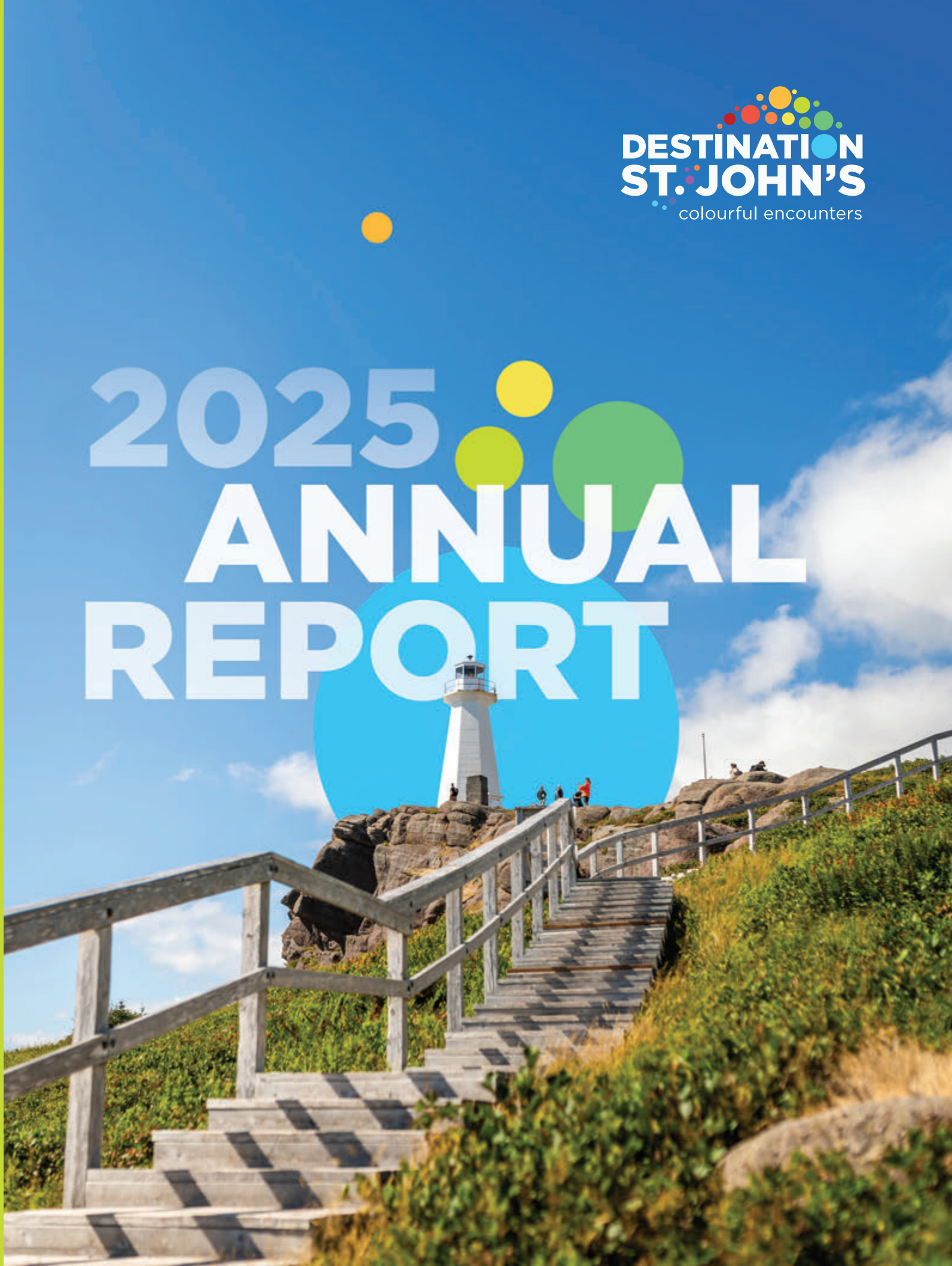
DESTINATION ST. JOHN'S
colourful encounters

2025 ANNUAL REPORT



St. John's, the province's capital, is a great combination of big-city luxury and traditional small-town charm.

- Shaded Ezaydi, The Stylist

Table of CONTENTS

02 Message from the Chair

03 Message from the CEO

06 About Destination St. John's

08 Our People

10 Key Insights

12 Business Development
- Business Events
- Sporting and Cultural Events
- Travel Trade and Media

18 Marketing, Partnerships and Experience Development
- Marketing
- Partnership Engagement and Experience Development
- Community Engagement

28 Financial Report

Scan the QR code to view this report online and access downloadable PDF version.

Message from the Chair

On behalf of the Board of Directors, I am very pleased to reflect on what has been a meaningful and productive year for Destination St. John's.

Tourism continues to be a powerful force in our community; supporting local businesses, creating jobs, and fostering a strong sense of pride in the place we call home. In 2025, we saw this impact firsthand, and it is encouraging to see the continued momentum across our industry.

Guided by our four strategic objectives, Destination St. John's made important progress over the past year. We strengthened our competitiveness in the business events sector, attracting meetings and conferences that align with our key industries and bring lasting economic benefit. At the same time, we continued to grow our leisure travel efforts, expanding our reach in priority markets and sharing the story of the St. John's region with new audiences.

Equally important has been the deepening of our relationships with partners and members. Tourism is built on collaboration, and it is clear that the collective commitment across our community is helping to elevate both the guest experience and the strength of our industry.

We have also remained focused on ensuring the long-term sustainability of the organization, making thoughtful decisions that position Destination St. John's for continued success.

As a Board, we are proud of the direction of the organization and the progress being made. This is a reflection of strong leadership and a dedicated team. I would like to sincerely thank Paul Buggé and the entire Destination St. John's team for their ongoing commitment, professionalism, and passion for this work.

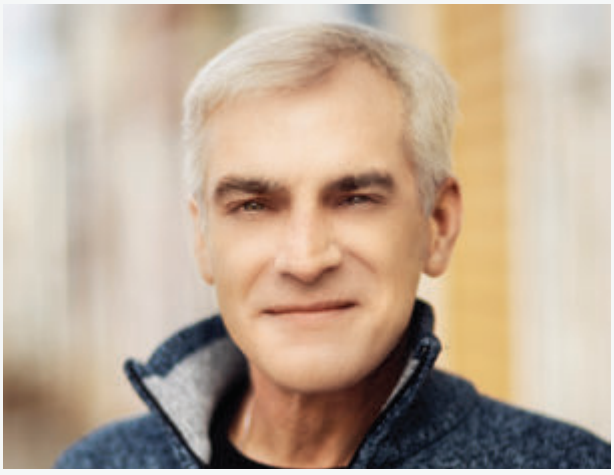
I would also like to extend my appreciation to our partners, members, and stakeholders. Your support, collaboration, and shared belief in the value of tourism are what make this work possible.

We look ahead with optimism and confidence, knowing that by continuing to work together, we will build on this momentum and ensure a vibrant and resilient future for tourism in the St. John's region.

Sincerely,

Kim Shipp
Chair, Board of Directors
Destination St. John's

Message from the CEO



As we reflect on 2025, I am reminded once again that tourism is a powerful force for good. In the St. John's region, we see that impact every day; it is visible in our local businesses, the jobs tourism supports, the experiences we create, and the pride we feel in sharing our community with guests from around the world.

This past year has been one of meaningful progress for Destination St. John's and for our industry. It has also reinforced the importance of collaboration, resilience, and shared purpose. Tourism does not happen in isolation; it is built through partnerships, relationships, and a collective commitment to showcasing the very best of who we are.

Guided by our strategic objectives, we continued to strengthen our position in the business events space, grow our leisure visitation efforts, deepen engagement with our partners and members, and ensure the long-term sustainability of our organization. From attracting high-value conferences aligned with our key sectors, to supporting and securing impactful sport and cultural events that bring vibrancy and economic benefit to our region, to expanding our presence in domestic and international markets; we are seeing the results of a focused and collaborative approach.

We also saw strong momentum in our international work, particularly across the UK and European markets. Through expanded partnerships, in-market activity, and growing air access, we are strengthening the St. John's region's position as a distinctive and competitive destination for both leisure and business events. These efforts are helping to drive shoulder season visitation while building deeper connections and awareness with global audiences.

What stands out most to me, however, is the strength of our community. Throughout 2025, we have seen partners come together, ideas take shape, and new opportunities emerge that will benefit the St. John's region for years to come. Whether through hosting major events, advancing new partnerships, or enhancing the experiences we offer, there is a shared belief in the role tourism plays; not just as an economic driver, but as a way to connect people, celebrate culture, and build a stronger, more vibrant place to live.

