the identified gaps

- Based on a project completed by the Greater Nanaimo Chamber of Commerce in 2002-2003 entitled “Gateway to Excellence”.
- A survey will be undertaken to evaluate the customer service requirements in Central Labrador. Service related businesses in the region will be given the opportunity to complete the survey, which will attempt to determine information such as employment levels, wage statistics, training levels, etc. The data will be analyzed and report developed to present the findings, which will be used in Phase III of the program to develop a training plan.
- Those businesses participating in the survey will be given the option to take part in a mystery shopping program. This program will help to identify service training gaps for these operators, such as customer service skills, sales skills, etc. Mystery shopping will be contracted to a third party organization and overseen by the project coordinator. Mystery shoppers will rate participating organizations on customer service, presentation, cleanliness of the premises. .-
- Based on the results provided by both the survey and mystery shopping reports, training programs will be provided to address any service gaps identified. This may include customer service training and/or sales training.

## **CRUISE SHIP** Central Labrador Shore Excursion(developed in 2005)

### **HERITAGE TOUR**

**North West River, Labrador**

**Duration: 3 hours**

**Originating from: Happy Valley-Goose Bay**

**Suggested departure times** Departure Return

8h30 11h30

12h00 15h00

**Minimum to operate tour: 25 pax**

**Maximum per departure: 48 pax**

**Minimum per bus: 20 pax**

**Maximum capacity per bus: Average 50 seats**

**Maximum per bus: 48 pax (64% capacity)**

**Transport: Coach c/w tour guide**

**Adult net rate: \$45 US**

**Child net rate: \$35 US**

### **TIME BUDGET**

30 min Drive from Terrington Basin Dockside to historic community of North West River established in 1743 by French fur traders. En route view vast natural wilderness

40 min arrive at the Labrador Interpretation Center for guided tour - *Washrooms available*

Experience 3000 years of aboriginal history

See original artwork & artifacts of the Labrador Inuit, Innu and Metis people

View natural landscapes central Labrador from the top floor look out room

10 min drive to North West River waterfront

40 min arrive at the Labrador Heritage Museum for guided tour

30 min choice of self guided walking tour of waterfront facilities/static displays/Heritage Craft Shop or board bus for guided tour of the neighbouring aboriginal Innu community of Sheshatshiu

30 min Return to Terrington Basin Dockside from historic North West River

### **DESCRIPTION OF HERITAGE TOUR ATTRACTIONS**

#### **Labrador Interpretation Center**

The three diverse cultures of Labrador share their heritage in this beautiful new building overlooking the waterways of the traditional past. Your tour guide will explain the 3000 years of history displayed through the artifacts, paintings, carvings, and exhibits of the Innu, Inuit and settler. A highlight of your tour includes a view of an Innu "Shaking Tent" which was used as a spiritual ceremonial tent by the "Shaman" to communicate with the spirit world.

#### **Labrador Heritage Society Museum**

The three diverse cultures of Labrador share their heritage in this newly restored building overlooking the waterways of the traditional past. Your tour guide will explain the 3000 years of history displayed through the artifacts, and exhibits of the Innu, Inuit and settler. The Hudson's Bay Company of 1836 began a lucrative fur trade with the aboriginal peoples of Labrador. The museum is housed in the same building. Stand at the riverside where Louis Fornel, a french fur trader of 1743, first established a fur trading post. Also at this riverside, the ill-fated Hubbard exhibition of 1903, began its journey. Subsequently his widow, Mina Hubbard, completed the adventure in 1905. Come take a step back in time where you may see ghosts of explorers past.

#### **Innu Community of Sheshatshiu**

Sheshatshiu translates to "narrow place in the river". This area around NWR was a traditional summer gathering place for the Innu who resided inland most of the year, "living off the land" hunting, fishing and trapping in the country. The Innu came to this area, to fish the lakes and rivers, and to meet with their priest, camping close to the Hudson's Bay Post where they could trade their furs for supplies. Around 1957 when the Roman Catholic Church was built on the south side of the river, some Innu started to settle. At that time there was pressure from both the Church and the government to mainstream the Innu into the rest of society. In the early 60's there were several tents and a few houses on the site of the present day community.

