



2021 Annual General Meeting
MONDAY, Feb 21, 2022
9:00am-10:30am (All times are AST)
Venue: Zoom Meeting

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Happy Valley-Goose Bay, NL

AGENDA
(All times are AST)

Monday, February 21, 2022

Destination Labrador Annual General Meeting

- | | |
|-----------------|--|
| 9:00 am | 1) Welcome & Introductions – Randy Letto, Executive Director |
| 9:10 am | 2) Call to Order – Ange Gilley, Chair |
| 9:15 am | 3) Approval of the Agenda – All |
| 9:16 am | 4) Adoption of Minutes AGM 2020 – All |
| 9:20 am | 5) Business Arising – Ange Gilley/All |
| 9:25 am | 6) Financial Statements – Randy Letto/All |
| 9:35 am | 7) Annual Report Presentation – Ange Gilley/Randy Letto |
| 10:05 am | 8) Nomination Report – Randy Letto |
| 10:10 am | 9) Election of Directors – Randy Letto |
| 10:15 am | 10) Roundtable Q&A |
| 10:30 am | AGM Adjournment |

Stay safe and hold fast everyone

DESTINATION LABRADOR 2020 ANNUAL GENERAL MEETING

Happy Valley-Goose Bay, NL
Virtual via Zoom
April 16, 2021 (delayed due to Covid 19 Pandemic)

MINUTES – Draft complete

PRESENT: Roll Call Online via Live Zoom Feed:

Ruth Bongba-RDEE TNL; **Peter Bull**-Treasurer of Destination Labrador/Executive Director of Battle Harbour Historic Properties; **Carol Burden**-Alexis Hotel; **Sheryl Colbourne**-Tourism, Culture, Arts and Recreation (TCAR); **Ange Gilley**-Chairperson of Destination Labrador/Manager of The Florian Hotel; **Bonnie Goudie**-Labrador Straits Historical Development Corporation; **Yvonne Hardy**-ACOA; **Brian Hurley**-Iron Rock Brewing Company; **Brenna Jarrar**-Town of Happy Valley-Goose Bay; **Andrea Keats**-Nunacor; **Trevor Kennedy**-ACOA; **Susie Rumbolt**-Board Member of Destination Labrador/Cloud 9 Boat Tours; **Penny McIsaac**-Parks Canada; **Ernest McLean**-Secretary of Destination Labrador/Manager of Labrador Heritage Society; **Linette Moores**-TCAR; **Alice Moores**-Red Bay Town Council; **Cleon Moores**-TCAR; **Betty Morris**-Newfoundland and Labrador Organization of Women Entrepreneurs; **Chris Myrden**-Indigenous Affairs; **Roxanne Notley**-Nunacor; **Gordon Rendell**-Board Member of Destination Labrador/Blue Spruce X; **Charlene Rumbolt**-Great Caribou Studio; **Andy Turnbull**-Royal Inn and Suites; **Peyton Barrett**-Past Chair of Destination Labrador/Mealy Mountain Gallery; **Lindsey Moorhouse**-Parks Canada; **Robyn Holwell** – Town of Cartwright

Regrets:

Staff:

Randy Letto-Executive Director

Randy greeted participants. He made special note to remind participants that this meeting is the 2020 Annual General Meeting which had to be postponed as a result of the Covid-19 Pandemic. He thanked them for attending and turned the meeting over to Ange Gilley, Chairperson of Destination Labrador.

1.0 Welcome and Introductions

Ange Gilley welcomed everyone. She thanked them for attending Destination Labrador's first Zoom AGM and acknowledged the difficult and challenging year that was experienced by all due to the pandemic.

2.0 Call to Order

The meeting was called to order by Ange Gilley, Destination Labrador Chairperson, at 10:06 am.

3.0 Approval of Agenda

The agenda, which was distributed in advance of the meeting, was presented for participants to view.

Ange Gilley called for a motion to approve the agenda as circulated.

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

4.0 Adoption of Minutes AGM 2019

Ange Gilley gave participants a few moments to review the 2019 AGM Minutes which had been made available on Destination Labrador's website and were emailed to participants, in advance of the AGM. She called for a motion to adopt the 2019 AGM minutes as circulated.

MOTION: *Peter Bull motioned that the minutes of the 2019 Annual General Meeting be approved as circulated. Peyton Barrett seconded the motion. Motion was approved and unanimously carried.*

5.0 Business Arising

There was no business arising from the minutes.