On a personal note, I want to express my sincere gratitude to the Destination St. John's team. Your passion, professionalism, and commitment inspire me every day, and I am incredibly proud of the work we are doing together. I would also like to thank our Board of Directors for their leadership and stewardship, and our members, partners, and industry colleagues for your continued collaboration, insight, and support.

As we look ahead, I am optimistic about what's next. Together, we will continue to build on this momentum and ensure that tourism remains a powerful force for good; for our guests, for our community, for our economy, and for everyone who calls the St. John's region home.

Paul Buggé
Chief Executive Officer
Destination St. John's

Few places offer such a strong sense of place as St. John's.

- Condé Nast Traveler

DESTINATION ST. JOHN'S

OUR VISION

To be the choice urban destination in Canada.

A destination shaped by nature, driven by people

Destination St. John's strives to be Canada's urban destination of choice—one where dramatic natural beauty and vibrant community come together to create unforgettable experiences. Since 1997, our mission has been to enrich the lives of residents and guests by passionately promoting the St. John's region as a vibrant, welcoming destination through compelling storytelling, strategic partnerships, and a commitment to excellence. As a not-for-profit organization, Destination St. John's contributes to the economic prosperity, long-term success, and sustainability of the region, ensuring tourism benefits both guests and the communities that make this place so special.

Destination St. John's (DSJ) is a private non-profit corporation operating under the direction of a Board of Directors on behalf of its partners. As a destination marketing organization (DMO), it is first and foremost a sales and marketing organization, selling tourism partners' products, services, and experiences to the world. It currently targets major meetings, conventions and incentive travel; sport and cultural events, leisure travel and group tours.

Guided by the four strategic directions outlined in the 2024–2026 Strategic Plan, Destination St. John's develops and implements annual sales and marketing strategies both independently and in collaboration with our valued partners. These efforts are focused on moving travellers along the path to purchase— encouraging visitation, increasing occupancy across accommodations in the Greater St. John's Area, and driving traffic to the many experiences, businesses, and attractions offered by our partners.

Implementation of the annual sales plan includes active participation in industry trade shows and meetings with key convention, event, and travel planners, as well as engagement in travel trade and consumer marketplaces. Through these efforts, Destination St. John's connects directly with individuals and groups that align well with the region's unique offerings. The organization also hosts familiarization (FAM) tours and site visits, welcoming planners and travel professionals to experience firsthand the culture, landscapes, and hospitality that make the St. John's region exceptional.

OUR MISSION

We enrich the lives of our communities and guests by passionately promoting the St. John's region as a vibrant, colourful destination through captivating storytelling, strategic partnerships, and setting new standards for excellence. We showcase exceptional experiences for all.

The annual marketing plan is delivered in close partnership and alignment with the Department of Tourism, Culture, Arts and Recreation (TCAR) and the provincial Vision 2026 strategy, supported through the Newfoundland and Labrador tourism website, www.newfoundlandlabrador.com. Destination St. John's manages multiple strategic advertising campaigns each year, while also producing marketing collateral, maintaining and enhancing the Destination St. John's website, and delivering fresh content through blogs, videos, and image galleries. Partner and industry communications, along with an integrated content and social media strategy, help amplify the region's story and support the success of tourism businesses.

As one of the five Destination Marketing Organizations (DMOs) in the province, DSJ participates on both the Provincial Tourism Leadership Advisory Group and the Provincial Tourism Implementation Group. Through active participation in these forums, DSJ contributes to the development and execution of the province's long-term tourism growth strategy, ensuring that the perspectives and priorities of our regional partners are well represented and advanced.

OUR VALUES

Respect for All
Uniqueness, Authenticity, Diversity & Inclusion

We recognize the value of different people. We share ourselves authentically and offer everyone a warm welcome to our province and our team.

Stronger Together
Teamwork & Collaboration

We are a team of skilled people who offer help and support to one another and recognize the importance of connections. We stand shoulder to shoulder with our team and our industry partners each and every day, helping make each other successful.

Love This Place
Pride, Passion & Sustainability

We are passionate about Newfoundland and Labrador and the work we do. We constantly strive to ensure a bright future for our people, our culture, and the environment.

Can Do Attitude
Service Excellence & Problem-Solving

We bring a 'can do' attitude to everything we do, creatively solving problems, and finding ways to get the job done no matter what. We deliver quality solutions and always strive for excellence. We follow through and we follow up.

Open to Change
Flexible, Innovative & Adaptable

We are adaptable and flexible, pivoting plans, adjusting ideas and changing things on a dime to ensure we always offer the best solution in our changing world and industry.

Kind to each other
Empathy for Ourselves and Others

We recognize we can't do it all, all the time. We support each other in getting the rest and rejuvenation we need.

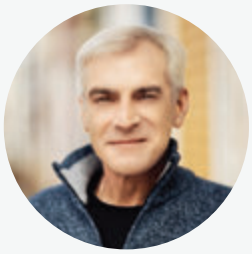
Our 2025 Board of Directors

Officers of the Company

Kim Shipp, Chair	Memorial University of Newfoundland and Botanical Garden & Johnson GEO CENTRE
Ann Marie Reddy, Past Chair	Fairfield by Marriott
Greg Fleming, Vice Chair	The ALT Hotel
Dennis Davies, Treasurer	DoubleTree by Hilton St. John's Harbourview

Directors

Heather McKinnon	Delta Hotels St. John's Conference Centre and Sheraton Hotel Newfoundland
Tanya Haywood	City of St. John's
Brent Meade	St. John's Sports and Entertainment
Rick Stanley	Ocean Quest Adventures
Todd Perrin	Rabble
Yuchao (Steven) Cao	Newfoundland International Vacation Group Ltd.
Larry Laite	Jag Hotel
Anne Chafe	The Rooms
Kathie Hicks	Spirit of Newfoundland Productions
Tracy MacDonald	Hilton Garden Inn
Pam Goodyear	Dildo Brewing Company and Museum
Maria Afonso	Ramada St. John's
Dennis Hogan	St. John's International Airport Authority



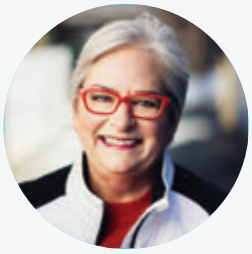
Paul Buggé
Chief Executive Officer

Andrew Forward
Manager, Finance and Administration

Elizabeth Taylor
Director of Business Development

Jeannette Yetman
Manager, Business Development, Leisure Travel & Events

Kate Goodwin
Manager, Business Development



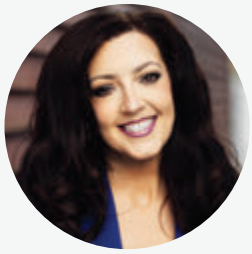
Nancy Bradshaw
Manager, Business Development

Cyrena Eddy
Specialist, Business Development

Tina French
Specialist, Business Development

Allison Crawford
Senior Marketing Manager

Alison Cass
Brand Manager



Ashley Roche
Manager, Content and Marketing

Cheryl Nash
Manager, Partnership and Experience Development

Our Team

Newfoundlanders are friendly — build some wiggle room into your plans for local recommendations.

- Off Track Travel

2025 Key Insights

In 2025, Destination St. John's continued to strengthen the region's visitor economy while expanding the destination's visibility in key domestic and international markets. Tourism activity across the region generated significant economic impact through leisure travel, meetings and conventions, sport and cultural events, and group tours. At the same time, targeted sales and marketing initiatives helped elevate the St. John's region as a compelling destination, reaching millions of potential travellers and driving engagement across digital platforms. Together, these efforts supported the success of tourism partners, strengthened industry collaboration, and positioned the St. John's region for continued growth in the years ahead.

Destination performance statistics include 14 of the region's 15 major hotel properties; the Sandman property is not included. In 2025, the destination recorded 565,271 total room nights sold, an increase of 10.95% compared with 509,471 room nights in 2024. Total hotel revenue reached $104,111,438, representing a 21.13% increase over $85,953,067 in 2024. The ADR in 2025 increased by $15.12 finishing at $184.18. The comparison from 2025 to 2024 is skewed as the Best Western Plus was not a hotel member of DSJ in 2024. These results reflect strong growth in visitation and continued momentum across the region's accommodation sector.

In 2025, 103 Business and Sports/Cultural events brought 31,876 delegates to the province, generating 44,455 room nights in St. John's. This represents significant growth compared with 21,891 delegates and 34,569 room nights recorded in 2024.

Group tour and leisure travel markets also performed strongly, generating 13,658 room nights, an increase of 17.99% over 2024.

