Annual General Meeting
Tuesday, Nov 10, 2026
9:30am-12:00am **(All times are NST)**
Venue: In-Person at the Northern Light Inn

L'Anse-Au-Clair, NL

AGENDA

Tuesday, November 10, 2026

9:30 am	1) Welcome & Introductions – Randy Letto, Executive Director
9:40 am	2) Call to Order – Peter Bull, Chair
9:45 am	3) Approval of the Agenda – All
9:46 am	4) Adoption of Minutes AGM March 2026– All
9:50 am	5) Business Arising – Peter Bull/All
9:55 am	6) Financial Statements – Randy Letto/All
10:05 am	7) Annual Report Presentation – Peter Bull/Randy Letto
10:35 am	8) Stakeholder Q&A – All
11:00 am	8) Nomination Report – Randy Letto
11:05 am	9) Election of Directors – Randy Letto
11:50 am	10) AGM Adjournment

2025 Annual General Meeting

Thursday, March 19, 2026
2:00pm-4:00pm (All times are AST, +1/2hr in NST)
Venue: In-Person at the Nunacor Building, Komatik Conference Room
And online via Zoom

M I N U T E S – *Draft*

PRESENT: Roll Call Online via Live Zoom Feed:

In-Person
Peter Bull, Chair, Destination Labrador, Battle Harbour Historic Properties; **Bryn Wood**, NunatuKavut Community Council; **Edward Blake-Rudowski**, Them Days Magazine; **Shelley Cleary**, Jobs Growth and Rural Development (Gov NL); **Margaret Aligbe**, Town of Happy Valley-Goose Bay; **Colin O'Brien**, Atlantic Canada Opportunities Agency; **Trevor Kennedy**, Atlantic Canada Opportunities Agency; **Gordie Rendell**, Blue Spruce X; **Greg Wheeler**, Grand River Snowmobile Club

Online (Zoom)
Julia Manstan, Town of Labrador City; **Jamie Pye**, Jobs Growth and Rural Development (Gov NL); **Michael Ward,** Labrador West Chamber of Commerce/Gateway Labrador; **Roxanne Notley**, Kaumanik Adventure Tours; **Meliss Patey**, Atlantic Canada Opportunities Agency; **Lexie McKenzie**, Tourism, Culture, Arts and Recreation (Gov NL); **Criag Wallace**, North Ltd; **Julia Penney**, Tourism, Culture, Arts and Recreation (Gov NL); **Brent Decker**, Jobs Growth and Rural Development (Gov NL); **Keith Pike**, Town of Red Bay; **Gemma Pottle**, Nunatsiavut Government; **Erica Porter,** Craft Council of Newfoundland and Labrador; **Elena Bursey**, NunatuKavut Business Centre; **Darel Smith**, Tourism, Culture, Arts and Recreation (Gov NL); **Alicia O'Leary**, Legendary Coasts DMO; **Bonnie Goudie**, Labrador Straits Historical Development Corp; **Valérie Saltel**, ExploreTNL; **Charlene Penney**, Penneys Pitstop/Penneys Suites; **Shae-Lynn Roberts**, Salmon Bay Farm; **Nadine MacAulay**, Town of Happy Valley-Goose Bay; **Yvonne Hardy,** Atlantic Canada Opportunities Agency; **Carol Burden**, Alexis Hotel; **Kya Costigan**, Gateway Labrador; **Rob Pilgrim, Cain's Quest; Lynn Taylor,** Tourism, Culture, Arts and Recreation (Gov NL), **Lydia Rickards**, Labrador West Chamber of Commerce/Gateway Labrador; **Shena Fowler**, Whalers Quest Ocean Adventures; **Caroline Swan**, NLITA; **Bill McElree**, Nunatsiavut Government; **Jill Larkham**, Nunatsiavut Government; and **David Hall**, Gateway Labrador.

Staff:
Randy Letto-Executive Director; **Fernanda Romero**- Project Coordinator

Destination Labrador AGM Summary

The Annual General Meeting reviewed the 2024-2025 fiscal year, focusing on financial statements and organizational initiatives.

Financial Highlights:

- Net assets increased to $247,093 (from $211,424 in 2024)
- Operating budget: $862,000 over three years

- Key funding from Department of Tourism, Atlantic Canada Opportunities Agency, and Department of Industry, Energy and Technology

Key Marketing Initiatives:

- Expedition 51 Partnership with Tourism Quebec Nord: Bilingual website with 51,000+ visits, 44-page practical guide, digital maps, and stickers
- Consumer shows in Toronto, Ottawa and Montreal showing increased awareness of Labrador.
- Rendez-vous Canada Marketplace and Tradeshow shows continued demand for group travel
- 28 travel offers listed across regions on NewfoundlandLabrador.com

Strategic Focus Areas:

- Destination development and industry engagement
- Winter tourism strategies and potential Route Blanche snowmobile partnership
- Season extension planning (May-June and September-October)
- New Parks Canada infrastructure projects at Red Bay and Mealy Mountains National Park

