

Destination Labrador

Final Report: Uncommon Potential 2011-2014

June 1, 2014



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Executive Summary

Background

Destination Labrador's 'Final Report: Uncommon potential 2011-2014' is prepared for submission to Atlantic Canada Opportunities Agency (ACOA), Department of Tourism, Cultural and Recreation, and Innovations Business and Rural Development (IBRD). This report satisfies contractual obligations of Destination Labrador with respect to ACOA project 620-31359-198836 and IBRD File # LAB 092-11.

The report covers a project period of April 1, 2011 to March 31, 2014 and represents activity associated with Destination Labrador's three-year business plan 'Labrador's Uncommon Potential 2011-2014.

Project Description

Destination Labrador Inc. requested financial assistance from ACOA under the Business Development Program and from IBRD under its Regional/Sectoral Diversification fund. A grant contribution of \$150,000 (to be renewed annually) from the Government of Newfoundland and Labrador (Dept of Tourism, Culture and Recreation) was committed in a request to the aforementioned funding sources. All financials were secured in separate contracts with Destination Labrador to be executed over a three-year period April 1 2011 to March 31, 2014. Subsequently, contracts were signed in June and August of 2011 and the project commenced on April 1, 2011.

The existing financial contribution required by Destination Labrador industry partners for the life of the contract is \$187k. This industry partner contribution is necessary to balance each annual budget of the current three-year business plan and cover off project expenses that are not deemed eligible project costs under current public partner contracts.

Expected Results

Contract project deliverables include the further development of the organizational capacity of Destination Labrador, including specific corporate activities and administration, marketing tactics (website and social media development, fam tours, attendance at tradeshow), and tourism product development initiatives such as market readiness and professional development of the Labrador tourism industry.

Specific project deliverables include:

Organizational Capacity

1. Newsletters distributed;
2. The number of newsletter subscribers;
3. The number of Best Practices Missions attended;
4. The number of training workshops conducted
5. The number of stakeholders participating in the training initiatives;

Marketing Tactics

1. The number of tourism operators engaged and investing in marketing initiatives;
2. The amount of media coverage generated;
3. The number of website click-throughs;
4. The number of private and public sector partnerships established and resources leveraged through these partnerships;
5. The number of inquiries at Destination Labrador;
6. The number of non-resident visitors to Labrador;
7. Total tourism revenues and expenditures in Labrador

Product/Destination Development

1. The number of new tourism operators established;
2. New tourism product developed;

1.0 Introduction

This final report is a summary of Destination Labrador's annual work plans (2011/12, 2012/13, and 2013/14) and other specific projects in partnership with the provincial Tourism Board and its various partners. This final report contains a summary of project highlights and supplements previous detailed annual reports for each of 2011, 2012, and 2013 already submitted to TCR and funding partners.

This final project report is comprised of:

- a brief project background;
- A summary of the project description;
- an executive summary of key project highlights; and
- a summary of key considerations for future tourism development in Labrador.

2.0 Project Highlights

Contract project deliverables include:

- the further development of the **organizational capacity** of Destination Labrador, including specific corporate activities and administration
- **marketing tactics** such (website and social media development, fam tours, attendance at tradeshow)
- research and tourism **product development** initiatives such as market readiness and professional development of the Labrador tourism industry

The following is a summary of annual project highlights related to project deliverables identified above.


2.1 Year One, 2011/12

- Based on Dec 31, 2011 audited financial statements, DL Stakeholders invested \$68k on total revenue of \$395k and \$398k in expenses for a net annual *deficit* of \$3k
- Marketing activity revenue totaled \$45k from 20 industry partners for the 2nd and 3rd quarters (April 1, 2011 to Dec 31, 2011) of 2011 and the 4th quarter of the 2011-12 work plan (Jan 1, 2012 to March 31, 2012)
- Marketing activity revenue was comprised of \$2k for TCR programs (NL Tourism website) , and \$6K for travel guide advertorial); \$7k for DL programs (Marketplaces), \$6K for trade fams and \$7K for media fams, and \$17K for other revenue (website hosting, training workshops, tourism technology program).