As planners continued booking meetings and events for future years, 129 Requests for Proposals (RFPs) were received from meeting planners and national sport organizations in 2025, reflecting sustained interest in hosting events in the St. John's region.

Leisure travel continues to be the primary driver of visitation, while business travel and business events continue to gain momentum. Data from Destination Canada indicates that St. John's is ahead of pace compared with other Canadian destinations in attracting national and international conferences, measured by both the number of events secured and the number of delegates hosted.

Marketing efforts also contributed significantly to growing awareness of the destination. Destination St. John's campaigns generated more than 70 million impressions, while organic social media content achieved more than 14 million views across platforms. The organization's social audience grew to over 86,000 followers, an increase of more than 14,500 new followers in 2025, reflecting increased engagement with travellers and industry partners.

Looking ahead, St. John's is performing strongly in securing future business events. For definite events scheduled in 2026, the destination is pacing 167% ahead of prepandemic levels in delegate numbers and 113% ahead in the number of events, exceeding national averages for both measures.

For international events scheduled in 2026, St. John's is pacing 397% ahead of prepandemic levels in delegate numbers and 100% ahead in the number of events; again outperforming national averages.

These indicators demonstrate strong confidence in the destination and position the St. John's region well for continued growth in the years ahead.

Key Highlights

Destination Performance

565,271 **Rooms Nights Sold***

- **$104 Million+** Hotel Room Revenue
- **$15.6 Million+** HST Generated

* Destination St. John's Member Hotels Only

Marketing Impact

70M+ MILLION
Campaign Impressions

14+ MILLION
Organic Social Views

86,143
Total Social Media Followers
+14,586 new followers in 2025

430,000+
Website Visitors Generated Through Campaigns

2025 Industry Wins

31,876 **Delegates Attracted**
Through 103 business and sport/culture events

Major Business Events Hosted

- Canadian Psychological Association National Convention & Tradeshow — 1,600 delegates
- Community Futures National Conference — 600 delegates
- Canadian Anesthesiologists' Society Annual Meeting — 800 delegates
- National Oral Health Convention — 1,500 delegates
- 11th International Symposium on Avian Influenza Symposium – 300 delegates

Additional Highlights

- **129 RFPs** received from meeting planners and national sport organizations
- **44,445** room nights generated through business, sport and cultural events
- **13,658** room nights generated through group tour and leisure travel
- **Destination pacing** ahead of national averages for conferences secured

BUSINESS DEVELOPMENT

St. John's: A Destination for Business & Beyond

35+ IN MARKET TRADE SHOWS & CONFERENCES DRIVING VISIBILITY AND ENGAGEMENT

EXPANDED INTERNATIONAL PRESENCE ACROSS UK, IRELAND, AND U.S. MARKETS

6 FAM TOURS & 30 CLIENT SITE VISITS SHOWCASING DESTINATION STRENGTHS

STRATEGIC PARTNERSHIPS FUELING GROWTH IN GLOBAL BUSINESS EVENTS AND LEISURE SECTORS

In 2025, Destination St. John's strengthened its position as a premier meetings and events destination through a dynamic blend of domestic and international business development efforts. Our team actively showcased the city on the global stage, participating in leading conferences, trade shows, and industry marketplaces while fostering meaningful connections with planners and decision-makers. At home, we proudly welcomed prospective clients and partners, curating immersive site visits that highlighted the unique character, accessibility, and hospitality of St. John's. These combined efforts not only elevated our visibility in key markets but also translated into tangible opportunities, reinforcing our reputation as a vibrant, competitive destination for conferences and business events.

In-Market Activity

In 2025, our Business Development team demonstrated a strong and strategic presence across key markets, participating in more than 35 in market trade shows and conferences to reinforce St. John's position as a leading Canadian destination for business events. Internationally, we expanded our reach with targeted participation in two incentive and conference focused trade shows, strengthening relationships with global planners and industry partners. To support WestJet as it continues its seasonal service to St. John's from the London and Dublin, in January DSJ, WestJet, the St. John's International Airport Authority, and the Province sent representatives to London to attend and host events with key stakeholders. Additional client meetings and events were held in London in September. For Business Events, DSJ attended 2 tradeshows in the United States in collaboration with Destination Canada.

Our efforts also extended into high-potential leisure markets, with representation at three consumer shows across the UK and Ireland, inspiring travel to our region, and two core shows in the Motor Coach Sector based in the US. DSJ is thankful for the support we receive from ACOA and TCAR to make our work possible in the UK Market. Collectively, these engagements elevated awareness, deepened partnerships, and generated valuable opportunities across both business events and leisure segments. Destination St. John's hosted 6 FAM's for the Association and Travel Trade and Travel Media markets and hosted 30 sites with clients from the Incentive, Association, Travel Trade and Media and Sport sectors. We are thankful to our partners who help make these possible!

Destination Canada continues to identify business events as a key driver of Canada's visitor economy, recognizing their ability to attract highly engaged guests and generate meaningful economic impact for host communities. National data shows strong demand for meetings, conventions, and incentive travel across the country, with destinations that offer distinctive experiences performing particularly well. St. John's continues to benefit from this momentum, with growing interest from national and international event planners and a strong pipeline of future conferences and events. This aligns with Destination Canada's broader strategy to position Canada's destinations as competitive hosts for global business events.

Attended shows included:

- **CanSPEP Day** | Toronto
- **MPI Atlantic AGM** | Halifax
- **Destination Direct** | Ottawa
- **Tête à Tête** | Ottawa
- **PCMA Education Session** | Ottawa
- **MPI Gala & Education** | Ottawa
- **International Women's Day** | Ottawa
- **DSJ/SJCC Client Event** | Toronto
- **Come From Away** | Toronto
- **M&I Luxe** | Lake Louise
- **GMID** | Ottawa
- **Meeting Encore Day** | Ottawa
- **TIAC** | St. John's
- **CIS MPI Camp Day** | Gatineau
- **PCMA Education Day** | Toronto
- **CSAE Summer Summit** | Waterloo
- **CanSPEP** | Kingston
- **CMEE Week 5 Events** | Toronto
- **The Event** | Fredericton
- **MPI Prix Prestige Awards** | Ottawa
- **CSAE National** | Victoria
- **DSJ/SJCC Client Event – In Her Own Words** | Ottawa
- **PCMA CIC** | Mississauga
- **TIAC Awards** | Gatineau
- **CIS Holidays 4 Events** | Toronto and Ottawa

BUSINESS EVENTS

Driving Growth in Strategic Sectors and Incentive Travel

With the support of ACOA (Atlantic Canada Opportunities Agency) and DIET (Department of Industry, Energy & Technology), Destination St. John's is emersed in a comprehensive strategy and three-year plan to attract additional business events in strategic industry sectors and incentive travel. Destination St. John's is aligning its approach with Destination Canada's model, focusing on key industry sectors identified for national growth. For Newfoundland and Labrador, Destination Canada has highlighted natural resources and digital industries as priority sectors, which are actively promoted in sales initiatives and sector-specific materials. Destination St. John's is also focused on Life Science, Finance and Insurance along with other industries supported by Destination Canada's International Conference Attraction Fund. A notable win for Destination St. John's was the International Symposium on Avian Influenza which was hosted in St. John's in June 2025.

Destination St. John's serves on an advisory committee for Oceans Advance, working to advance the oceans industry in Newfoundland and Labrador, these efforts help identify high-potential sectors and sub-sectors where Newfoundland and Labrador has a competitive advantage. The technology sector, particularly ocean technology, alongside natural resource industries, remains a focal point for targeted business event attraction. Additionally, incentive travel continues to emerge as a growing niche market for the St. John's region, appealing to companies seeking unique destinations to reward top-performing employees. St. John's offers a compelling mix of natural and cultural experiences that align well with incentive travel trends. In 2025, Destination St. John's participated in a series of trade shows and industry events to strengthen its position within strategic sectors and incentive travel.

These events included:

- **Site Global** | Tulum, Mexico
- **M&I Luxe** | Lake Lousie, AB
- **IMEX** | Frankfurt, Germany
- **Incentive Canada** | Victoria, BC
- **ASAE** | Los Angeles, USA
- **IMEX America** | Las Vegas, USA
- **IBTM World** | Barcelona, Spain

SPORTING & CULTURAL EVENTS

Celebrating the Region through Sport and Culture

15,629 TOTAL ROOM NIGHTS DRIVEN BY SPORTING AND CULTURAL EVENTS

12,055 ROOM NIGHTS FROM SPORT EVENTS BOOSTING YEAR-ROUND VISITATION

NATIONAL AND INTERNATIONAL EVENTS & FESTIVALS STRENGTHENING DESTINATION PROFILE

DSJ, in its sales and marketing role, continues to work with our partners in leading the region's efforts to bring major national and international sporting events and championships into the province.