6.0 Financial Statements

All participants who were registered by April 15th, were emailed a copy of the Agenda, Financial Statements, Nomination Report, and a copy of the 2019 Minutes. Additionally, all meeting documents are available on www.destinationlabrador.com under the partners link. These documents will remain there as part of the 2020 AGM Document Package.

Randy was asked to present the Financial Statements, on behalf of Treasurer, Ernie McLean, as prepared by Brian Scammell for the year ending March 31, 2020. The only significant note to the Cash Flow is the unrestricted cash, which is \$10,000 in a GIC account, underwrites the credit card for the organization.

The revenues are on par with 2019 and he noted the Dept of Tourism, Culture, Arts and Recreation (TCAR) and ACOA are our main funding partners and acknowledged the contribution by Labrador Stakeholders. No significant change in revenue from previous years.

Randy noted the change in expenses for Salaries and Benefits dropped when the administrative assistant's contract with the organization expired in December of 2019.

There is a slight drop in property taxes because of a petition made to the Town of Happy Valley-Goose Bay to reduce our assessment rate to a more appropriate classification. DL had been classified at the same tax rate as the banks, and it was determined this was not appropriate for a not-for-profit organization, thus a new rate was set.

The beginning cash position in 2020 was \$95,000 down from \$112,000 because we've been financing our current business plan out of cash reserves. And due to the extraordinary situation of the pandemic and the circumstances our stakeholders found themselves in, we didn't charge any fees for regular activities.

Randy noted that the Board were presented with the financial statements in November 2020 and were recommended for approval. He opened the floor for any questions or comments and hearing none called for a motion to adopt the unaudited financial statements.

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

7.0 Annual Report

Randy noted that both the full Annual Report and his presentation are available on Destination Labrador's website (<http://www.destinationlabrador.com/guide/partners.htm>) and were emailed to those who registered in advance of the meeting.

Randy gave a presentation on DL's Annual Report that was submitted to our funding agencies. The presentation included background on Destination Labrador, which was founded in 1992, and a brief on the activities that were outlined in the workplan, and what has been accomplished this past year with respect to governance, marketing, destination development and industry engagement. He encouraged those in attendance to ask questions as he goes through his presentation.

Randy reviewed who DL is and the mandate of the organization which is *to support the continued growth and sustainability of the provincial tourism industry through regional marketing, product development and market readiness initiatives that will attract more visitors, increase length of stay and provide more experiences that are aligned with the Newfoundland and Labrador brand.* An important distinction about DL as opposed to the other DMO's in the province is that we are not a paid membership organization, we are an organization that provides **free** membership to any tourism operator that has an invested interest in tourism development in Labrador.

GOVERNANCE

Randy thanked the board and acknowledged the creative talent at the board table. He noted that DL has representation on the Board from each of the 4 regions of Labrador and there is room to add more members and skill sets. Randy introduced the members of the board for the previous year and the current positions they hold. **Ange Gilley**, Chairperson-The Florian Hotel; **Sherry Butt**, Vice Chairperson-Butts Consulting Services; **Peter Bull**, Secretary-Battle Harbour Historic Properties; **Ernie McLean**, Treasurer-Labrador Heritage Society; **Susie Rumbolt**, Labrador South Representative-Cloud 9 Boat Tours; **Gordon Rendell**, Labrador North Representative-Blue Spruce X.

DL had two resignations and Randy thanked them for their service to Destination Labrador - **Scott Hudson** from Northern Lights Dog Sledding for serving and participating for over two years on the board and working to promote Central Labrador tourism: and **Peyton Barrett**, Mealy Mountain Gallery, for her contribution to the industry stakeholders in Labrador and the board and for her continued support of the tourism industry in Labrador.

Randy is the only staff person and acknowledged **Donna Roberts** who left the organization in December 2019 as Administrative Assistant when her contract expired

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

THE BUSINESS PLAN

The current plan covers 2017-2020; however, this plan expired as of April 1, 2020. The pandemic affected the process of renewing the current contract, and we've had an extension to this business plan for the past year. The strategic planning process is underway with the Province and provincial stakeholders and it is hoped that this plan will be finalized by June 2021 so we can start moving forward with a different business plan.

Most of the traditional activities we do are around marketing, but we also do a lot of destination development work and help inform product design, new product, and destination preparedness for receiving guests to Labrador.