- there was a notable increase in industry partnerships for online packages at nl.com, 16 in all.
- a second partnership advertorial was secured with Nunatsiavut Tourism to complement the existing Labrador Coastal Drive advertorial in 2010.
- In total 13 industry partners invested with DL to have their products represented at the Ottawa Travel and Leisure show and the FMQ Motorsports show. Businesses from all regions of Labrador participated allowing all major target markets to be represented.
- Sales calls (designed for snowmobile product) were not implemented due to a lack of buy-in from industry partners.
- Two adventure tourism fams were hosted for 2 tour operators; 5 sightseeing touring trade fams and 5 media fams (Trailpeaks, Saltscapes magazine, American Snowmobile magazine, and GoRVing)
- DL staff and industry partners participated in 5 workshops (HNL Conference CCB initiative, leadership training for DL staff, Industry workshops for Labrador Winter Trails, and the annual DL stakeholder session)
- This 'Tourism Technology' program was a very successful pilot project with 7 partners contributing \$7,000 to work with DL and a consultant to develop and/or redesign their websites to a market ready standards; all partners subsequently participated in creating 16 online packages; a substantial increase to a simple few the year previous.
- The following were priority initiatives related to product/destination development
 - *Cain's Quest Marketing Review* – project management for marketing review by Marilyn Butland Communications
 - *Battle Harbour Steering Committee* – member and planning resource to new business plan review by PKF Consulting
 - *Labrador Winter Trails* – administrative and leadership support, conducted a workshop, workshop report regarding new revenue sharing model and establishing long-term priorities needs
 - *Northern Ranger Cruise Review* – service review completed in concert with Nunatsiavut Government, CANAL
 - *Tourism Technology Pilot Program* – established a business assessment tool, created 6 new industry/partner websites and training module in concert with Smart Labrador
 - *Trampoline Marathon* – marketing support and leadership support
 - *Great Labrador Canoe Race* – Website planning and maintenance, marketing support and leadership support
 - *Labrador Come Home Year* – marketing support
 - *Red Bay UNESCO World Heritage Bid Steering Committee* – active member on the steering committee, planning support
 - *Trans Labrador Highway Enhancement Working Group* – organizational, planning, research

2.2 Year Two, 2012/13

- Based on Dec 31, 2012 audited financial statements , DL Stakeholders invested \$52k on total revenue of \$318k and \$342k in expenses for a net annual *deficit* of \$24k
- Marketing activity revenue totaled \$51K from 20 industry partners for the 2nd and 3rd quarters (April 1, 2012 to Dec 31, 2012) of 2012 and the 4th quarter of the 2012-2013 work plan (Jan 1, 2013 to March 31, 2013)
- Marketing activity revenue was comprised of \$1k for TCR programs (NL Tourism website) , and \$8K for travel guide advertorial); \$4k for DL programs (Marketplaces), \$23k for media/trade fams, and \$14K for other revenue (Packaging workshop, TCR fam, and HRLE support for a social media contracted position)
- There was a noticeable decline in online packages offset only by a late season (Oct) packaging workshop with 9 industry partners participating.
- Partnerships continued for the travel guide advertorial; NG Solutions/NG Tourism and Labrador Coastal Drive partners (4 pages in all)
- In total 8 industry partners invested with DL's to have their products represented at the Ottawa Travel and Leisure show
- Several trade and media fams (Outpost Magazine, Sandra Phinney, Windows on the Wild, Canadvac, and Vision Atlantic) were hosted in partnership with 11 industry partners
- The Outpost Magazine fam resulted in multi-page Advertorials in two separate Outpost Magazine publications (Issue 90: Nov/Dec 2012, and issue 91: Jan 2103 Annual Travel Guide) featured 16 pages featuring Torngat Mountains National Park experiences in addition to a 6 page feature highlighting Labrador events, historic attractions, angling, and hiking experiences
- A Packaging Workshop was held in HV-GB Oct 30-31 with Stem Consulting/HNL/DTCR. Nine partners cost-shared this workshop and numerous 2013 new packages were created as a result. Challenges still exist in HR time required to mentor and support these partners.
- Community Capacity Building Workshops with contracted support from IBRD \$5,000 per each workshop
 - Coop Basics Fall 2012
 - Strategic Planning Spring 2013
- A new BR&E project was launched in late March/13 with IBRD to address and identify market readiness and quality assurance challenges. DL helped recruit 13 industry partners in this project
- DL Staff were active advisory committee members to a new *Business Framework and Business Case for Battle Harbour* completed by PKF Consulting.
- DL participated on the provincial Tourism Assurance Plan (TAP) steering committee and promoted the plan to industry partners thorough DL newsletters, business counseling to all marketing partners , workshops, Tourism Times and HNL 2013 Conference.
- DL Participated on the provincial Tourism Board Destination Development Plan sub-committee established to prepare a province-wide roll out to develop comprehensive regional destination plans to guide investment to support 2020 Vision.