Sport Tourism Canada

DSJ continues to hold a membership with Sport Tourism Canada and annually participates in its national conference. The annual Sports Event Congress took place in Calgary at the BMO Centre in March 2025. This conference is the largest conference of sport tourism professionals with a business-to-business marketplace. Destination St. John's attended with Celebrate NL and STEP St. John's. All three organizations participated in the joint appointments. There were 15 appointments with Events Rights Holders.

2025 Canada Summer Games

Destination St. John's was proud to be part of the original bid committee for the 2025 Canada Summer Games and, as a committed community partner, supported the event through our marketing assets, promotional efforts, and communications across our social channels and website. In collaboration with the Host Society, DSJ partnered on The Ultimate Games Experience contest, inviting audiences to share their St. John's bucket list for a chance to win a VIP trip to the Games; further amplifying national awareness and engagement. The 2025 Canada Games marked a defining moment for the St. John's region.

Beyond the economic impact, the Games fostered an extraordinary sense of community pride and showcased St. John's as a vibrant, inclusive, and capable host destination, with 92.9% of visitors indicating they are likely to return. As part of the games experience, Destination St. John's, in partnership with Parks Canada and other tourism stakeholders, also hosted a Canada Games breakfast at Cape Spear, creating a memorable and uniquely local experience for attendees, despite one scheduled Cape Spear breakfast event being cancelled due to wildfires.

Sport Tourism Event Partnership (STEP) St. John's

STEP St. John's (Sport Tourism Event Partnership) has a vested interest in growing the sport tourism industry. STEP St. John's member partners are the City of St. John's, the City of Mount Pearl, the Town of Paradise, the Town of Conception Bay South, the Government of Newfoundland and Labrador, Celebrate NL, St. John's Sports & Entertainment, Sport NL and Destination St. John's. STEP's mission is to work with provincial and local sport organizations to grow a strong sport tourism industry that provides exceptional value to sporting events, drives economic benefits for the region, and advances the region's capacity to host sporting events on the provincial, national, and international stage. In 2025, STEP contracted a General Sales Agent to carry out the duties of STEP and to ensure we are in line with our goals and missions going forward.

2026 Montana's Brier – Successful Bid & Announcement

Destination St. John's supported the successful bid and announcement of the 2026 Montana's Brier, securing one of Canada's premier sporting events for the city.

A coordinated launch on February 3 included strong partner and Team Gushue engagement.

2025 Sporting and Cultural Events

The Metro St. John's region successfully hosted a range of sporting and cultural events in 2025, continuing to strengthen the destination's reputation as a vibrant hub for both national competitions and major festivals. Among the highlights was the **2025 Canada Summer Games**, which brought thousands of athletes, coaches, officials, and spectators to the region and showcased St. John's on a national stage. The **U18 Women's National Hockey Championship**, held in the Town of CBS and the City of Mount Pearl, was another significant event during the year, attracting teams and supporters from across the country and contributing to strong visitation during the winter season.

Sporting events alone generated more than **12,055 room nights** in the St. John's region.

When combined with major cultural festivals and events, the total impact reached **15,629 room nights**, demonstrating the important role these events play in driving tourism, supporting local businesses, and enriching the cultural life of the community.

Cultural events continue to be a defining part of the St. John's visitor experience. Signature festivals such as the **East Coast Music Awards, George Street Festival, Iceberg Alley Performance Tent, Churchill Park Music Festival**, and fan-favourite events like **Sci-Fi on the Rock** draw visitors from across Canada and beyond. These events celebrate the region's vibrant music, arts, and creative communities while contributing to year-round visitation and reinforcing St. John's reputation as one of Canada's most dynamic cultural destinations.

TRAVEL TRADE / MEDIA

Expanding Reach in Travel Trade and Media

178 TOUR OPERATOR MEETINGS ACROSS FIVE KEY MARKETPLACES

FOCUSED ON GROUP TOUR, FIT, AND CONSUMER MARKETS TO DRIVE LEISURE TRAVEL

41 TRAVEL TRADE PARTNERS HOSTED THROUGH COLLABORATIVE FAM TOURS

AWARD-WINNING GLOBAL CONTENT BOOSTING DESTINATION VISIBILITY

DSJ continued to focus on the leisure market in 2025 and continues to work as part of a larger destination sales team with our partners. These partners include the Department of Tourism, Culture, Arts and Recreation (TCAR); Legendary Coast DMO; Adventure Central DMO; Go Western DMO; Destination Labrador DMO; industry operators throughout the province; and members and partners of DSJ. In the marketplace, the Newfoundland and Labrador brand is dominant and regional marketing and sales fall under that brand.

In 2025, DSJ focused on three segments of the leisure market: group tour/motor coach, the Fully Independent Traveller (FIT) market, and the consumer market. In pursuing these markets, DSJ participated in strategically selected tradeshows and marketplaces. In the group tour market, specific wholesalers and tour operators are targeted primarily through marketplace shows where the buyer and seller have one on-one time together. The buyers and sellers are matched well in advance allowing each an opportunity to request specific appointments and to research and prepare for their meeting. This format allows for both DSJ and the operator to have up-to-date information and to close the sale or build on destination awareness. In 2025, DSJ attended the following marketplaces:

American Bus Association	January 2025 / Philadelphia
Contact	June 2025 / Mackinaw Island
Rendezvous Canada	May 2025 / Winnipeg
Atlantic Canada Showcase	October 2025 / Saint John
National Tour Association	November 2025 / Ottawa

During these five shows DSJ had meetings with 178 tour operators. This provided an opportunity to continue to build relationships with operators that currently bring business to our region. It also helps new operators become aware of the experiences and offerings for new tour development in 2025 and beyond. All the shows noted focus on the group tour/motor coach and Fully Independent Traveller (FIT) markets.

Recognized in 2025, the 2024 ***Taste of History*** episode—developed in collaboration with PBS and Destination St. John's—received a Bronze Telly Award in the Travel and Tourism Category reinforcing the impact of high-quality content in elevating the destination on a global stage

DSJ partnered with TCAR, ACAT and other provincial DMOs hosting 8 tour companies with a total of 41 agents/operators being represented here on FAMs in 2025.

DSJ attended eight consumer shows in 2025:

New York Times Travel Show	January 2025 / New York
Destination Manchester	January 2025 / Manchester
Holiday World Show	January 2025 / Dublin
Destination London	January 2025 / London
Calgary Outdoor Adventure Show	March 2025 / Calgary
Montreal Outdoor Adventure Show	March 2025 / Montreal
Toronto Outdoor Adventure Show	April 2025 / Toronto
Ottawa Travel & Vacation Show	April 2025 / Ottawa

These shows were well attended by consumers and interest in St. John's and Newfoundland and Labrador in general continues to grow.

DSJ continued attendance in the travel media market in 2025 with attendance at two Canadian shows:

Travel Media Association of Canada (TMAC)	June 2025 / Saskatoon
GO Media (Destination Canada)	September 2025 / Jasper

Destination St. John's played host to TMAC in 2024. TMAC's mission is to empower travel storytellers and industry leaders by fostering meaningful connections between media representatives and DMO's.

Produced by Destination Canada, Go Media provides delegates with an opportunity to make meaningful connections and to share ideas with fellow delegates and travel media across the country and around the world.

*With these two marketplaces combined, DSJ held meetings with **33 travel media**.*

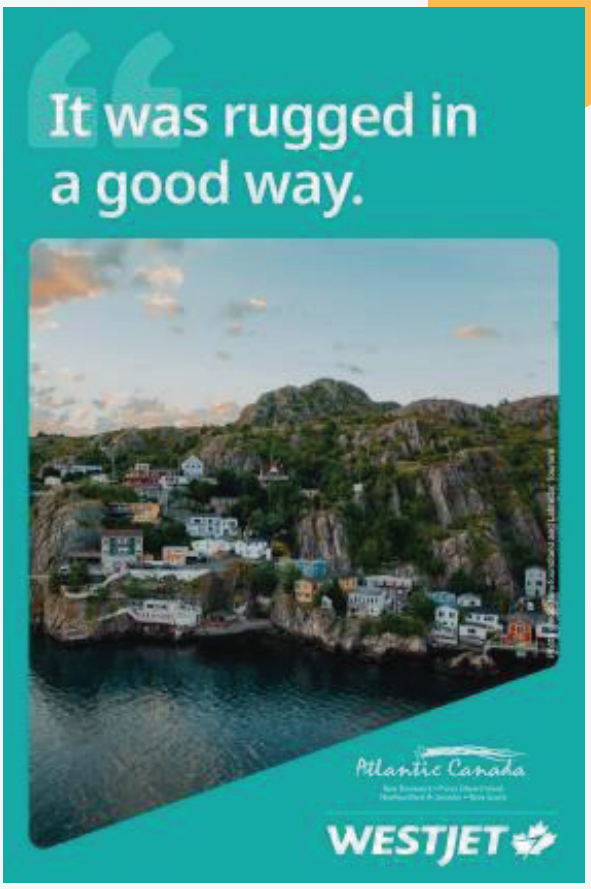
MARKETING

Driving Awareness, Inspiring Travel, Supporting Partners

Putting St. John's on the Map—At Home and Around the World

In 2025, Destination St. John's continued to strengthen its role as the voice of the region, promoting St. John's as a vibrant, authentic destination to audiences across Canada and key international markets. Through strategic campaigns, national and international partnerships, and a strong focus on digital storytelling, marketing efforts were designed to increase awareness, inspire travel, and support our tourism partners.