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

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

MARKETING

Labrador Regional Pages – Destination Labrador is responsible for all the Labrador content on www.newfoundlandlabrador.com. The Department of Tourism manages the website, however, the content for each individual operator is controlled by the operator. They can upload and update to their profiles themselves, through the portal at the back end of the web site, called the Tourism Operator Portal. This is a free advertising/marketing opportunity and is important to DL to have it up there because it's the information we use to market Labrador at Trade and Consumer shows. Our responsibility is to ensure Labrador content, that tourism operator profiles are updated and enhanced with photography and that the content of the experiences and travel stories are well represented on that web site.

There are currently 26 travel offers on the nl.com website placed there by 7 different operators – 6 of them are from the Labrador South region.

The deadline for travel offers and content to be updated on web site is April 30 in terms of being ready to line up with current marketing.

DL did a lot of work with the Dept of TCAR to bring the new brand Expedition 51 to the web site and the travel guide and ensure its inclusion in the content. Now those who are trip planning on the web site can see the route in 4 sections. Expedition 51 South, Central, West as well as the North Coast.

Dreamer Campaign, launched earlier this year, which consist of tv ads across the country inspiring travelers to think of us as a destination as soon as the borders open up again.

2022 Travel Guide deadline is May 30th, 2021 and the travel guide is now live online.

We also conduct FAM Tours to bring in travel writers and tour operators to sell our product and see our destination. We are doing more direct contacts with tour operators from a travel trade side in the last 6 months and we, in partnership with Western DMO and Parks Canada have made a very concerted effort to reach out to them, in light of the changes in the marketplace and the restrictions to travel, to start the conversation about their plans, going forward when the borders open up.

Web Site and Social Media – DL's web site is designed only as a trade-to-trade business website for our partners. We will be launching a new responsive design web site with more social media feeds coming into it. The back end is completed but it hasn't gone live yet. We encourage everyone to join our E-newsletter and follow us on social media. In terms of our social media, we have seen an increase in Twitter and Facebook, but

we are seeing a significant increase in Instagram and there was a jump there from approximately 600 to 1000 followers.

MARKETING ACTIVITIES

Consumer/Tradeshows – DL attends trade and consumer shows, and we assist consumers and trip planners in their efforts and help push their decisions to buy Labrador product on nl.com. Due to the pandemic, we missed out on attending the Ottawa Travel and Leisure Show and Rendez Vous Canada as they got postponed or cancelled. We did attend the Outdoor Adventure Show in Toronto in February 2020 and it was well attended by NL tourism operators. Peter Bull (BHHT) and DL shared a booth and there was lots of traffic and interest with many people asking about the new highway into Labrador. Randy spent a lot of time trip planning that itinerary at that show.

The report also reflects attending the Atlantic Canada Showcase in 2019 and we discussed what is going on in the FIT and group travel business. Met with tour operators from all over North America who had an interest in bringing their tours to Atlantic Canada. We enjoyed the participation from our partners at Battle Harbour, Parks Canada, The Florian Hotel, Northern Light Inn, and Alexis Hotel. The destination appeal of the province and the market demand for our product remains very strong despite what tour operator feedback suggests might be challenges for them with regards to access to available product because of the seasonality of the tourism industry in the province. Also, sometimes there is limited local supply of accommodations, or activity near accommodations that limits the itinerary development for those companies. And of course, Covid 19 restrictions imposes its own challenges. However, despite those challenges, our operators do enjoy that our product in Newfoundland and Labrador, in most cases, is in demand higher than the rest of Maritimes in Atlantic Canada.

Travel Trade and Media FAMS – DL delivered 12 FAM Tours in the summer of 2019 and the summer of 2020. The 24 participants and itineraries included a snowboard team that filmed in Labrador City with the Smokey Mountain Ski Club; 3 UNESCO's itinerary from Deer Lake to Red Bay; Battle Harbour; Expedition 51⁰ itinerary and GoMedia to TMNP itinerary. There were also FAMS with Instagrammers into Battle Harbour from the Globe and Mail and Explore Newfoundland and Labrador.

DL hosted major tour operators Vision Atlantic, Canadvac, and Routes Adventures and hosted a FAM into Point Amour, Red Bay and Battle Harbour. Also, Tourism Cote Nord and Tourism NL (RDEE Staff) came to Battle Harbour and Red Bay. Concord Tours, from Montreal did a tour of the entire Expedition 51 itinerary.