- Labrador Coastal Drive Tourism Association partners (Northern Light Inn, Alexis Hotel, Cartwright Hotel) agreed in July 2012 to establishing a new regional Coop, the Labrador Properties Coop based on their Association's 2% levy on rooms sales, branded as the Tourism Initiatives Fund (TIF). Letters of Intent have been received committing substantial investment (~45k/yr) to the project with a priority for the business plan for this new Coop to be the creation of cloud-based IT solutions for :
 - online fully automated booking engines
 - integrated point-of-sale and hospitality management systems and integration with mobile applications for smart phone and tablet customers
- Design on a Wi-Fi service for the TLH was completed late summer 2012 for implementation of a pilot Wi-Fi service in the summer 2013. Wi-Fi hotspots to be located on the new roadside pull-offs constructed in 2012 as well as having them located at Red Bay and near the Straits of Belle Isle ferry terminal in Blanc Sablon.
- A key strategy on furthering industry engagement since Jan 2013 is working one-on-one with each of our partners over the past two years to build marketing plans for each business/organization based on the marketing tactics and product development initiatives in the DL work-plan.
- In the absence of a full social media strategy the 2012/13 work plan was to focus on hiring a coordinator (student subsidy), profiling and developing content on Labrador's Best Kept Secrets (provincial travel guide redesign), our marketing partners' online packages, and profiles of the top 10 Attractions
- Social Media Coordinator Mandy Poole was contracted July 23 for 22 weeks with a \$5,460 AES wage subsidy. The AES contract was also extended beyond the original contract period of Dec 21, 2012 to May 10, 2013; additional subsidy from AES of \$5,233.
- Social media project activity included:
 - Revised Flickr image library in line with DL's Top 10 Key Attractions and captured new images to support our Top 10 and the Marketing Partners package program and a gap analysis was done on what we need to fill the image library to support each Top 10 Attraction
 - Redesigned our Facebook Page; by March/13 670 likes; Twitter account activated and regular tweets being posted; 400+ tweets since July/12
 - Created and posted to You Tube 12 new videos (Trapline Marathon, Great Labrador Canoe Race, Birch's Gallery, Pioneer Footpath, Point Amour Lighthouse, Red Bay NHS, Meet Labrador local Chris Bridle, Picture Perfect, Labrador Winter Games, Pitsik, Torngat Mtns National Park and more)
 - Developed our first annual content calendar to guide our 2013 social media feeds and those to newfoundlandlabrador.com 
 - Staff attended 6 social media Webinars hosted by the Tourism Atlantic Technology Desks/HNL hosted by Ross Simmonds. One DL partner participated in one webinar.