By aligning with airline partners, national tourism organizations, and local stakeholders, Destination St. John's delivered integrated campaigns that positioned the region for both immediate visitation and long-term growth.



70+ MILLION IMPRESSIONS ACROSS INTEGRATED DOMESTIC AND INTERNATIONAL CAMPAIGNS

167,000+ CLICKS & 117,000+ WEBSITE SESSIONS DRIVING TRAVEL CONSIDERATION

12.7 MILLION IMPRESSIONS GENERATED FROM THE DOMESTIC NATIONAL CAMPAIGN

Strategic Campaigns That Drive Travel Decisions

Unlocking International Travel Through Direct Air Access

Destination St. John's partnered with the St. John's International Airport Authority, WestJet, and the Atlantic Canada Airports Association to promote direct air access from key international markets, including London and Dublin. The campaign was designed to increase awareness, consideration, and bookings for summer and shoulder-season travel to Atlantic Canada.

Using a multi-channel digital strategy across Meta, Pinterest, Snapchat, and video advertising—supported by WestJet's owned channels including website and email—the campaign targeted travellers in key UK and Ireland markets. Creative highlighted the ease of travel to the region while showcasing Atlantic Canada's landscapes, culture, and welcoming communities.

The campaign delivered strong visibility and engagement across all markets, generating more than **51 million impressions and over 55,000 clicks** to campaign landing pages. During the marketing period, the program also contributed to a **28% increase in bookings** from the targeted markets compared with the period prior to the campaign launch.

Inspiring Canadians to Explore the St. John's Region

The Domestic National Campaign focused on inspiring Canadian travellers to explore St. John's and the surrounding region through experience-driven storytelling. Targeting audiences in Ontario, Alberta, and Montréal, the campaign reached travellers interested in culture, exploration, and distinctive travel experiences.
Delivered across multiple digital platforms—including Meta, Google, and Pinterest—the campaign used highly targeted placements to showcase the region's defining experiences, from coastal landscapes and culinary offerings to vibrant culture and welcoming communities. These efforts helped position St. John's as a compelling Canadian destination and encouraged travel within the domestic market.

Meta emerged as the strongest driver of engagement and traffic, delivering click-through rates well above benchmark levels while maintaining highly efficient costs. Google Performance Max supported large-scale reach and discovery, generating significant visibility across search and display environments.

In the first three weeks of the campaign, the program generated more than **12.7 million impressions and 167,000 clicks**, driving over **117,000 website sessions** with an **engagement rate of 98.5%**, demonstrating strong alignment between the campaign's messaging and audience interests.

Extending Our Reach Through National Collaboration

Destination St. John's continued to work alongside Destination Canada through the UK Brand-Led Marketing Campaign, targeting highly engaged travellers in key markets including London, Birmingham, Manchester, and the South East of England. As part of the broader "Team Canada" approach, the campaign aligned with Canada's global "Canada, Naturally" brand platform and benefitted from shared media investment, creative assets, and marketing resources to elevate St. John's on the global stage.

The campaign focused on travellers seeking authentic, nature-based experiences and promoted the region through targeted YouTube video advertising aimed at adults aged 35–64 with strong travel intent. This approach helped showcase the distinctive landscapes, culture, and experiences that define the St. John's region. The campaign significantly exceeded performance benchmarks, generating **4.5 million impressions and 4.1 million video views**, with video completion rates exceeding 90% and cost-per-completed view performing **71% more efficiently than benchmark targets**. These results demonstrated strong engagement with the campaign's creative assets and the effectiveness of the highly engaged traveller targeting strategy.

TOTAL REACH FROM THREE CAMPAIGNS COMBINED

70M+

IMPRESSIONS GENERATED ACROSS DOMESTIC AND INTERNATIONAL MARKETS

8.9M+

VIDEO VIEWS

351K+

WEBSITE SESSIONS DRIVEN CAMPAIGNS

464K+

CLICKS TO CAMPAIGN CONTENT

Where Our Story Comes to Life: Digital & Social Growth

Digital channels continued to play a key role in building awareness and engagement for the St. John's region in 2025. Across social media platforms, Destination St. John's experienced strong audience growth on Facebook, Instagram, and LinkedIn, reflecting increasing interest in the destination from both travellers and industry partners.

Content performance remained exceptionally strong, with organic posts generating more than **14 million views across social platforms**. Individual pieces of content achieved significant reach, including a top-performing Instagram Reel that surpassed **800,000 views**.

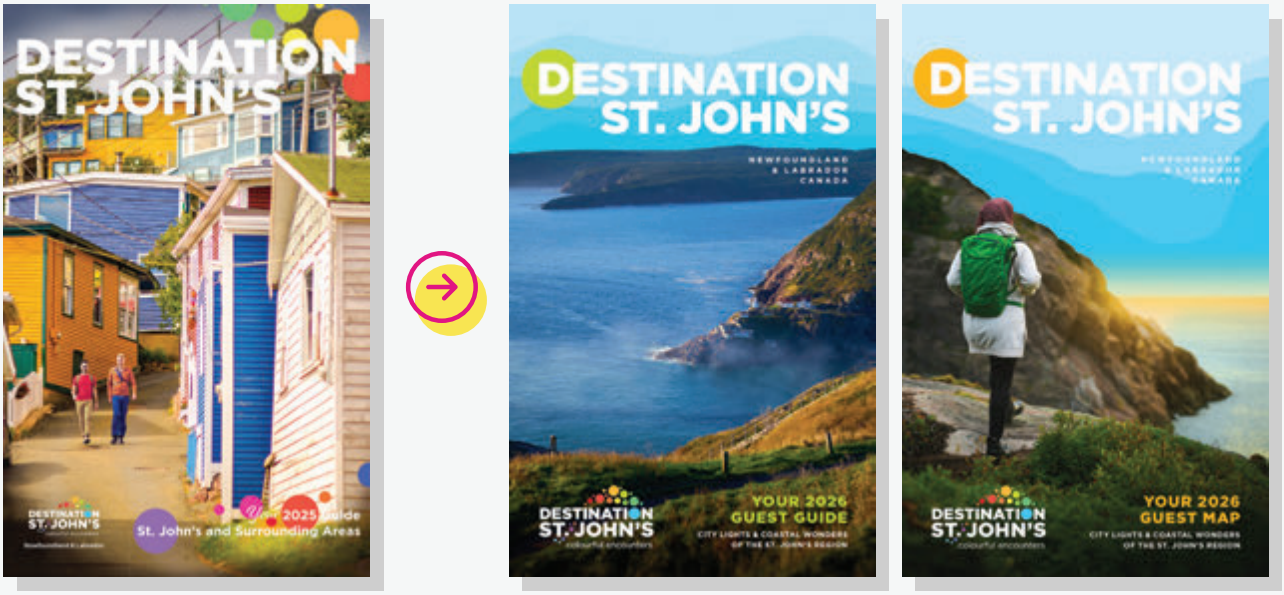
These results demonstrate the growing impact of authentic, story-driven content in connecting with travellers and inspiring interest in the destination. By showcasing real experiences—from coastal adventures and wildlife encounters to vibrant culinary moments—digital storytelling continues to strengthen the St. John's brand and encourage visitation.

Together, these efforts enhanced collaboration, strengthened industry alignment, and ensured partners remained actively supported and integrated into destination marketing initiatives.

From Inspiration to Itinerary

Destination St. John's continued to invest in tools that help transform travel inspiration into real visitation. In 2025, **the Visitor Guide and Map were refreshed with a vibrant, modern design and a stronger editorial focus on essential travel information**.