Key Discussions:

- Distribution of Expedition 51 materials to hotels, gas stations, and municipal offices
- Municipal room tax alignment with tourism strategy
- Social media content sharing practices
- Better coordination with provincial government on trade shows
- VIC staffing challenges and information sharing

Board Elections:

- 8 directors elected, including 7 existing members and new nominee Sheena Fowler from Whaler's Quest Ocean Adventures

Future Actions:

- Schedule longer fall in-person AGMs for better stakeholder engagement
- Improve financial statement distribution process
- Explore Teams channel for VIC communication

Website & Documentation:

- Update website with 2024 and 2025 financial statements and meeting materials
- Update financial statement distribution process for future AGMs

Marketing & Distribution:

- Encourage operators to complete Expedition 51 economic impact survey
- Expand Expedition 51 stickers/maps distribution to municipal offices, hotels, gas stations
- Seek municipal sponsorship for increased production
- Update travel offers and operator profiles on NewfoundlandLabrador.com
- Provide one-on-one support to operators, especially in Lab West

Communication & Engagement:

- Plan longer/earlier fall AGM for better stakeholder engagement
- Explore Teams channel for VICs and community tourism groups
- Review and update social media following list for tourism operators
- Continue updating Expedition 51 link on Destination Labrador website, online map and printed materials
- Coordinate new board meeting to elect officers
- Consider organizing larger in-person stakeholder meeting (subject to financing)

Key Takeaways from Destination Labrador AGM

Financial Health:

- Organization is financially stable with growing net assets ($247,093, up from $211,424)
- Secured multi-year funding ($862,000 over 3 years) from multiple government sources

Marketing Success:

- **Expedition 51 partnership** is the standout achievement - bilingual website with 51,000+ visits, practical guides, and strong Quebec market engagement
- Increased awareness of Labrador at major consumer shows (Ottawa, Toronto, Montreal)
- Re-designed www.destinationlabrador.com with new travel stories
- Launched Expedition51.com a fully bilingual webpage
- 35,000 copies of a way-finding map for expedition51

- A print and digital Expedition 51 map of 75 things to see and do in Labrador
- A detailed google map directing visitors to actual street addressed for tourism services in Labrador as well as the Quebec region of Expedition51.
- Webpage had 51,000 visits from date of launch.
- Expedition51 decals and distribution through regional visitor information centers.
- Expedition51 tv advertisement in the Quebec market from a new video (one of five new tv ads) and photography sponsored by Tourisme Cote-Nord and Destination Labrador.
- Record visitation in 2025 at major attractions like Point Amour and Red Bay

New Strategic Priorities:

- **Season Extension** - Focus on shoulder seasons (May-June, September-October) to increase tourism viability
- **Winter Tourism Development** - Exploring Route Blanche snowmobile partnership
- **Infrastructure Growth** - New Parks Canada projects at Red Bay and Mealy Mountains National Park
- **Municipal Tourism Tax on Accommodations** – Meetings started with the Town of HV-GB
- **Expanding Expedition51 Marketing and Partnership** – look at increased decals, maps and additions to the webpage
- **Nao San Juan Revisit to Red Bay –** The rebuild of the ship is an international story and it's coming to Red Bay

Operational Challenges:

- Need better coordination between stakeholders (VICs, municipalities, operators, provincial government)
- VIC staffing and information sharing issues
- Municipal room tax alignment needed
- Operators need more support updating online profiles

Governance:

- Strong board continuity with addition of new member from Whaler's Quest
- Recognition that AGM format needs improvement for better engagement (in-person)

Meeting Details per Agenda:

1) Welcome and Introductions

Randy welcomed participants to the meeting and thanked them for attending.

2) Call to Order

The meeting was called to order by Peter Bull at 2:11 pm. He welcomed everyone and turned the meeting back over to Randy. Randy read the Land Acknowledgment. As we meet today, we respectfully acknowledge the land of which we are gathered as the ancestral homelands of the Innu and the Inuit of NunatuKavut and

Nunatsiavut. We proudly acknowledge our role in the many relationships that make up our home and commit to the spirit of reconciliation for the future.

3) Approval of Agenda

Motion to adopt the agenda moved by Gordon Rendell, seconded by Edward Blake-Rudowski. All in favor.

4) Adoption of Minutes AGM 2024

Review of the 2024 Minutes. Randy presented the minutes online and acknowledged copies being sent to those registered for the meeting. Motion by Greg Wheeler to adopt the minutes of 2024, seconded by Gordie Rendell. All in favor.

5) Business Arising

Greg Wheeler asked about the discussion regarding the Town putting together a tourism board/working group again for central Labrador. There was some expression but there hasn't been any formal effort, but it appears there is a group coming together around the initiative by the Grand River Snowmobile Club regarding season extension.