2.3 Year Three 2013/14

- Based on Dec 31, 2013 audited financial statements , DL Stakeholders invested \$442k on total revenue of \$247k and \$288k in expenses for a net annual *deficit* of \$33k

- Marketing activity revenue totaled \$36K from 16 industry partners for the 2nd and 3rd quarters (April 1, 2013 to Dec 31, 2013) of 2013 and the 4th quarter of the 2013-2014 work plan (Jan 1, 2014 to March 31, 2014)
- Marketing activity revenue was comprised of \$21k for TCR programs (NL Tourism website) , and \$7.5K for travel guide advertorial); \$12k for DL programs (Marketplaces), \$15k for media and trade fairs, and \$1K for other revenue (Website hosting/setup)
- Substantial increase in online investment at NL.com was realized from the packaging workshop in late 2012 and the final roll out of the suite of available program offers (regional highlights, regional news and advertorials)
- Having realized that full suite of online program offers at NL.com (packages, regional highlights, blogs and news advertorials), one notable outcome was lost revenue due to the planned bundling discounts designed to reward multiple partnership and encourage a more comprehensive partnerships with industry DMOs; for DL that discount amounted to \$11k
- Of the \$21k in TRC program related revenue, \$9k was from online packages (13 industry partners), \$5k in feature packages (11 industry partners), \$6 regional highlights (10 industry partners), and \$1k regional news advertorial (13 industry partners)
- A total of 13 online packages resulted in \$9,084 in partnership revenue compared to \$1,000 in 2012
- Partnerships continued for the travel guide advertorial; NG Solutions/NG Tourism and Labrador Coastal Drive partners (4 pages in all) with an investment of \$7.5k
- In total 10 industry partners invested with DL's to have their products represented at the consumer and trade marketplaces; attended Rendez-Vous Canada (May/13), GoMedia (Sept/13), and Canada Media Marketplace (CMM) and Ottawa Travel and Leisure show in Ottawa.
- 5 media fairs were hosted from a \$12k investment from industry partners; Lisa Young (Lady Adventurer - story on TMNP), Joerg Michael (Welt am Sonntag", one of Germany's biggest Sunday newspapers with a circulation of more than 400.000 - story on TMNP), Keith Nichol (Western Star and Newfoundland Herald and several blogs on nl.com - story about Red Bay UNESCO, hiking), Gary Arndt (Blogger at everything-everywhere.com, story about Red Bay and Battle Harbour), and a film crew for CTV's Canada AM live broadcast featuring Red Bay UNESCO and other Western NL attractions
- 1 trade fair was hosted from a \$4k industry partner investment. Gwen Bannister (Islander RV) completed a fair of LCD region
- Completed update to DL's onlylabrador.com website
 - Social Media Links added to home page
 - Sales sheets were designed and uploaded to a new backend trade and media section for travel trade contacts as fulfillment for marketplaces like Atlantic Canada Showcase, Rendez-Vous, and sales calls;
 - new and revised suggested itineraries for group, media, and FIT as well as sales sheets to update clients on the TLH road improvements and other important trip planning tools like the satellite phone loan program, and new tourism product information.
- The Destination Development (Tourism Destination Visitor Appeal Appraisal) or TDVAA started in Oct/13 with the project team (HNL, TCR, DL) meeting to prepare a communication plan and scheduling community consultation sessions throughout Labrador

- Community consultations started in November with three sessions in Red Bay, Happy Valley-Goose Bay and Nain as well as two online webinars for those not in a position to participate in person; Industry stakeholder attendance at Red Bay - 11; at Goose Bay 19; at Nain 6
- An complete inventory of Labrador 'Tourism' reports, studies and research was assembled
- A regional data collection team was trained in December (DL/NG Staff) and in the following 2 months the team completed an assessment of all tourism assets in Labrador
- DL Staff participated in the provincial TDVAA steering committee and also in a parallel role for a second TDVAA project for Labrador in the Nunatsiavut region.
- Preliminary findings and project update was completed with one in-person public consultation session being held in Happy Valley-Goose Bay in late March followed by an online webinar for those stakeholders unable to connect in-person. Attendance: 21 industry stakeholders.
- The project is one scheduled to release the final report summer 2014.
- DL and IBRD staff organized follow-up BR&E Opportunity Management workshops in the Labrador Coastal Drive regions (Port Hope Simpson and L'Anse au Clair); Industry stakeholder attendance in Port Hope Simpson - 7; at L'Anse au Clair - 6.
- Final design on a Wi-Fi pilot for the TLH was not completed in 2013 despite a contract being offered to have the work completed that same summer . The contractor decided not to sign a contract for service and as a result the project was delayed. Further efforts to reissue the Wi-Fi work met with considerable challenges , most notably the inability to purchase a commercial bandwidth account from Xplornet; the company has maximized their capacity and available bandwidth available to the commercial market for their services. A revised program will be consider for 2014 with \$18k in industry invested secured for this project.
- It's worth noting however that Transportation and Works did introduce Wi-Fi service at Crooks Lake and Cartwright junction highway depots owned by TW.
- DL's By-Laws were revised and adopted at its annual general meeting held in Jan 2014 to reflect the adoption of new standards for the provincial Tourism Assurance Plan and other governance policies related to the existence of regional tourism and community-based Zone Board organizations.
- The Destination Labrador AGM in early January was held by online webinar and the industry participation was the largest in 7 years with 42 stakeholders participating