We did 3 limited FAM tours in 2020, despite the challenges of the year and before it was mandatory to use masks and we partnered with Western DMO and brought the staff of Western DMO and two tour companies (A Taste of Gros Morne and A Tour of Gros Morne) into the 3 UNESCO's itinerary and brought them into all the offers from L'Anse au Clair to Port Hope Simpson.

Provincial Travel Guide Advertorial – 6 partners invested a total of \$3,000 in a two-page advertorial spread featuring Labrador Coastal Drive tour itinerary (pages 60 and 61). Also, Parks Canada invested \$3,000 with Western DMO and DL in a new 3 UNESCOs advertorial.

The plan for this year is to introduce another advertorial and although we are not sure what the partnership model will be, our hope is that we will have that ready in the next month or so. These are typically pay to play options, but because of the Pandemic, we decided that we would not charge any of these partners a return fee for re-publishing that same advertorial for this year's (2021) travel guide.

DESTINATION DEVELOPMENT

Destination Development Activities – It should be noted that the pandemic had an impact on our workplan and our ability to engage with all the working groups and it restricted our ability to do our work in terms of destination development activities. There is currently a review underway for a new strategic plan and vision for the province. We have been reflecting on the work we've done over the past 7 years for Labrador and are developing a plan on what strategic direction we need to take going forward. Our hope is to have this work completed by June 2021.

The Most active Task Team was the 3 UNESCO's Task Team:

- Travel guide advertorial is a result of that work.
- We have been sharing resources with the Western DMO, Go Western, to capture new video and image content. We had 4 photographers on the south coast of Labrador last year to support the development of new experiences being developed in that region.
- We have also done a lot of work on the sense of arrival and assessments on what the sense of arrival looks like for customers arriving to our province at Deer Lake Regional Airport. Viking Trail Tourism Association contracted a company called Vibe Creative Group to look at putting together a plan of what recommendations they would have for enhancing the sense of arrival. Since the completion of that work last fall, a proposal has been submitted to Govt and is awaiting financing to realize those planned developments and enhancements and to bring a better welcome and sense of arrival to the airport terminal at the Deer Lake Airport. It is recognized that Deer Lake Airport is an important link for us to have our best foot put forward to bringing some spotlight to Gros Morne, L'Anse aux Meadows and Red Bay.

Provincial Covid 19 Task Force

DL spent a lot of time last year, working with a lot of partners within Newfoundland and Labrador such as HNL, all the DMO's, including Destination St. John's, the airport authorities in Deer Lake and St. John's, other transportation partners, like Marine Atlantic, and other sector organizations like NL Outfitters and Cruise NL who all met to discuss the impact of what was happening with the pandemic and providing feedback and insight into how to respond to what was happening.

Good things came out of this group for the industry and its stakeholders, especially in the area of communications. We teamed up with Hospitality NL to communicate all that was happening under a new brand called "One Industry". We opted to channel all communications out to industry from one source so we could provide some response to the pandemic as well as suggestions on how to recover, rebound and plan forward.

Our role was to make sure we were bringing to the table information on the challenges we experience in Labrador not only with respect to access to the ferry and the changes that were happening there but also to shrinkage in labor pool and the need for immigration policies that enabled operators to expand their labor options. We worked with the Mayors and AngajukKaks of Labrador and the leadership of all the indigenous groups through the MP office and met on a regular basis.

ORGANIZATIONAL & GOVERNANCE

- **DL AGM** – Hosted in Happy Valley-Goose Bay in the Fall of 2019. It was recommended appointing two new board members at that time – Susie Rumbolt from Cloud 9 Boat Tours and Gordon Rendell from Blue Spruce X.

- The DL Board strategic planning session for beyond 2020 was postponed pending strategic planning for beyond *Vision 2020* by the provincial Tourism Board

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

INDUSTRY ENGAGEMENT

Partner investment and other revenue sources totaled just over \$30,000 - \$25,000 of that was in marketing and market readiness projects; \$5,000 in other project/partner revenues.

We have a 3 -year \$11,500 annual market sponsorship with Goose Bay Airport Corporation (2018-2020) to contribute to the DDP Sense of Arrival project at the airport terminal. We continue to have that partnership and make sure the brochures at the airport are indicative of the tourism industry in Labrador and have tourism assurance approval and provide the imagery on display in the airport as well.