6) Financial Report

Randy presented the financial statements on behalf of Treasurer, Ernie Mclean, as prepared by Brian Scammel, CPA for the years ending March 31, 2024/25. Statement of Financial position.

Restricted cash is a GIC as collateral for the Company credit card. Very few assets. Current Liabilities $30,183 mostly accounts payable and wages payable. Cash assets $302,276 in 2025, $229,677 in 2024.

Revenue and Expenses. Core funding from the Department of Tourism Culture Arts and Recreation $150,000, $64,000 from the Department of Industry Energy and Technology and Atlantic Canada Opportunities Agency $66,000, these are contracted agreements with the three organizations and last from Destination Labrador partners/members contributed $25,567 for total of $306,302, that's primary or Annual Budget. Salaries and marketing promotion in 2025 is 92,000 we have professional fees 13,000, rent $4,850, office supplies $2,000, a similar for communications and insurance. Total expenses of $270,633 compared to $209,959 in 2024 for a total of $35,669 at the end of the year in excess revenue over expenses.

Statement of Changes in net Assets. We ended the year at $247,093 versus $211,424 in 2024. Statement of Cash Flow we had $35,669 in excess revenue over expenses plus capital assets of $468 for a total of $36,137. Cash at the end of the year $198,713 versus $153,998 in 2024.

Notes to the Financial Statements. Randy reviewed the Accounts receivable $83,460, the restricted cash of $10,003 in the GIC, capital assets of $703, breakout of marketing and promotion; Travel and tradeshows $31,357 $ and $31,592, media fam tours $15,560, and website $3,700 and other advertising and product development.

For related third-party expenses there is a note on rent cost as our office now is at the Executive Directors home a setup we've had for past six years, so rent is a compensated cost as a result.

Question, did you guys have another employee, there was an additional $45,000 in wage expenses this year? We picked up a second employee in Feb '24 so Fernandez Romero is the new employee so a little over a month to end of the year in 20024 and then the following year with a substantial increase because we have a full year with her employed. A structural question asking if this actually the 2025 AGM or the 2026? We would've had

this meeting last Fall but had trouble trying to get the board together so we pushed us into this year, but this is a 2025 AGM with statements to March 31, 2025. The annual report presentation will cover activity from 24 to 25. Question from Michael Ward, shouldn't it happen earlier. Yes, in November typically or into early January that's the practice, so we should have another meeting early Fall 2026. Question by Jamie Pye, IET, so this is presenting March 2025 for approval and not up to March 2024? We chose not to present them because the financial statement of 2025 included a comparative to 2024, so the presentation was of both of them. Jamie, emphasized that it's a good point when you move forward by year and you present all at the same time to go through the 2025 statements and numbers but your notes to financial statements may have different considerations and it would be good practice to make sure you've got both covered off technically. Randy presented the March 31, 2024 statements and run through of Notes to the Statements and the Auditor's conclusions. Question asking if the statements will be available online after and sent in future sent in advance with the meeting agenda. Yes they can be placed online and made available.

Motion, moved by Greg Wheeler and seconded by Peter Bull to adopt the financials statements of 2024 and 2025. All in favour, motion carried.

Michael Ward raised a question about process, and eligible voters and Randy explained votes are limited to partners, those members that that contributed to the financial activities of the organization, but it's been a practice to allow everyone to vote. Michael Ward said the Gateway and Chamber expressed a desire to register a contra minded vote not seeing the financials statement in paper or online form or time to review. So the motion stands carried and meeting minutes to reflect the discussion.

Question raised by Rod Pilgrim is it a plan to provide information in advance of the meeting and if the plan is to have a Fall AGM going forward? Randy responded that that was the plan going forward.

7.0 Annual Report Presentation

Highlights:

Annual Report was presented online by Randy.

- Presentation of the mandate, business plan, Board members and staff
- Support to content on www.newfoundlandlabrador.com
- Partnerships with industry and Department of Tourism to represent Labrador tourism product and offers in the market under the NL tourism brand.
- Destination development is largely centered in working groups like Central Labrador Winter Tourism Initiative, Expedition 51, Red Bay Steering Committee and others
- New work around season-extension and new market readiness programs like Exceptional Experiences
- Travel offers were reviewed around Labrador like Whalers Quest Ocean Adventures and Northern Lights Dogsledding

Randy started the online presentation explaining the presentation outline to be about who we are, the organizational structure, how we budget and finance or work and the past year activities and what planning looks like into 2026.

Destination Labrador is a not-for-profit organization established in 1992, with a focus on regional marketing, product development, and market readiness initiatives. The organization operates on a partnership-based

model, with a minimum investment of $250 per partner per activity. The focus is business to business approach to marketing and product development. One interesting note about our organization, which sets us apart from others, is that we are not a membership-based organization, so you don't find a membership fee for joining Destination Labrador. In fact, if you're a tourism service, it's free to join our organization.