3.0 Project Summary

This 2011-14 business plan promised to deliver just under \$200k in Labrador stakeholder investment on total project costs of \$931k.

Actual industry partnership leverage totaled \$132k (2011-14) with an additional \$18 secured and on reserve for the Wi-Fi Pilot project with an average annual compliment of 20 industry tourism operators concentrated along the Labrador Coastal Drive and in the Nunatsiavut region.

An additional \$60k (2011-2104) was covered by DL cash reserves and GICs representing the significant annual budgets deficits on costs not covered by the funding partners; total DL investment for the 2011-2014 business plan was \$192k

Administrative costs (2011-2014) decreased from a high of \$398k in 2011 to \$288k in 2013; a reduction of \$110k (-27%) ; the downside is reduced HR capacity; no social media coordinator since July 2013 and no administrative assistant since Dec 2013.

DL hosted in partnership with industry operators, TCR, Parks Canada and other provincial DMOs a total of 24 media and trade fairs (2011-2014).

Destination Labrador Board and staff supported 10 product/destination development initiatives and resulted in major product enhancements notably tourism technology pilot program, Cain's Quest Marketing Review, re-introduction of the Northern Ranger Cruise program, the creation of the new event Great Labrador Canoe Race, successful UNESCO bid for Red Bay Basque Whaling Station, a new business framework for Battle Harbour National Historic District, TLH enhancements (Roadside pull offs and Wi-Fi at TW highway depots) and a new 'Destination Plan' (Tourism Destination Visitor Appeal Appraisal).

4.0 Considerations for Future Development

Much has been accomplished as a result of the realignment of Destination Labrador's mandate and new partnership offers on marketing with the Dept. of Tourism Culture and Recreation; \$46k in total (2011-2014) was realized from industry partnership investment for TCR programs offers (NL.com, travel guide).

There has been some significant change away from the traditional forms of advertising and marketing tactics that formed the business plan for Destination Labrador in previous years. A streamlined suite of marketing tactics in partnership with Dept. of Tourism Culture and Recreation will no doubt have results in the form of better return on investment for our partners. This is clearly the case for these new travel packages that has demonstrated results for our partners.

The redesign of the provincial tourism website has given greater exposure of Labrador travel product to a wider audience than that which was ever achieved through the Destination Labrador consumer website. Improvements continue with more emphasis on regional highlights and an interactive 'top attractions' map. The addition of a backend content management tool for DMOs to add news and blog entries is an important marketing tactic that maximizes online regional content in what is the most influential travel website in Newfoundland and Labrador.

It is critical that Destination Labrador maximize E-Marketing opportunities and partnerships by building more online content of the travel experiences in Labrador and linking that content to industry partner websites and booking engines.

By remaining focused on the current business plan and protecting the marketing investments in market, Destination Labrador will no doubt achieve better return on investments while at the same time delivering award-winning travel experiences in Labrador.