Stakeholder's investment was in one or more of the following: Provincial Travel Guide Advertorials, Marketplace Attendance, Consumer Shows FAM Tours and Market Readiness initiatives

Randy once again thanked everyone for joining today for the AGM and for their continued partnering with DL and offered special thanks to the Board as volunteers and champions.

Angie had announced in the Zoom chat that if anyone had any questions, comments, concerns etc. to please share them via the chat feature.

Questions:

1. **From Andy Turnbull:** What is the structure of the Partnership offering for operators?

Randy replied: Its free for any operator who has a vested interest in Labrador. Its free to be a member of DL. For those who want to participate in the additional marketing activities outlined in Randy's report then it is a pay to play. There is a threshold of costs associated with the marketing activities.

If an activity is valued at less than \$5,000 as a project cost, we ask for contributions at a minimum of \$250 per operator to participate in those types of tactics. For example, if we go to a consumer show in Ottawa, and our expense for that show is just under \$5,000 to buy registration, have the booth, cover off the airfare and travel costs, we would ask for operators who have products and experiences they want us to bring to that show to invest \$250 for that benefit.

If there is a collection of operators in a region that want a regional representation at that Ottawa show, for instance there could be a collection of businesses or operators in central Labrador and if there were 4 or more of them then we would cap that investment to be \$1,000 and that cost would be divided among the operators.

If the project expenses are more than \$5,000 then we ask for all the partners to cost share the expense of that project on a 50/50 basis with Destination Labrador. So, if the project costs \$10,000, we would be looking at the partners of that project to contribute \$5,000 which would be divided equally among the partner operators.

Ange added: Market readiness is what we do. We take ideas from operators, and we turn it into a marketing campaign to go out there on nl.com or to those people who you are hoping to attract to your business. So, any of those questions or anything you need help with contact DL because that is why we are here. And it doesn't matter how big or small the project is, we are happy to help with any of them.

2. **From Brian Hurley:** He's curious about the justification behind the social media strategy. It looks like a bit of a passive strategy when a lot of operators in other regions are being a lot more active. He's seeing a lot of paid ads from Destination St. John's and other areas, for example. Has there been any discussions around that with regards to trying to find someone, even part time, to manage that and allow other responsible operators to take it over to be a little more out there rather than just the resharing part of it?

Randy replied: Just a couple of points to clarify the difference. One is Destination St. Johns does not have the same mandate as DL. There are 4 DMOs in the province and we all have the same mandate. Destination St. John's is primarily a marketing organization and are funded entirely differently than we are. They have a private investment with a room levy in the city, so they are in the direct-to-consumer marketing tactics, whereas DL does not do any direct-to-consumer tactics whatsoever, with the exception being that we go under the provincial brand to attend consumer shows and we facilitate content into consumer tactics like the travel guide and web site but we have no direct to consumer tactics or even capacity to do that.

But your point on the importance of social media is good one. So, what we've decided to do is to use the Provincial social media channels and hashtags and all the messaging going out from the provincial tourism brand through those channels. So, when we repost something from Iron Rock Brewing for example, our hope is that we are reposting offers that are designed for people who are visiting the province or visiting regions of the province. So, when we repost, that gets channeled up to the social media channels of the Dept of Tourism, which then finds its way to the social media campaigns for the province.

Several years ago, we did hire a social media coordinator and the intent then was to work with operators to develop their social media channels and strategy. And from a market readiness side, to make sure we were counseling operators in that strategy that we have. Unless we develop more investment into the organization and have more capacity, I don't see any change to that because it will be a challenge to our current mandate.

Brian Hurley: There is so much budget to stretch in social media and he would like to have more conversations about this in the future. There are ways to stretch the budget and the fiscal limitations DL faces as well.

Ange added: It's important for operators to get involved too. The more operators we have with more experiences, the more legit it is to put out a marketing campaign to promote them all. But this is something we can continue to look at.

8.0 Nomination Report

Randy presented a report on nomination for Directors of the DL Board and explained that as per the By-Laws, directors are elected every two years and the executive offices are elected by that new incoming Board immediately following the AGM. The board can't be less than four nor can it exceed 10. *All partners, members and regional tourism associations have the right to nominate directors to the board and each region will be represented by a minimum of 2 directors, one of which must be a private sector member. The board may invite appointed stakeholders necessary to fulfill the objectives of the company but may not exceed 10 voting directors.*

The qualification, no stakeholder or organization should be qualified to be or nominate a stakeholder as a director if the stakeholder, organization, or business is not in good standing with the Tourism Destination Management System (TDMS).