Question by Ed Blake-Rudowski regarding the MRC in Quebec and Randy clarified it was in reference to the partnership with Expedition 51 MRCs like Caniapiscau and Golfe Sainty Laurent which borders the Labrador regions in Fermont-Labrador west and Blanc Sablon to the south.

Question by Ed Blake-Rudowski, what is a travel offer. Randy gave an explanation and featured current travel offers on www.newfoundlandlabrador.com.

Question by Michael Ward, asking why nothing from Labrador West, is there anything operators need to be aware of to help with them getting travel offers listed. Randy explained tourism operators already profiled on www.newfoundlandlabrador.com can use their existing accounts to feature offers and gave examples of tourism operators registered in Labrador West.

Question by Michael Ward regarding how to get more content from Labrador West on the Expedition51 map like Pizza Delight. Randy explained that there is a space limit to listing every business so no listed businesses like restaurants or accommodations. It is more about responding to the first question asked by consumers, what is there to see and do. Further question by Michael, is how does trails listed on newfoundlandlabrador.com from Labrador West get listed. Randy explained we get the content from registered operators and operations on www.newfoundlandlabrador.com.

Question by Rob Pilgrim asking about where the decals for Expedition 51 are distributed. Randy explained they are distributed through the Visitor Information Centers (VICs) from Baie-Comeau to Blanc Sablon which supports more information already in the form of brochures at the VICs. Rob pointed out that there may be more visitors expecting to see them at gas stations, hotels or parks that nay not visit a VIC. Randy explained all is possible with more partners and financing.

Question from Ed Blake-Rudowski regarding the partnership for expedition51 and how the province of Quebec pays for this. Randy clarified that it is the budget of Tourisme Cote-Nord through a hotel tax in their region.

Question from Trevor Kennedy, is the TIF fee being collected in the Straits. Randy responded no it isn't.

Question asked by Julia if Destination Labrador have any intention to approach municipalities regarding a partnership on the new tourism tax. Randy said we remain open to have more discussions with the towns and with the Chamber of Commerce to ensure it aligns with the strategy of the region and province. There is a guiding document which points out the advantages of partnering with a DMO like Destination Labrador and what is an acceptable tourism investment.

Question from Greg Wheeler, how can we use the success of maps Expedition 51 to do the same for taking it to the winter tourism side. Randy mentioned the Route Blanche marketing of the snowmobile trails to southern Labrador. Greg mentioned the work of working with operators in Central Labrador and Becken Photography/Creative. Shae-Lynn Roberts reiterated the work of promoting the Route Blanche and how weather does play into the visitation positively when there is cold weather. Connecting with other areas of Labrador is important.

Question from Lydia about the shows that Destination Labrador attends and if there is a policy or strategy that ensures Labrador content or if that role falls back to the province for those shows we do not attend? Randy explained yes that the province does attend more shows than what we do and our limitation is financial and market focus on key markets where our visitors come from like Ontario and Quebec. Most DMOs attend the same shows we attend. Other opportunities require larger budgets and partnerships with tour operators for events further outside the key markets and certainly content on newfoundlandlabrador.com like travel offers is very important.

Question by Jill Larkham, wanting to know what is happening around season extension planning. Randy explained that the season extension is focused on the shoulder months of spring and fall were the seasonality of weather and ice flow allows for possible visitation beyond the peak months of summer. In southern Labrador it may take the form of more travel offers tailored for a certain time period like May. In central Labrador that is becoming a focus on offer for the winter opportunities. We are open to meeting with sub-regional plan in Labrador that is in keeping with plans for the province and Labrador visitation that drives more traffic outside the main season. It may look like an event, or travel offers for some regions or a focus on ferry operations. Jill wanted to know if Destination Labrador would take the lead. Randy said we would not just lead but would want to hear from stakeholders in the region to learn about what is a priority for the industry especially to hear more from regions like the North coast.

Question asked about what is happening around the new park in Labrador and what Parks Canada is doing. Jill shared there is some new work around Beaver Brook for community support and tenting platforms. Randy indicated that there is a new Parks Canada field unit for Labrador and that this recent development is an opportunity to learn more about what specifically is happening within each Parks Canada park and historic site. Destination Labrador is very interested in being engaged and to provide input and information sharing. It is a real challenge to do engagement online and that more in-person stakeholder meetings would be a nice change. A hybrid approach like today's meet has 8-10 in-person but 40-50 online.

Lydia asked in the spirit of communication and partnership if a Teams channel for bilingual service at VICs would help and if there is any movement. Randy said it is a very easy low-hanging fruit, but the challenge is not all VIC s have full-time staff or capacity to do that work. We have tried but ran into the volunteer capacity issues like that in L'Anse au Clair and Blanc Sablon. Now there is more visitation coming and it remains a challenge for VICs that rely on volunteers and student employment.

Michael asked what the policy is on social media posts. Randy explained we are mostly reposting content from tourism operators that we follow in Labrador. If we miss something it is usually related to not having the content posted by an operator in Labrador.