In any tourism destination there are issues that must always be considered for the future management of the destination. Some of the observations that need consideration and action are:

1. **Market readiness and quality assurance** is an important matter that left unaddressed undermines any successes in the marketing of our product. Feedback from trade fam tours suggest there is an overall capacity weakness. Being a member of the provincial steering committee for the Tourism Assurance Plan and a strong advocate to industry to support their compliance and market readiness will hopefully help address this concern.
2. **Core financial administrative support** - if we are to be strategic and long-term in building capacity as a Destination Management Organization, retaining professional staff, and delivering consistent support to the buyers of our tourism product, it is essential that DMO organizational structures are supported annually by TCR. Any changes in the support already afforded through partner organizations would place significant strain on an already under-funded tourism development capacity for Labrador. One notable exception is the increased capacity in the Nunatsiavut region.
3. **Product/Destination Development** - There needs to be more market ready product in all sectors of the industry i.e. winter/snowmobiling, aboriginal product, coastal cruising, outdoor exploring, sightseeing and touring, and festival /events. There will always be a need for more financial resources to conduct meaningful professional development (people and programming) , provide for technical expertise, conduct best practices, and support product innovation. The completion of the Tourism Destination Visitor Appeal Appraisal for Labrador will provide for a more focused approach for all Tourism Board partners to invest in a new strategic plan forward. Destination development priorities continue to point to a need for transportation enhancements such as the Trans Labrador Highway and Strait of Belle Isle and north coast ferry services.
4. **Industry Engagement** – At the center of most all successful Destination Management Organizations is the active participation and engagement of the private industry partners. Without participation it is very challenging to be relevant in the design of any destination development plans and execution of marketing tactics. DLs marketing partnership program, program offers from TCR and a concerted focus on E-marketing tactics will continue to ensure positive ROI for marketing plans in future.

Destination Labrador Partnership Programs						
Marketing Activity Revenue Generation Summary						
Marketing Revenue						
TRC Programs						
NL Tourism Website	1st QTR	2nd QTR	3rd QTR	4th QTR		Total
Regional Highlights	\$0	\$0	\$0	\$0		\$0
Related News	\$0	\$0	\$0	\$0		\$0
Related Blogs	\$0	\$0	\$0	\$0		\$0
Itineraries	\$0	\$0	\$0	\$0		\$0
Packages	\$750	\$250	\$500	\$500		\$2,000
Total Website	\$750	\$250	\$500	\$500		\$2,000
Travel Guide						
Advertorial	\$0	\$6,000	\$0	\$0		\$6,000
Total Travel Guide	\$0	\$6,000	\$0	\$0		\$6,000
Total TCR Programs	\$750	\$6,250	\$500	\$500		\$8,000
DL Programs						
Marketplaces / Trade Shows						
Trade	\$0	\$0	\$3,599	\$3,500		\$7,099
Media	\$0	\$0	\$0	\$0		\$0
Total Trade Show	\$0	\$0	\$3,599	\$3,500		\$7,099
Fams						
Trade	\$0	\$5,817	\$0	\$0		\$5,817
Media	\$0	\$0	\$0	\$7,425		\$7,425
Total Fams	\$0	\$5,817	\$0	\$7,425		\$13,242
Total DL Programs	\$0	\$5,817	\$3,599	\$10,925		\$20,341
Total Marketing Revenue	\$750	\$12,067	\$4,099	\$11,425		\$28,341
Total Other Revenue	\$8,019	\$849	\$4,218	\$3,672		\$16,758

Destination Labrador Partnership Programs
Marketing Activity Revenue Generation Summary

2012/13

Marketing Revenue

TRC Programs

<u>NL Tourism Website</u>	<u>1st QTR</u>	<u>2nd QTR</u>	<u>3rd QTR</u>	<u>4th QTR</u>	<u>Total</u>
Regional Highlights	\$0	\$0	\$0	\$0	\$0
Related News	\$0	\$0	\$0	\$0	\$0
Related Blogs	\$0	\$0	\$0	\$0	\$0
Itineraries	\$0	\$0	\$0	\$0	\$0
Packages	\$0	\$750	\$250	\$0	\$1,000