Directors shall be appointed at the Annual Meeting of members of the company and the term of office for each director shall be two years. Retiring directors are eligible for reappointment or reelection.

The current Board of Directors for this year's AGM are:

Ange Gilley, Chairperson. The Florian Hotel, representing private sector South Coast. Term expiring spring 2021;

Ernie McLean, Treasurer. Labrador Heritage Society, representing not for profit, Central. Re-appointed in fall 2020 – Term expiring in fall 2022;

Peter Bull, Secretary. Battle Harbour Historic Trust, representing not for profit South Coast. Re-appointed in fall 2020 – Term expiring in fall of 2022;

Pete Barrett, Mealy Mountain Gallery, representing private sector South Coast. Term expired fall of 2020;

Sherry Butt, Vice Chair. Butt's Consulting, representing private sector Labrador West. Term expired fall 2020;

All except for Pete Barrett and Scott Hudson, who have resigned recently from the board, are seeking re-election to the Board.

In addition, those members whose term is not set to expire until the spring of 2022 are:

Susie Rumbolt-Cloud 9 Boat Tours, representing private sector South Coast

Gordon Rendell-Blue Spruce X, representing private sector North

We have received two nominations for today's meeting whose nomination has been received and reviewed by the board.

Brian Hurley-Iron Rock Brewing, private sector Labrador West

Charlene Rumbolt-Great Caribou Studio, private sector South

9.0 Election of Directors

We currently have nomination forms for two candidates-Brian Hurley and Charlene Rumbolt

Randy opened the floor and issued first call for additional nominations from the floor for either North, Central or West.

Second call for nominations announced.

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

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

With nominations closed and hearing no nominations from the floor, Randy presented the new Board:

South Coast-Ange Gilley-The Florian Hotel, Peter Bull-BHHT, Susie Rumbolt-Cloud 9 Boat Tours and Charlene Rumbolt-Great Caribou Studio.

Central Labrador-Ernie McLean-Labrador Heritage Society



North Coast- Gordon Rendell-Blue Spruce X Tours

Labrador West-Brian Hurley-Iron Rock Brewing Company.

Randy advised that the board will call its first meeting immediately following the AGM to elect the officers for the executive for the next year. Randy announced that we have a means to fill vacancies on the board and in the absence of any additional nominations in advance of the AGM or from the floor the board will commence with those procedures to fill the vacancies.

Randy thanked everyone for their participation, for their investment and for their time in working with us to make sure that Labrador’s tourism experiences are well represented along with all the great experiences in the province.

Pete Barrett was asked if she had anything to add and she acknowledged how great it was to be a part of the organization for the past 10-15 years and wished the board good luck in the future. She offered her assistance when ever needed by operators or the board.

With no more requests for the floor, Ange Gilley called for a motion to adjourn the 2020 Annual General Meeting.

MOTION: *Pete Barrett made a motion to adjourn the AGM. Motion was approved and unanimously carried.*

The meeting was adjourned at 11:25 am.

Chairperson

Secretary

Date

Date

DESTINATION LABRADOR INC.

Financial Statements

Year Ended March 31, 2021

DESTINATION LABRADOR INC.

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Year Ended March 31, 2021

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INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Directors of Destination Labrador Inc.

We have reviewed the accompanying financial statements of Destination Labrador Inc. which comprise the statement of financial position as at March 31, 2021 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Practitioner's Responsibility for the Financial Statements

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

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

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

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects, the financial position of Destination Labrador Inc. as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

St. John's, NL
December 17, 2021



Brian T. Scammell Professional Corporation
Chartered Professional Accountants

DESTINATION LABRADOR INC.

Statement of Financial Position

March 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	\$ 140,571	\$ 105,036
Accounts receivable (Note 3)	25,910	12,032
Harmonized sales tax recoverable	13,288	12,984
Prepaid expenses	812	765
	180,581	130,817
RESTRICTED CASH (Note 4)	10,003	10,003
CAPITAL ASSETS (Note 5)	681	1,247
	\$ 191,265	\$ 142,067
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 9,585	\$ 7,228
Wages payable	962	-
	10,547	7,228
NET ASSETS		
Unrestricted assets	180,037	133,592
Investment in capital assets	681	1,247
	180,718	134,839
	\$ 191,265	\$ 142,067