8.0 Nomination Report

Randy presented the nomination report with a background on the By-Laws, the nomination process, eligibility, board members offering to stand, recent resignations and new nominations. Jill Larkham asked if you need to be living in the area that you are representing. Randy explained no that is not the case. Eligibility is defined by a registered tourism operator with TDMS (www.newfoundlandlabrador.com) and that the business service not an address defines their region for eligibility.

Standing for re-election:

Ernie McLean, Lab Heritage Society
Peter Bull, Battle Harbour Historic Trust
Greg Wheeler, Grand River Snowmobile Club
Susie Rumbolt. Riverside Efficiency Units
Gordon Rendell, Blue Spruce X
Carol Burden, Alexis Hotel
Charlene Penney, Penney's Suites

Resignations:
Charlene Rumbolt, Ange Dumaresque, Lydia Rickards, Carvey Noble, Lisa Parmiter

New Nominations:
Shena Fowler, Whalers Quest Ocean Adventures (eligible)
Craig Wallace, North Ltd. (ineligible, not a registered tourism operation)

Randy opened the floor for more nominations other than the current eight (8) nominations. Second call for nominations. Third and final call for nominations. No new nominations. Moved by Ed Blake-Rudowski to cease nominations seconded by Greg Wheeler. All in favour. Motion carried.

Randy thanked those for stepping up and serving. Next order of business will be to have the Board election for the executive offices. Randy indicated that the presentations will be placed on our website. Rob Pilgrim asked that the next meeting in the Fall would allow for more time to have more questions to be asked.

Peter thanked everyone and their comments and good takeaways. Motioned by Peter and seconded by Gordon Rendell to adjourn the meeting. All in favour. Motion carried.

The meeting was adjourned at 5:00pm.

_____ _____
Chairperson Secretary

_____ _____
Date Date

DESTINATION LABRADOR INC.

Financial Statements

Year Ended March 31, 2026

Draft for discussion purposes only

APPROVAL OF FINANCIAL STATEMENTS

SIGNATURE OF APPROVAL

Oct. 13 2026

DATE

Financial statements are issued as a PDF file. If you'd also like to receive the financial statements printed and bound, let us know how many copies you require:

DESTINATION LABRADOR INC.
Index to Financial Statements
Year Ended March 31, 2026

	Page
INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Revenues and Expenditures	3
Statement of Changes in Net Assets	4
Statement of Cash Flows	5
Notes to Financial Statements	6 - 9

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INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Directors of Destination Labrador Inc.

I have reviewed the accompanying financial statements of Destination Labrador Inc. (the Organization) that comprise the statement of financial position as at March 31, 2026, and the statements of revenues and expenditures, 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 (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.

Practitioner's Responsibility

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which require me 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, I do not express an audit opinion on these financial statements.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of Destination Labrador Inc. as at March 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with ASNPO.

Draft for discussion purposes only

St. John's, NL

Brian T. Scammell Professional Corporation
Chartered Professional Accountant

DESTINATION LABRADOR INC.

Statement of Financial Position

March 31, 2026

		2026		2025
ASSETS				
CURRENT				
Cash	**$**	**29,417**	$	198,713
Accounts receivable *(Note 3)*		**231,317**		83,460
Harmonized sales tax recoverable		**6,715**		8,214
Prepaid expenses		**3,068**		1,183
		270,517		291,570
RESTRICTED CASH *(Note 4)*		**10,003**		10,003
CAPITAL ASSETS *(Note 5)*		**1,807**		703
	$	**282,327**	$	302,276
LIABILITIES AND NET ASSETS				
CURRENT				
Accounts payable and accrued liabilities	**$**	**12,927**	$	24,337
Wages payable		**6,211**		5,846
		19,138		30,183
DEFERRED INCOME		**-**		25,000
		19,138		55,183
NET ASSETS				
Unrestricted assets		**261,382**		246,390
Investment in capital assets		**1,807**		703
		263,189		247,093
	$	**282,327**	$	302,276

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APPROVED BY THE DIRECTOR

_____ *Director*

See notes to financial statements

DESTINATION LABRADOR INC.

Statement of Revenues and Expenditures

Year Ended March 31, 2026

	2026	2025
REVENUES		
Department of Tourism, Culture, Arts and Recreation *(Note 8)*	**$ 150,000**	$ 150,000
Atlantic Canada Opportunities Agency *(Note 8)*	**78,517**	66,042
Destination Labrador stakeholders	**76,093**	25,567
Other	**3,000**	400
Department of Industry, Energy and Technology *(Note 8)*	**-**	64,293
	307,610	306,302
EXPENDITURES		
Salaries and benefits	**149,582**	147,879
Marketing and promotion *(Note 6)*	**113,580**	92,125
Professional fees	**15,273**	13,000
Rent *(Note 7)*	**4,850**	4,850
Insurance	**1,980**	1,840
Office and other	**1,842**	2,372
Communications	**1,411**	2,299
Interest and bank charges	**1,254**	1,048
Property taxes	**714**	300
Amortization	**643**	468
Board travel	**385**	1,502
Bad debts	**-**	2,950
	291,514	270,633
EXCESS OF REVENUES OVER EXPENDITURES	**$ 16,096**	$ 35,669

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See notes to financial statements

DESTINATION LABRADOR INC.