The updated guide features curated itineraries designed to help visitors discover the region's experiences while ensuring strong representation of tourism partners and communities across the destination. Due to strong demand, the visitor map also returned, offering both walking and driving routes to support on-the-ground exploration. Together, these resources help visitors plan meaningful experiences while highlighting the breadth and diversity of offerings across the St. John's region.



Representing St. John's on the National Stage

Destination St. John's continued to play an active role in national tourism initiatives, working collaboratively with Destination Canada and industry partners across the country.

Through participation in programs such as the Destination Canada's **Northstar Partnership** and national advisory committees, the organization contributes to broader tourism strategies while ensuring the St. John's region remains well represented in national conversations and international marketing efforts.

Building Momentum for the Future

Building on the momentum of 2025, Destination St. John's will continue to evolve its marketing approach to better connect travel inspiration with trip planning and partner visibility.

Future priorities include:

- Expanding digital storytelling and video content
- Strengthening campaign integration with partners
- Enhancing trip planning tools and website experience
- Growing reach in high-value domestic and international markets

Through these efforts, Destination St. John's will continue to support the growth and long-term sustainability of the region's tourism industry.

Marketing Impact at a Glance

Destination St. John's marketing initiatives reached millions of travellers across domestic and international markets in 2025, strengthening awareness of the destination and driving engagement with visitors and partners alike.

Campaign Reach

70+ MILLION IMPRESSIONS

Across three major marketing campaigns targeting domestic and international audiences.

Content Engagement

14+ MILLION ORGANIC CONTENT VIEWS

Across social media platforms through destination storytelling and visual content.

Video Performance

800,000+ VIEWS

Top-performing Facebook Reel highlighting experiences in the region.

Audience Growth

86,143 TOTAL FOLLOWERS

+14,586 NEW FOLLOWERS ADDED IN 2025

Across Facebook, Instagram, and LinkedIn.

Website Engagement

430,000+ WEBSITE VISITORS

(THROUGH 2025)

Driven through national marketing campaigns.

Partner Communications

53.7% OPEN RATE

Tourism partner newsletter engagement.

PARTNERSHIP & EXPERIENCE DEVELOPMENT

Working Together to Grow the Guest Economy

24 NEW PARTNERS WELCOMED STRENGTHENING INDUSTRY COLLABORATION AND MOMENTUM

EXPANDED FOCUS ON EXPERIENCE DEVELOPMENT TO SUPPORT YEAR-ROUND TOURISM

STRONG COMMUNITY INVESTMENT THROUGH EVENTS, PARTNERSHIPS, AND LOCAL INITIATIVES

Supporting our tourism partners remained central to Destination St. John's efforts in 2025. As a destination organization, our ability to grow the visitor economy is directly tied to the strength of our partnerships and the experiences we collectively bring to market.

Throughout the year, we focused on deepening collaboration across the tourism sector to ensure partners are meaningfully represented in our marketing initiatives, while strengthening overall industry alignment. This work is grounded in a shared belief that tourism is a powerful force for good: supporting local businesses, creating vibrant experiences, and enhancing pride of place for residents and guests alike.

A key milestone in 2025 was the re-establishment of the Manager of Partnership and Experience Development role, reinforcing our commitment to partner engagement, product development, and long-term sector growth. This renewed focus has enabled a more strategic approach to building relationships, supporting partners, and advancing experience development across the region.

Ongoing communication remained a priority, supported through weekly industry newsletters and consistent, direct engagement with stakeholders. These touchpoints ensured partners remained informed, connected, and actively integrated into Destination St. John's initiatives.

Strengthening Partnerships & Industry Alignment

A core focus in 2025 was expanding and strengthening our partner network. Through proactive outreach and relationship building, we welcomed 24 new partners, a strong indicator of growing engagement and momentum within the sector.

These partnerships are essential to ensuring a diverse and compelling tourism offering, while fostering greater collaboration across accommodations, experiences, attractions, and service providers. By working more closely together, we are better positioned to align efforts, share opportunities, and collectively enhance the guest experience.

In 2025, Destination St. John's also welcomed Best Western Plus as our newest accommodation member.

Advancing Experience Development & Season Extension

In alignment with Destination St. John's strategic priorities, meaningful progress was made in advancing experience and product development — particularly in support of season extension.

Through a review of current market offerings, several areas of opportunity were identified, with a particular focus on strengthening the fall season. Planning is underway to develop programming that celebrates the region's authentic culture, community, and creativity. This includes the exploration of an annual fall initiative that showcases local talent, culinary experiences, arts, and traditions helping to drive visitation beyond the traditional peak season while supporting year-round business sustainability.

This work reflects a broader commitment to positioning St. John's as a vibrant, four-season destination and creating new reasons for guests to travel during shoulder and off-peak periods.

Partner-Led Collaboration & Industry Engagement

Collaboration with industry and community partners remained a cornerstone of our work in 2025, with several key initiatives bringing stakeholders together to advance shared priorities and strengthen the visitor experience.

In March, Destination St. John's partnered with Parks Canada and regional stakeholders to host The Art of the Possible: Experience Development Session (March 5, 2025). This session focused on identifying opportunities to enhance and evolve tourism experiences for both the Signal Hill and the Cape Spear National Historic Sites.

Building on this momentum, Destination St. John's co-hosted the Downtown Summit (April 29–30, 2025) at the St. John's Convention Centre, in collaboration with the City of St. John's, Downtown St. John's, TCAR, and Hospitality NL. The Summit brought together more than 110 stakeholders in a milestone effort to gather ideas, insights, and shared perspectives on the future of the downtown core. The outcomes of this engagement were significant, with insights and feedback informing the City's Downtown Neighbourhood Plan.

Partner Day 2025 was held in November, bringing together industry partners from across the region for a day of connection, collaboration, and shared learning. The event celebrated the strength of our tourism community while providing an opportunity to hear updates on key initiatives shaping the future of the industry. Representatives from Newfoundland and Labrador Tourism shared current strategies and activities across research, marketing, and product development in support of Vision 2026. Hospitality Newfoundland and Labrador also provided updates on important advocacy efforts, research being undertaken and trends discovered through the NL Tourism Board, plus updates on the culinary program and Exceptional Experiences. Together, these conversations reinforced the collective commitment of partners working to grow and strengthen tourism in the region.

COMMUNITY

Celebrating Community, Culture, and Shared Success

At Destination St. John's, we recognize that tourism is deeply connected to the strength, pride, and vibrancy of our community. In 2025, we continued to celebrate and support the people, organizations, and events that make St. John's a welcoming and dynamic place to live and visit.

Through partnerships, events, and recognition programs, we highlighted the important role that community plays in shaping the guest experience while reinforcing tourism as a shared community value.

As part of the City of St. John's Annual Applause Awards, Destination St. John's proudly presented its 2025 Award of Distinction to the Canadian Institute of Forestry, Newfoundland and Labrador Section. This recognition celebrated their leadership in hosting the 2024 National Conference and 116th Annual Meeting in St. John's; an event that brought national attention to the region while generating meaningful economic and community impact.

Events continued to play an important role in enhancing the vibrancy of the region while supporting both community pride and guest activity. In 2025, initiatives such as the Terry Fox Ride for Hope, and the Rebels at the Walls street art festival contributed to the energy and appeal of the destination during the peak summer season.

Destination St. John's also supported and collaborated on major cultural and community events, including the East Coast Music Awards (ECMAs) and the Newfoundland and Labrador Folk Festival. These events not only animate the destination but also showcase the rich cultural fabric of the region, creating meaningful experiences for residents and guests alike.
We were also proud to support the Newfoundland Regiment through a QMJHL Draft Sponsorship (Quebec Maritimes Junior Hockey League), reinforcing our commitment to community engagement and sport tourism.

In addition, Destination St. John's staff demonstrated their commitment to community through collective giving, contributing $1,000 to the Thrive Holiday Store through voluntary staff donations. This initiative reflects the generosity and community spirit of our team, supporting local families during the holiday season.

Together, these efforts reinforce the strong connection between tourism and community — contributing to a vibrant, inclusive destination that benefits both residents and guests.

INTERNATIONAL, NATIONAL & REGIONAL PARTNERSHIPS

Industry Collaboration at Every Level

Collaboration across the tourism industry remains essential to the continued growth and competitiveness of the St. John's region. In 2025, Destination St. John's continued to work closely with international, national, and regional partners to strengthen the guest economy and advance shared tourism priorities.

Destination St. John's is a member of **Destinations International**, the world's largest network of destination organizations, providing access to global best practices, research, and collaboration opportunities that support the continued evolution of destination marketing and management.