APPROVED BY SOLE DIRECTOR

_____ Director

DESTINATION LABRADOR INC.**Statement of Operations
Year Ended March 31, 2021**

	2021	2020
REVENUES		
Department of Tourism, Culture, Industry and Innovation <i>(Note 10)</i>	\$ 150,000	\$ 152,893
Atlantic Canada Opportunities Agency <i>(Note 10)</i>	22,902	39,296
Other Provincial Grants <i>(Note 10)</i>	7,618	10,193
Community Organization Assistance Program <i>(Note 10)</i>	5,000	-
Other	2,987	974
Advertising	-	2,500
Destination Labrador stakeholders	-	18,160
	188,507	224,016
EXPENDITURES		
Salaries and benefits	85,739	119,679
Marketing and promotion <i>(Note 6)</i>	26,774	57,290
Professional fees	15,146	12,113
Rent	4,408	13,223
Communications	2,868	4,617
Board travel	2,609	6,431
Office and other	2,185	4,862
Insurance	1,738	1,796
Interest and bank charges	595	4,857
Amortization	566	900
Property taxes	-	1,891
Bad debts	-	1,000
	142,628	228,659
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ 45,879	\$ (4,643)

DESTINATION LABRADOR INC.
Statement of Changes in Net Assets
Year Ended March 31, 2021

	Unrestricted assets	Investment in capital assets	2021	2020
NET ASSETS - BEGINNING OF YEAR	\$ 133,592	\$ 1,247	\$ 134,839	\$ 139,482
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	45,879	-	45,879	(4,643)
AMORTIZATION	179,471 566	1,247 (566)	180,718 -	134,839 -
NET ASSETS - END OF YEAR	\$ 180,037	\$ 681	\$ 180,718	\$ 134,839

DESTINATION LABRADOR INC.

Statement of Cash Flows
Year Ended March 31, 2021

	2021	2020
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenditures	\$ 45,879	\$ (4,643)
Item not affecting cash:		
Amortization	566	900
	46,445	(3,743)
Changes in non-cash working capital (<i>Note 8</i>)	(10,910)	13,059
INCREASE IN CASH FLOW	35,535	9,316
Cash - beginning of year	105,036	95,720
CASH - END OF YEAR	\$ 140,571	\$ 105,036
CASH FLOWS SUPPLEMENTARY INFORMATION		
Interest paid	\$ 595	\$ 4,857

DESTINATION LABRADOR INC.

Notes to Financial Statements

Year Ended March 31, 2021

1. PURPOSE OF THE ORGANIZATION

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

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

Cash

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

Financial instruments

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

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

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

Harmonized sales tax recoverable

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

Capital assets

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

Furniture and fixtures	5 years straight-line method
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(continues)

DESTINATION LABRADOR INC.

Notes to Financial Statements

Year Ended March 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Net assets

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

Contributed services

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

Revenue recognition

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

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

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

Measurement uncertainty

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

3. ACCOUNTS RECEIVABLE

	2021	2020
Trade	\$ 1,500	\$ 3,595
Allowance for Doubtful Accounts	-	(1,000)
Atlantic Canada Opportunities Agency	21,398	5,093
Department of Tourism, Culture, Industry and Innovation	3,012	4,344
	\$ 25,910	\$ 12,032

4. RESTRICTED CASH

Restricted cash consists of a term deposit at 0.15% per annum used to secure a VISA credit card with a \$10,000 credit line. As at March 31, 2021, the balance outstanding was \$10,003.

DESTINATION LABRADOR INC.

Notes to Financial Statements

Year Ended March 31, 2021

5. CAPITAL ASSETS

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Furniture and fixtures	\$ 25,797	\$ 25,116	\$ 681	\$ 1,247

6. MARKETING AND PROMOTION

	2021	2020
Media FAM Tour	\$ 10,066	\$ 22,094
Photoshoot	8,026	323
Product development	5,611	-
Travel	2,115	15,064
Website	957	1,615
Newsletter	903	-
Trade shows	-	6,058
Stake/Work Group meetings	-	1,805
Travel Trade Show	(904)	10,331
	\$ 26,774	\$ 57,290

7. ECONOMIC DEPENDENCE

The Organization receives funding from the Atlantic Canada Opportunities Agency, as well as the Department of Tourism, Culture, Industry and Innovation. Funding is limited to specific time frames and is subject to compliance with specific terms and conditions. Funding from the Atlantic Canada Opportunities Agency has been approved up to March 31, 2021. Provincial funding is approved annually.