Statement of Changes in Net Assets

Year Ended March 31, 2026

	Unrestricted Assets	Investment in Capital Assets	2026	2025
NET ASSETS - BEGINNING OF YEAR	$ 246,390	$ 703	**$ 247,093**	$ 211,424
EXCESS OF REVENUES OVER EXPENDITURES	16,096	-	**16,096**	35,669
	262,486	703	**263,189**	247,093
PURCHASE OF CAPITAL ASSETS TRANSFERRED TO INVESTMENT IN CAPITAL ASSETS	(1,747)	-	**(1,747)**	-
PURCHASE OF CAPITAL ASSETS TRANSFERRED FROM UNRESTRICTED ASSETS	-	1,747	**1,747**	-
AMORTIZATION TRANSFERRED TO INVESTMENT IN CAPITAL ASSETS	643	-	**643**	468
AMORTIZATION TRANSFERRED FROM UNRESTRICTED ASSETS	-	(643)	**(643)**	(468)
NET ASSETS - END OF YEAR	$ 261,382	$ 1,807	**$ 263,189**	$ 247,093

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See notes to financial statements

DESTINATION LABRADOR INC.

Statement of Cash Flows

Year Ended March 31, 2026

	2026	2025
OPERATING ACTIVITIES		
Excess of revenues over expenditures	**$ 16,096**	$ 35,669
Item not affecting cash:		
Amortization of capital assets	**643**	468
	16,739	36,137
Changes in non-cash working capital:		
Accounts receivable	**(147,857)**	(24,513)
Accounts payable and accrued liabilities	**(11,409)**	11,462
Prepaid expenses	**(1,885)**	11
Harmonized sales tax recoverable	**1,499**	(3,850)
Deferred income	**(25,000)**	25,000
Wages payable	**365**	468
	(184,287)	8,578
Cash flow from (used by) operating activities	**(167,548)**	44,715
INVESTING ACTIVITY		
Purchase of capital assets	**(1,748)**	-
INCREASE (DECREASE) IN CASH FLOW	**(169,296)**	44,715
Cash - beginning of year	**198,713**	153,998
CASH - END OF YEAR	**$ 29,417**	$ 198,713
CASH FLOWS SUPPLEMENTARY INFORMATION		
Interest paid	**$ 1,254**	$ 1,048

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See notes to financial statements

1. PURPOSE OF THE ORGANIZATION

Destination Labrador Inc. (the "Organization") is a not-for-profit organization incorporated provincially under the Corporations Act of Newfoundland and Labrador. The Organization is exempt from the payment of income tax under Subsection 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 (ASNPO).

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

Certain operating expenses, prepaid expenses and capital asset purchases are recoverable at 50% as a rebate. The unrecoverable portion is recorded as an expense or asset as applicable, with the rebate treated as a receivable.

Capital assets

Capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives on a straight-line basis at the following rates and methods:

Computer equipment	5 years	straight-line method
Furniture and fixtures	5 years	straight-line method

Net assets

a) Net assets invested in capital assets represents the Organization's net investment in 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.

b) Internally restricted net assets are funds which have been designated for a specific purpose by the Organization's Board of Directors.

(continues)

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

c) Unrestricted net assets comprise the excess of revenue over expenditures accumulated by the Organization each year, not of transfers, and are available for general purposes.

Contributed services

The operations of the Organization depend on 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

	2026	2025
Department of Tourism, Culture, Arts and Recreation	**$ 150,000**	$ 66,042
Other receivables	**81,317**	17,418
	$ 231,317	$ 83,460

4. RESTRICTED CASH

Restricted cash consists of a term deposit maturing on January 20, 2027 at 2.45% per annum used to secure a VISA credit card with a $10,000 credit line. As at March 31, 2026, the balance of restricted cash was $10,003.

5. CAPITAL ASSETS

	Cost	Accumulated amortization	**2026 Net book value**	2025 Net book value
Computer equipment	$ 3,621	$ 1,814	**$ 1,807**	$ 703
Furniture and fixtures	25,797	25,797	**-**	-
	$ 29,418	$ 27,611	**$ 1,807**	$ 703

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6. MARKETING AND PROMOTION

	2026	2025
Media FAM Tour	$ 32,852	$ 15,560
Trade shows	26,399	31,592
Travel Trade Show	22,643	6,747
Travel	10,848	31,357
Other advertising	8,873	2,646
Product development	7,701	240
Website	3,985	3,702
Stake/work group meetings	279	281
	$ 113,580	$ 92,125

7. RELATED PARTY TRANSACTIONS

The following is a summary of the Organization's related party transactions:

	2026	2025
Randy Letto		
(Executive Director)		
Rent	$ 4,850	$ 4,850
Reimbursements for travel and office supplies	23,506	32,788
	28,356	37,638
	$ 28,356	$ 37,638

The Organization's previous office space located at 174 Hamilton River Road closed as of July 30, 2020. The Organization's current office is located in office space in the home of the Executive Director.