Destination St. John's also maintains active relationships with key federal and national tourism organizations including **Destination Canada (DC), the Atlantic Canada Opportunities Agency (ACOA), the Tourism Industry Association of Canada (TIAC), the Canadian Destination Leadership Council (CDLC), Event Atlantic**, and serves as a multi-year ambassador with **SITE Canada**. These partnerships ensure the St. John's region remains represented in national tourism strategies while contributing to conversations shaping the future of Canada's visitor economy.

Destination St. John's participates in several Destination Canada working groups and advisory committees, contributing regional insights to national initiatives related to marketing, sustainability, and tourism data. These include:

- Northstar Partnership
- Business Events National Advisory Committee
- Sustainability Task Force
- Social Media Working Group
- Travel Segmentation and Data Collective

At the provincial level, Destination St. John's works closely with the **Government of Newfoundland and Labrador's Department of Tourism, Culture, Arts and Recreation (TCAR)** and collaborates with partners across the province to support tourism development, align marketing efforts, and strengthen Newfoundland and Labrador's global tourism presence.

At the municipal and regional level, Destination St. John's works closely with the **City of St. John's** and participates in several local boards, committees, and industry organizations that support tourism development, community engagement, and economic growth. In 2025, the organization was represented on the following groups:

- Board of Directors, St. John's Sports & Entertainment
- Newfoundland and Labrador Tourism Advisory Group
- Newfoundland and Labrador Workforce Action Plan Steering Committee
- Hospitality Newfoundland & Labrador EDI Committee
- Downtown Safety Coalition
- Cultural Attractions Committee
- Oceans Advance Advisory Committee
- Nordic Collaboration Project
- Mount Pearl Paradise Chamber of Commerce Ambassador Committee
- St. John's Board of Trade
- NLOWE

Destination St. John's is also a proud participant in the **Rainbow Registered program**, demonstrating a commitment to fostering a welcoming, inclusive, and safe destination for 2SLGBTQ+ travellers, employees, and community members.

Through these partnerships, Destination St. John's ensures the perspectives of the region's tourism sector are represented in broader initiatives while strengthening collaboration across the industry to support long-term tourism growth.

FINANCIAL REPORT

Destination St. John's Financial Statements Year Ended December 31, 2025

DESTINATION ST. JOHN'S, INC.
Index to Financial Statements
Year Ended December 31, 2025

	Page
INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Revenues and Expenditures	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 12

BRIAN T. SCAMMELL CPA CBV
ASSURANCE VALUATION & ADVISORY

P.O. Box 29024
St. John's, NL A1A 5B5
T: 709.754.7009
F: 709.754.5314
E: brian@briantscammell.ca

INDEPENDENT AUDITOR'S REPORT

To the Members of Destination St. John's, Inc.

Opinion

I have audited the financial statements of Destination St. John's, Inc. (the "Organization"), which comprise the statement of financial position as at December 31, 2025, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (the "financial statements").

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Organization in accordance with ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

(continues)

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

St. John's, NL
April 20, 2026

Brian T. Scammell Professional Corporation
Chartered Professional Accountant

DESTINATION ST. JOHN'S, INC.

Statement of Financial Position

December 31, 2025

		2025		2024
ASSETS				
CURRENT				
Cash	**$**	**133,956**	$	352,773
Guaranteed investment certificates *(Note 3)*		**2,000,000**		1,550,000
Accounts receivable *(Notes 4, 5, 9)*		**162,119**		236,366
Prepaid expenses		**157,405**		137,873
		2,453,480		2,277,012
CAPITAL ASSETS *(Note 6)*		**20,576**		27,266
	$	**2,474,056**	$	2,304,278
LIABILITIES AND NET ASSETS				
CURRENT				
Accounts payable and accrued liabilities *(Note 5)*	**$**	**203,528**	$	231,456
Deferred revenue *(Note 7)*		**266,926**		320,362
		470,454		551,818
NET ASSETS				
Unrestricted net assets		**1,548,724**		1,542,034
Investment in capital assets		**20,576**		27,266
Internally restricted net assets - bid support fund and marketing support fund *(Note 8)*		**434,302**		183,160
		2,003,602		1,752,460
	$	**2,474,056**	$	2,304,278

DESTINATION ST. JOHN'S, INC.
Statement of Revenues and Expenditures
Year Ended December 31, 2025

	2025	2024
REVENUES		
Accommodation tax	**$ 1,700,000**	$ 1,700,000
Atlantic Canada Opportunities Agency	**289,027**	381,732
Government of Newfoundland & Labrador	**257,250**	272,625
City of St. John's	**90,000**	80,000
Member fees	**76,081**	69,898
Advertising	**60,561**	43,300
Partner fees	**66,250**	65,478
Interest income	**43,006**	73,412
St. John's International Airport Authority	**25,000**	25,000
Sport Tourism Event Partnership *(Note 11)*	**19,991**	23,738
Destination Canada	**17,500**	50,000
St. John's Sports and Entertainment	**14,304**	9,434
	2,658,970	2,794,617
EXPENDITURES		
Salaries and wages	**910,905**	960,130
Occupancy	**69,574**	69,872
Professional fees	**59,911**	62,335
Information technology	**32,706**	38,807
Communications	**17,506**	16,699
Bad debts	**15,362**	1,869
Amortization	**11,336**	9,620
Office	**10,899**	13,218
Interest and bank charges	**7,642**	16,425
Market research	**6,960**	5,307
Insurance	**6,667**	6,510
Equipment leasing	**5,679**	6,106
	1,155,147	1,206,898
OTHER EXPENDITURES		
Meetings and conventions	**320,138**	410,542
Leisure and consumer	**299,833**	500,856
Marketing	**222,402**	216,324
Advertising and promotion	**210,714**	210,272
Collateral materials	**101,536**	159,504
Event	**44,927**	39,718
Public relations and member services	**33,186**	35,573
Executive	**13,969**	14,433
Gain (loss) on foreign exchange	**5,976**	-
	1,252,681	1,587,222
EXCESS OF REVENUES OVER EXPENDITURES	**$ 251,142**	$ 497

DESTINATION ST. JOHN'S, INC.

Statement of Changes in Net Assets

Year Ended December 31, 2025

	Unrestricted Net Assets	Investment in Capital Assets	Internally Restricted Net Assets - Bid Support Fund and Marketing Support Fund	2025	2024
NET ASSETS - BEGINNING OF YEAR					
As previously reported	$ 1,588,240	$ 27,266	$ 183,160	**$ 1,798,666**	$ 1,772,680
Prior period adjustments *(Note 9)*	(46,206)	-	-	**(46,206)**	(20,717)
As restated	1,542,034	27,266	183,160	**1,752,460**	1,751,963
Excess of revenues over expenditures	251,142	-	-	**251,142**	497
Purchase of capital assets	(4,645)	4,645	-	**-**	-
Amortization	11,335	(11,335)	-	**-**	-
Transfer from bid support and marketing support fund	(251,142)	-	251,142	**-**	-
NET ASSETS - END OF YEAR	$ 1,548,724	$ 20,576	$ 434,302	**$ 2,003,602**	$ 1,752,460

DESTINATION ST. JOHN'S, INC.

Statement of Cash Flows

Year Ended December 31, 2025

	2025	2024
OPERATING ACTIVITIES		
Excess of revenues over expenditures	**$ 251,142**	$ 497
Items not affecting cash:		
Amortization of capital assets	**11,336**	9,620
Amortization of deferred revenue	**(152,120)**	(185,132)
	110,358	(175,015)
Changes in non-cash working capital:		
Accounts receivable	**74,248**	(44,636)
Accounts payable and accrued liabilities	**(27,930)**	116,480
Prepaid expenses	**(19,532)**	(59,911)
Guaranteed investment certificates	**(450,000)**	337,261
	(423,214)	349,194
Cash flow from (used by) operating activities	**(312,856)**	174,179
INVESTING ACTIVITY		
Purchase of capital assets	**(4,645)**	(25,192)
FINANCING ACTIVITY		
Additions to deferred revenue	**98,684**	136,262
INCREASE (DECREASE) IN CASH FLOW	**(218,817)**	285,249
Cash - beginning of year	**352,773**	67,524
CASH - END OF YEAR	**$ 133,956**	$ 352,773
CASH FLOWS SUPPLEMENTARY INFORMATION		
Interest received	**$ (43,006)**	$ (73,412)
Interest paid	**$ 7,642**	$ 16,425

1. PURPOSE OF THE ORGANIZATION

Destination St. John's Inc.'s ("DSJ" or the "Organization") purpose is to be an economic instigator of tourism development and to develop and promote a destination image for the St. John's Census Metropolitan Area ("CMA"). DSJ does this by co-ordinating, focusing, and integrating public and private efforts in destination marketing, building community pride by promoting the tourism industry as a visable economic generator, and by co-ordinating public and private marketing budgets. The Organization has a mandate to market the St. John's CMA as a four season tourism destination for meetings, conventions, and incentive travel, sightseeing and tourism, and major events and exhibitions involving sport, cultural or industrial objectives. The Organization is a not-for-profit organization and therefore not subject to income tax.