**Places of interest in North West River may be visited in a different order to avoid congestion with other busses.** CONTACT:

**CRUISE SHIP** Central Labrador Shore Excursions (developed in 2005)

## **5 WING MILITARY TOUR 5 Wing Goose Bay, Labrador**

**Duration: 3 hours**

**Originating from:** Port at Happy Valley-Goose Bay

**Suggested departure times:** Departure Return

8h30 11h30

12h00 15h00

**Minimum to operate tour:** 20 pax

**Maximum per departure:** 60 pax

**Minimum per bus:** 15 pax

**Maximum capacity per bus:** Average 47 seats

**Maximum per bus:** 30 pax (64% capacity)

**Transport:** School Bus c/w tour guide

**Adult net rate:** \$40 US

**Child net rate:** \$30 US

## **TIME BUDGET**

15 min Drive from Dockside at Terrington Basin to the former USAF base (1940-1980)

60 min Labrador Military Museum located at Building 295 at 5 Wing Goose Bay

Washrooms available

60 min Photographic opportunity to view static displays;

Pease Street Bunkers ( off Loring Drive Soccer Field )

VOO-DOO CF - 100 Jet at 5 Wing Goose Bay

Vulcan Low Level Bomber at the Happy Valley-Goose Bay Airport

5 Wing Goose Bay facilities and infrastructure

30 min Commonwealth Cemetery (Lest We Forget) approximately 2 kilometers behind base

15 min Return to Dockside at Terrington Basin

## **DESCRIPTION**

### **5 WING MILITARY TOUR**

Goose Air Base was originally occupied by the United States Air Force (USAF) in the early 1940's, to supply the war effort overseas. The 11,000 ft runway at the time was considered the longest in the world. The airfield was first constructed as a landing and refuelling stop for the Atlantic Ferry Command, to its present and diminishing role as a tactical low level flight training centre for the German, British, and Dutch Air Forces, the military has had a major impact on the area. The Canadian Department of National Defense has always maintained a presence in the area. Many sites and attractions in Happy Valley - Goose Bay reflect the inherent role that the military has played in forming the history of this region. The status of the base has changed over the years and is now known as 5 Wing Goose Bay and is operated by Serco International.

Contact:

**Zone 3 – Central Labrador – Accommodations 2010**

Hotel Maximum capacity	Rooms	Persons
Hotel North 3 ½ stars	54 rooms	54 - 102
Hotel North 2 3 ½ stars	40 rooms	40 - 76
Lab Inn 3 stars	66 rooms	66 - 107
Royal Inn / Suites 3 ½ stars	37 rooms	37 - 70
Davis B&B 3 stars	4 rooms	4 - 8
Housekeeping units		
Goose River Lodge -	9 cabins	9-18
Cherry Wood	7 rooms	7-9
RV Capacity - Goose River Lodges	8 sites	16
Tent Camping Capacity- Goose River Lodges	6 sites	12

The capacity for tourist that can be housed in registered **roofed** accommodations in the region is between 217 (single occupancy) to 390 (double occupancy) per night.

There is only one Bed and Breakfast with a wing attached to the home and operated in motel style.

There are no motels.



## **Mokami Mountain Wilderness Adventure** (excerpt)

### **Mokami Mountain Labrador**

Experience CENTRAL LABRADOR'S ADVENTURE tourism

"All the gold that they have couldn't buy what I see,  
from high on the mountain of old Mokami."

-Byron Chaulk

### **INTRODUCTION**

Information contained in this report was gathered on Thursday, August 2, 2007 between the hours of 8:00 am and 8:00pm. GPS Waypoints and Geo-Caching data was gathered by Michael Clough. Guide for the tour was conducted by Leander Baikie and assisted by Cynthia Hodgins. Second markings created again on August 14, 2007, with Leander Baikie as guide and Michael Clough as GPS mapping technician.

The purpose of this exercise was to **re-create history** by recording waypoints (fig.1.1) of the ancient and traditional, trappers trail. Created by humans but used by wildlife – all for the purpose of travelling in and out of the Labrador back country. Trails have been worn down over the past 300 years by those seeking subsistence and living nomadic trapping lifestyles. The other half of this exercise was to establish a geo-cache at the near summit of the mountain which is located at 1565 feet (477m) above sea level. It should be noted that there is a degree of difficulty associated with this entire adventure.

### **TOUR OVERVIEW**

In order to partake on the remote and extreme adventure, one must first find a willing guide who is knowledgeable of the area and one with access to small boats or canoes, preferably aluminum, with short shaft outboard motors. As well guiding service must be sought for the adventurer to travel to the mouth of the Sebaskachu River, 30 km from the nearest community of North West River. Shallow water, submerged sticks, rapids, rocks, low water fluctuations and narrow meandering river banks (fig. 1.2) make navigation, with motor in shallow water drive, somewhat difficult.

The guide should be well experienced travelling up shallow rivers, as navigation sometimes requires quick and accurate judgment and power motor skills. This part of the trip is usually best during the May-June spring runoff, when water levels in the river are at their highest. This 6.3 km winding river section of the journey will take a full hour to reach the overland start point near an adjoining brook.

Once ashore at the start point in Sebaskachu River, (N53 47 09.3 W60 08 36.9(NAD 27)) the trail is fairly well worn through sparse caribou moss/black spruce forest. The walk to the top is approximately 6km though the wilderness but will take the traveler a minimum of 2.5 hours and a maximum of 5 hours to the top. The original blazing has become faded over the past 40 years. The trail which was once well ....