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

8. GOVERNMENT ASSISTANCE

The Organization received a grant of $150,000 (2025 - $150,000) in "Core Funding" from the Government of Newfoundland and Labrador via the Department of Tourism, Culture, Arts and Recreation. This amount has been recognized in income.

The Organization received payments of $78,517 (2025 - $66,042) from the Federal Government of Canada via the Atlantic Canada Opportunities Agency under the Business Development Program. This amount has been recognized in income.

The Organization received payments of $0 (2025 - $64,293) from the Government of Newfoundland and Labrador via the Department of Jobs, Growth and Rural Development to support operations of the Organization. This amount has been recognized in income.

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.

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9. ECONOMIC DEPENDENCE

The Organization receives funding from the Department of Tourism, Culture, Arts and Recreation, the Department of Jobs, Growth and Rural Development (formerly Department of Industry, Energy and Technology), and the Atlantic Canada Opportunities Agency. Funding is limited to specific time frames and is subject to compliance with specific terms and conditions. Funding from the Department of Jobs, Growth and Rural Development and the Atlantic Canada Opportunities Agency was approved up to March 31, 2027. Funding from the Department of Tourism, Culture, Arts and Recreation is approved annually.

10. 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.

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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

Current Directors and Nominations		Region of Labrador:	Private Sector	NFP/Other	Joined	Position	Expiration Date
Ernie McLean Lab Heritage Society		Central		✓	Re-elected March 2026	Treasurer	Fall 2027
Peter Bull Battle Harbour Historic Trust		South		✓	Re-elected March 2026	Chair	Fall 2027
Greg Wheeler Grand River Snowmobile Club		Central		✓	Re-elected March 2026	Director	Fall 2027
Susie Rumbolt Cloud 9 Boat Tours		South	✓		Re-elected March 2026, Resigned April 2026		
Gordon Rendell Blue Spruce X		North	✓		Re-elected March 2026	Director	Fall 2027
Carol Burden Alexis Hotel		South	✓		Re-elected March 2026	Director	Fall 2027
Charlene Penney		South	✓		Re-elected March 2026	Director	Fall 2027
Shena Fowler		South	✓		Elected March 2026	Director	Fall 2027
Resignation Rec'd							
2026 Nominations							
Nominations		**Region of Labrador**	**Private Sector**	**Not for Profit/Other**			
Jillian Larkham		North		✓			
Vacancies to be Filled							
Name		**Region of Labrador**	**Private Sector**	**Not for Profit/Other**			

Section 7.0
DL – By Laws

Director Appointments

All partners, members and regional tourism associations (which original tourism associations shall be in Labrador and whose eligibility to appoint a director shall be determined by the Board), shall have the right to nominate directors to the Board provided the directors recognize and deem the partners, members and regional tourism association to be validly constituted. Each region will be represented by a minimum of two directors;

Qualification

No person or organization shall be qualified to be or appoint a director if:

- he or she, as the case may be, is less than nineteen years of age
- he or she is of unsound mind and has been so found by a court in Canada or elsewhere;
- he or she is not an individual; or
- he or she has the status of a bankrupt

A director must be a "stakeholder" of an organization or business in good standing with the Tourism Destination Management System (TDMS) (the Newfoundland and Labrador Tourism Operator Portal). "Stakeholder" means government agencies, businesses, organizations, members and partners operating in Labrador with a vested interest in the Mission and Goals of the Company (Destination Labrador Inc.).

Election and Term of Office

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.

Director Nomination Form

Nominee

I hereby nominate Jillian Lre from the region of: (select one)

□ Western Labrador
☑ Northern Labrador
□ Central Labrador
□ Southern Labrador and Straits

This candidate is also letting their name stand to run for the Officer position of:
(Select one or more)

□ Chair
□ Vice-Chair
□ Secretary
□ Treasurer

Rationale for this nomination: (Please provide name of main business/employer, job title, place of residence, tourism industry experiences and/or volunteer experiences)

Type text here

I have been involved in the tourism industry for 13 years and currently am the lead for tourism with the Nunatsiavut Government. I oversee the product development and marketing for Nunatsiavut, oversee the Torngat Mountains Base Camp and Research Station as well as some work within the Mealy Mountains National Park Reserve.
I have served on the Board with Destination Labrador in the past as well as the Indigenous Tourism Association of Canada and the Newfoundland and Labrador Indigenous Tourism Association.

Nominator

Name: Jillian Larkham Email: jillian.larkham@nunatsiavut.com

Nominator must confirm acceptance by nominee in advance of submitting nomination form with their signature below.