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 equivalents

Cash and cash equivalents includes cash on hand and balances with the bank.

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at amortized cost, and tested for impairment at each reporting date.

Financial assets measured at amortized cost include cash and cash equivalents, guaranteed investment certificates and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities..

Capital assets

Computer equipment, furniture and fixtures and computer software are recorded at cost. Amortization is provided on a straight-line basis over the assets' estimated useful lives, which for computers is three years and furniture and fixtures is five years.

Leasehold improvements were amortized over the life of the lease and computer software is amortized on a declining balance basis at an annual rate of 55%.

Revenue recognition

Destination St. John's 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.

Revenue from partner fees are recognized as revenue in the fiscal year to which they relate. The accommodation tax is recognized as revenue during the year on the accrual basis and when collection is reasonably assured. Advertising revenue is recognized at the time the service is provided and when collection is reasonably assured.

Government grants

Government grants are recorded when there is a reasonable assurance that the Organization had complied with and will continue to comply with, all the necessary conditions to obtain the grants.

(continues)

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

Contributed services

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

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.

An example of these estimates is the recorded receivable from the Atlantic Canada Opportunities Agency ("ACOA"). These claims are subject to review by ACOA and the final amount paid by them may differ from the amount clained.

3. GUARANTEED INVESTMENT CERTIFICATES

		2025		2024
Guaranteed investment certificates with two investments having variable interest rates and one investment with an interest rate of 2.25% per annum. The maturity dates range from January 2026 to May 2026.	**$**	**2,000,000**	$	1,550,000

4. ACCOUNTS RECEIVABLE

		2025		2024
ACOA	**$**	**96,830**	$	172,368
Harmonized sales tax		**30,114**		25,508
Memberships		**11,264**		8,346
Other		**8,969**		11,142
St. John's Sports & Entertainment Ltd.		**8,093**		3,075
Partners and services		**5,729**		6,927
Accrued interest		**1,350**		10,523
STEP - St. John's		**-**		-
City of St. John's		**-**		-
Province of Newfoundland and Labrador		**-**		-
Allowance for doubtful accounts		**(230)**		(1,523)
	$	**162,119**	$	236,366

5. GOVERNMENT REMITTANCES RECEIVABLE (PAYABLE) OTHER THAN INCOME TAX

Government remittances (other than income taxes) include, for example, federal and provincial sales taxes, payroll taxes, health taxes, and workers' safety insurance premiums. The following government remittances were receivable/payable at year end. Harmonized sales tax recoverable is included in accounts receivable (Note 4) and employee source deductions are included in accounts payable and accrued liabilities:

	2025	2024
Harmonized sales tax receivable	**$ 30,114**	$ 25,508
Government source deductions payable	**(18,104)**	(20,098)
	$ 12,010	$ 5,410

6. CAPITAL ASSETS

	Cost	Accumulated amortization	**2025 Net book value**	2024 Net book value
Computer equipment	$ 85,260	$ 70,159	**$ 15,101**	$ 20,307
Computer software	31,096	31,082	**14**	643
Furniture and fixtures	43,953	40,490	**3,463**	4,318
Leasehold improvements	62,685	62,685	**-**	-
Art work	1,998	-	**1,998**	1,998
	$ 224,992	$ 204,416	**$ 20,576**	$ 27,266

7. DEFERRED REVENUE

	Balance, beginning of the year	Additions	Amounts amortized to revenue	**2025**	2024
Sport Tourism Event Partnership	$ 96,796	$ 46,000	$ (19,991)	**$ 122,805**	$ 96,796
St. John's International Airport Authority	75,000	-	(25,000)	**50,000**	75,000
Province of Newfoundland and Labrador	50,500	52,100	(75,325)	**27,275**	50,500
Canadian Tourism Commission	17,500	-	(17,500)	**-**	17,500
Joint Councils Trinity Conception	-	584	-	**584**	-
St. John's Sports and Entertainment	80,566	-	(14,304)	**66,262**	80,566
	$ 320,362	$ 98,684	$ (152,120)	**$ 266,926**	$ 320,362

8. RESERVE FUNDS

The Board of Directors has internally restricted net assets for the purpose of bid support for sports events, and meetings, convention and incentive travel. As well, there is a reserve fund remaining for unspent marketing reserve funds of prior years.

9. PRIOR PERIOD ADJUSTMENTS

Accrued interest receivable and unrestricted net assets previously reported were overstated at December 31, 2024 by $15,640, and interest income and excess of revenues over expenditures for 2024 were overstated by $15,640. The effect of the correcting entries in 2024 results in a decrease in interest income and excess of revenues over expenditures of $15,640. Also, unrestricted net assets and accrued interest receivable at January 1, 2025 has decreased by $15,640.

Deferred revenue at December 31, 2024 previously reported was understated by $30,566. Revenue from St. John's Sports & Entertainment Ltd. for the year ended December 31, 2024 was overstated by $10,566, partners' fees for the year ended December 31, 2024 were understated by $18,979, STEP revenue for the year ended December 31, 2024 was overstated by $18,262 and unrestricted net assets at January 1, 2024 was overstated by $20,717 due to an overstatement of STEP revenue for the year ended December 31, 2023.

10. ACCOMMODATION TAX

An amendment of the City of St. John's Municipal Taxation Act was approved by the Government of Newfoundland and Labrador in December 2013 providing for a maximum 4% accommodation tax. In 2013 DSJ signed a new Memorandum of Understanding ("MOU") with the City of St. John's which set the accommodation tax at 4% and which guides the distribution of funds. The MOU has set the annual share of the accommodation tax payable to DSJ at $1,250,000, such amount to be increased annually by the change in CPI (St. John's), subject to accommodation revenue also increasing by that amount. Should accommodation tax revenue decrease, or increase by a factor less than CPI, the annual payment to DSJ will be adjusted accordingly. The DSJ funding agreement was to be reviewed every five years to address any identified needs for an increase.

In June 2024, the 2013 MOU was terminated. A new agreement was rengotiated and The City of St. John's now provides $1,700,000 for the tourism marketing levy annually, commencing in 2024. This will be reviewed again every three years.

11. SPORT EVENT TOURISM PARTNERSHIP

		2025		2024
Reconciliation of Funding Billed to Revenue Recognized				
Billings to Partners	**$**	**46,000**	$	42,000
Amounts deferred to future years		**(26,009)**		(18,262)
Revenue recognized	**$**	**19,991**	$	23,738

Revenue was recognized to match expenses incurred during the year.

12. COMMITMENTS

The Organization is committed under a lease agreement for office space in St. John's, NL. The lease commenced February 1, 2022 for a term of five years. The Organization is also leasing a photocopier for a 60 month term that expires June 30, 2029. Lease payments required over the term of these leases are summarized in the repayment schedule below.

2026	$ 49,351
2027	8,805
2028	5,119
2029	2,560
	$ 65,835

13. COMPARATIVE FIGURES

Certain comparative figures have been changed to conform to the current year's presentation.

14. FINANCIAL INSTRUMENTS

The Organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Organization's risk exposure and concentration as of December 31, 2025.

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Organization is exposed to credit risk mainly through its accounts receivable. In order to reduce its credit risk, the Organization reviews its accounts receivable regularly. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Organization has a significant number of members which minimizes concentration of credit risk.

(b) Liquidity risk

Liquidity risk is the risk or being unable to meet cash requirements or fund obligations as they become due. The Organization manages its liquidity risk by monitoring forecasted and actual cash flows and by holding assets that can be readily converted into cash.

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk, the details of which are noted below if applicable.

(d) Currency risk

Currency risk is the risk to the company's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Organization is exposed to foreign currency exchange risk on its marketing expenditures incurred outside of Canada. The company does not use derivative instruments to reduce its exposure to foreign currency risk. Any risks are managed through the budget process and operating cash flow monitoring.

(continues)

14. FINANCIAL INSTRUMENTS *(continued)*

(e) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Organization manages exposure through its normal operating and financing activities. The Organization is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.

DESTINATION ST. JOHN'S
colourful encounters

Your Urban Basecamp for Newfoundland & Labrador

211B LeMarchant Road
St. John's, NL
A1C 2H5 CANADA

Telephone: 709.739.8899
NA Toll Free: 1.877.739.8899
E-mail: info@destinationstjohns.com

Scan the QR code to view this report online and access downloadable PDF version.