Total Website	\$0	\$750	\$250	\$0	\$1,000
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Travel Guide

Advertorial	\$0	\$8,000	\$0	\$0	\$8,000
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Total Travel Guide	\$0	\$8,000	\$0	\$0	\$8,000
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Total TCR Programs	\$0	\$8,750	\$250	\$0	\$9,000
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DL Programs

Marketplaces / Trade Shows

Trade	\$4,435	\$0	\$0	\$0	\$4,435
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Media	\$0	\$0	\$0	\$0	\$0
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Total Trade Show	\$4,435	\$0	\$0	\$0	\$4,435
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Social Media

\$0	\$0	\$0	\$0	\$0
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Fams

Trade	\$0	\$0	\$0	\$0	\$0
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Media	\$0	\$23,317	\$0	\$0	\$23,317
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Total Fams	\$0	\$23,317	\$0	\$0	\$23,317
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Total DL Programs	\$4,435	\$23,317	\$0	\$0	\$27,752
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Total Marketing Revenue	\$4,435	\$32,067	\$250	\$0	\$36,752
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Total Other Revenue	\$0	\$0	\$11,552	\$2,621	\$14,173
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Total Revenue	\$4,435	\$32,067	\$11,802	\$2,621	\$50,926
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In-Kind Contribution	\$0	\$9,475	\$0	\$0	\$9,475
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Report Period: Apr 1 2012 to Mar 31, 2013

[Partnership Income Generation 2012.xlsx](#)

Destination Labrador Partnership Programs
Marketing Activity Revenue Generation - Other Activity

Other Revenue	<u>1st QTR</u>	<u>2nd QTR</u>	<u>3rd QTR</u>	<u>4th QTR</u>	<u>Total</u>
Participation in Fam - Scott Andrews			\$3,113		\$3,113
Participation in Fam - Charlotte Jewchuk			\$3,113		\$3,113
Advanced Education & Skills - Social Media			\$2,730	\$2,275	\$5,005
Packaging workshop - Experience Labrador			\$250		\$250
Packaging workshop - White Bear Adventures			\$250		\$250
Packaging workshop - Campbell's B&B			\$250		\$250
Packaging workshop - Nunatsiavut Gov't			\$250		\$250
Packaging workshop - ELAA			\$250		\$250
Packaging workshop - Air Labrador			\$250		\$250
Packaging workshop - Hotel North			\$250		\$250
Packaging workshop - Birches Gallery			\$250		\$250
Packaging workshop - Nunatsiavut Solutions			\$250		\$250
Participation in Fam - Sandra Phinney			\$346	\$ 346	\$692
Total Other Revenue	\$0	\$0	\$11,552	\$2,621	\$14,173
Report Period: Apr 1 2012 to Mar 31, 2013					
In-Kind Contribution	<u>1st QTR</u>	<u>2nd QTR</u>	<u>3rd QTR</u>	<u>4th QTR</u>	<u>Total</u>
Seaview - Outpost Fam		\$300			\$300
Experience Labrador-Outpost Fam		\$300			\$300
St. Lewis Sound Adventures - Outpost Fam		\$275			\$275
Battle Harbour - Outpost Fam		\$500			\$500
TMNP - Outpost Fam		\$5,800			\$5,800
TMNP - R. Madden Fam		\$1,500			\$1,500
Labrador Adventures - Outpost Fam		\$800			\$800
					\$0
					\$0
					\$0
Total Other Revenue	\$0	\$9,475	\$0	\$0	\$9,475

Report Period: Apr 1 2012 to Mar 31, 2013

Partnership Income Generation 2012.xlsx

Destination Labrador Partnership Programs
2013/14 Marketing Activity Revenue Generation Summary