8. CHANGES IN NON-CASH WORKING CAPITAL

	2021	2020
Accounts receivable	\$ (13,878)	\$ 15,777
Accounts payable and accrued liabilities	2,357	751
Prepaid expenses	(47)	549
Harmonized sales tax recoverable	(304)	(459)
Wages payable	962	-
Employee deductions payable	-	(3,559)
	\$ (10,910)	\$ 13,059

DESTINATION LABRADOR INC.

Notes to Financial Statements

Year Ended March 31, 2021

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

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

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

10. GOVERNMENT ASSISTANCE

The Organization received a grant of \$150,000 in "Core Funding" from the Government of Newfoundland and Labrador via the Department of Tourism, Culture, Industry and Innovation. This amount has been recognized in income for the year ended March 31st, 2021.

The Organization received payments of \$22,902 from the Federal Government of Canada via the Atlantic Canada Opportunities Agency under the Business Development Program. This amount has been recognized in income for the year ended March 31st, 2021.

The Organization received payments of \$7,618 from the Government of Newfoundland and Labrador via the Department of Tourism, Culture, Industry and Innovation to support operations of the Organization. This amount has been recognized in income for the year ended March 31st, 2021.

The Organization received a payment of \$5,000 from the Government of Newfoundland and Labrador under the Community Organization Assistance Program. This amount has been recognized in income for the year ended March 31st, 2021.

Grants towards current expenses, including salaries, are recognized as revenue in the period during which these expenses are incurred, as there is reasonable assurance that the Organization has complied and will continue to comply with all the conditions of the assistance.

11. IMPACTS OF COVID-19

The outbreak of a novel strain of coronavirus ("COVID-19") was declared a global pandemic by the World Health Organization in March 2020. COVID-19 has severely impacted many economies around the globe. In many countries, including Canada, businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel bans and quarantines, resulting in an economic slowdown. Global stock markets have also experienced great volatility. Governments and central banks have responded with monetary and fiscal interventions to stabilize economic conditions.

COVID-19 restrictions had a negative impact on revenue for Destination Labrador Inc. Due to limitations and restrictions as a result of COVID-19 (travel, public gatherings, and operating in public spaces) no contracted support staff was needed and other additional marketing project activity was reduced.

The duration and impact of the COVID-19 pandemic, as well of the effectiveness of government and central bank responses remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the Company for future periods.

DESTINATION LABRADOR INC.

Notes to Financial Statements

Year Ended March 31, 2021

12. COMPARATIVE FIGURES

Certain prior year's figures, presented for comparative purposes, have been restated to conform to the current year's presentation.

Background: DL By-Laws, adopted Jan 2016

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

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

Current DL Board of Directors for DL AGM 2021-22

Current Directors and Nominations	Region of Labrador:	Private Sector	NFP/Other	Joined	Position	Expiration Date
Ernie McLean, Lab Heritage Society	Central		✓	Appointed Fall 2020	Treasurer	Fall 2022
Peter Bull, Battle Harbour Historic Trust	South		✓	Appointed Fall 2020	Secretary	Fall 2022
Angie Gilley, Florian Hotel	South	✓		Re-Elected Spring 2021	Chairperson	Spring 2023
Brian Hurley	Western	✓		Elected Spring 2021	Director	Spring 2023
Susie Rumbolt	South	✓		Appointed Spring 2020	Vice-Chairperson	Spring 2022
Gordon Rendell	North	✓		Appointed Spring 2020		Spring 2022
Charlene Rumbolt	South	✓		Elected Spring 2021	Director	Spring 2023
Expiring terms eligible for reappointment or re-election						
Resignations						
Name	Region of Labrador	Private Sector	Not for Profit/Other			

New Nominations							
Name		Region of Labrador:	Private Sector	Not for profit Other	Nomination Form Rec ✓	Position	Expiration Date
Standing for Re-election							
Name		Region of Labrador:	Private Sector	Not for profit Other	Nomination Form Rec ✓	Position	Expiration Date
Susie Rumbolt		South	✓			Director	Spring 2024
Gordon Rendell		North	✓			Director	Spring 2024
Vacancies to be Filled							
Name		Region of Labrador	Private Sector	Not for Profit/Other			
Candidate		North					
Candidate		Central					
Candidate		West					

Revised Jan 27, 2022 - DR
 Updated Jan 26, 2022 - DR