Marketing Revenue		2013/14				
TRC Programs						
NL Tourism Website	1st QTR	2nd QTR	3rd QTR	4th QTR	Total	
Packages	\$7,084	\$250	\$1,750	\$0	\$9,084	
Feature Packages	\$2,000	\$834	\$1,000	\$1,000	\$4,834	
Regional Highlights	\$2,125	\$167	\$1,250	\$2,625	\$6,167	
Regional News Advertorial	\$300	\$150	\$400	\$250	\$1,100	
Total Website	\$11,509	\$1,401	\$4,400	\$3,875	\$21,185	
Travel Guide						
Advertorial	\$7,500	\$0	\$0	\$0	\$7,500	
Total Travel Guide	\$7,500	\$0	\$0	\$0	\$7,500	
Total TCR Programs	\$19,009	\$1,401	\$4,400	\$3,875	\$28,685	
DL Programs						
Marketplaces / Trade Shows						
Trade	\$3,750	\$0	\$0	\$0	\$3,750	
Consumer	\$0	\$0	\$0	\$2,750	\$2,750	
Media	\$0	\$0	\$2,000	\$3,750	\$5,750	
Total Trade Show	\$3,750	\$0	\$2,000	\$6,500	\$12,250	
Social Media	\$5,500	\$0	\$0	\$0	\$5,500	
Fams						
Trade	\$4,000	\$0	\$0	\$0	\$4,000	
Media	\$11,600	\$0	\$0	\$0	\$11,600	
Total Fams	\$15,600	\$0	\$0	\$0	\$15,600	
Total DL Programs	\$24,850	\$0	\$2,000	\$6,500	\$33,350	
Total Marketing Revenue	\$43,859	\$1,401	\$6,400	\$10,375	\$62,035	
				Applied Credits	\$3,504	
				Bundling Discounts	\$11,031	
Total Other Revenue	\$1,460	\$0	\$0	\$0		
Total Revenue	\$45,319	\$1,401	\$6,400	\$10,375	\$47,500	
				Partner Marketing Plan Adjustments	\$ 11,373.20	
				Net Partner Revenue	\$36,126.50	
In-Kind Contribution	\$0	\$0	\$0	\$0	\$0	

INCLUDES: Jan 2014 Adjustments for Credits, Bundles, Discounts and Partner Adjustments

Report Period: Apr 1 2013 to Mar 31, 2014 - UPDATED Jan 2014

Destination Labrador Partnership Programs
Marketing Activity Revenue Generation - Other Activity

Other Revenue	1st QTR	2nd QTR	3rd QTR	4th QTR	Total
Website Design & Launch -Alexis	\$680				\$680
Website Design & Launch-Whalers	\$780				\$780
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
Total Other Revenue	\$1,460	\$0	\$0	\$0	\$1,460

Report Period: Apr 1 2012 to Mar 31, 2013

In-Kind Contribution	1st QTR	2nd QTR	3rd QTR	4th QTR	Total
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
					\$0
Total Other Revenue	\$0	\$0	\$0	\$0	\$0

Report Period: Apr 1 2013 to Mar 31, 2014

Based on
Existing and Projected Partnerships 2013
(Apr 1 2013 - Mar 31, 2014)

Alexis Hotel	
Birches Gallery	
Campbell's B&B	
Experience Labrador Tours	
Great Labrador Canoe Race	
Hotel North	
Tour Labrador	
Labrador Straits Historical Development Corp	
Labrador Salmon Lodges	
Northern Light Inn	
Nunatsiavut Government	
Trapline Marathon	
Whaler's Restaurant & Cabins	
White Bear Adventures	
Eastern Arts Alliance	
Labrador Winter Games	

Destination Labrador Partners 2011-12 Updated May 10, 2012	
Nunatsiavut Government	
Alexis Hotel	
Northern Light Inn	
Seaview Cabins & Restaurant	
Campbell's B&B	
Cartwright Hotel	
Experience Labrador Tours	
Oceanview Resort	
Battle Harbour Historic Trust	
White Wolf Snowmobile Club	
Nord Expe	
Cooper's Minipi	
Igloo Lake Lodge	
Lucky Strike Lodge	
Nunatsiavut Solutions	
Hotel North Two	
Trapline Marathon	
Forteau Food Processors/Seaview	
Pratt Falls Salmon Lodge Ltd.	
Labrador Heritage Society Inc.	