I, Jillian Larkham, hereby accept this nomination.
(Print nominee name here)

Nominee Signature: Jillian Larkham

Nominee Contact:
Phone: 896-=8582 Email:jillian.larkham@nunatsiavut.com

Please submit your nomination form to: Randy Letto, randy@destinationlabrador.com

5.1 Role of the Executive Director

The following are the key duties and responsibilities of the executive director.

- Administers the day to day operations of the organization.
- Implements policies and programs.
- Supervises staff.
- Provides support to board and committees.
- Strategic planning.
- Sets specific goals and outcomes under the general direction of the board of directors.
- Identifies resources needed to achieve goals.
- Communicates with key stakeholders.
- Assesses potential impacts of programs and activities and advises board.
- Facilitates evaluations of programs and services.
- Financial management
- Provides regular reports, updates, and workplans to the board.
- Maintains positive image of the organization in the community at large.
- Networks and builds relationships with key stakeholders and partners.
- Public relations.
- Provides professional advice to the board as required.
- Attends all board meetings.

5.2 Role of Board Members

Perhaps the most common complaint of executive directors concerning boards is either that they provide too much direction by interfering in the day to day operations or they provide too little direction and the executive director is left with an unclear mandate. Notwithstanding the fact that the executive director, as a professional, should seek this clarification before even assuming the job; it is incumbent on the board to outline its role and responsibilities.

The board has the ultimate responsibility for the organization. When recruiting board members, it is good practice to consider the skills of these members and what they can bring to the board.

The following are the key duties and responsibilities of the board members.

- Establish policy.
- Provide general guidance to the executive director while recognizing the executive director's management function and authority.
- Delegate the management and administrative details to the executive director.
- Consult with the executive director on programs and activities.
- Hold the executive director accountable for the performance of the organization.
- Provide performance appraisals.

- As required, serve as officers of the board.
- Serve on committees and working groups.
- Attend board meetings and contribute to the discussions.
- Report back to partner organizations as required
- Uphold the image of the organization in the community at large.
- Assign duties and responsibilities to the executive director through the chairperson.

5.3 Role of Committees/Partnership Working Groups

Committees and working groups can also include non-board members and are an excellent vehicle for bringing expertise, as well as support to the organization. Committees and partnership working groups should be chaired by board members or, at the very least, have an established system for reporting to the board. It is essential that the committees understand that they operate under the authority of the board and report to the board. They are not decision-making bodies in themselves.

Except for the standing committees of the board, committees and partnership work groups usually have an established task and timeline.

Annual work plans should be prepared by the executive director and submitted to the board for approval. These work plans should guide the executive director's work and priority activities and should be reviewed and updated at every board meeting.

6.0 Confidentiality

Whereas the board member has access to information respecting financial, planning and other operational data that disclose internally sensitive information for DLI and whereas DL provides to the board member the confidential information for the sole purposes of being informed of DLI activities and contributing to informed decisions, and whereas the board member must agree that (s)he will restrict his/hers use of the confidential information as outlined in the Confidentiality Agreement and agrees to execute and confirm the same, that in consideration of the foregoing and of the furnishing of the confidential information by DLI to the Board Member, and intending the board member to be legally bound, the board member agrees to the provisions in the Confidentiality Agreement (attached).

CONFIDENTIALITY AGREEMENT

THIS AGREEMENT made at the Town of Happy Valley – Goose Bay, in the Province of Newfoundland and Labrador, this the 04 day of November, 2026.

BETWEEN:

(Jillian Larkham**)**

(hereinafter called the **"Board Member"**)
of the one part

AND: **DESTINATION LABRADOR INC.,** a body corporate, duly incorporated and existing under the laws of the Province of Newfoundland and Labrador
(hereinafter called the **"DLI"**)
of the other part

WHEREAS the Board Member has access to information respecting Financial, Planning and other Operational data that disclose internally sensitive information for DLI (hereinafter referred to as the **"Confidential Information"**);

AND WHEREAS DLI provides to the Board Member the Confidential Information for the sole purposes of being informed of DLI activities and contributing to informed decisions;

AND WHEREAS the Board Member has agreed that (s)he will restrict his/hers use of the Confidential Information as per this Agreement and has agreed to execute the within Confidentiality Agreement to confirm same;

NOW THEREFORE WITNESSETH that in consideration of the foregoing and of the furnishing of the Confidential Information by DLI to the Board Member, and intending the Board Member to be legally bound, the Board Member agrees as follows:

1. The Board Member agrees that (s)he shall receive, protect and maintain the Confidential Information in the strictest confidence and that (s)he will not use the Confidential Information for any purpose other than to participate in the good management of DLI and will not disclose the Confidential Information to any other party.

2. The Board Member shall safeguard the Confidential Information and acknowledges and confirms that the release, publication or dissemination of any Confidential Information could be harmful to DLI and may result in a claim for damages by DLI or any other entity as against the Board Member.

3. The Board Member agrees that upon written request by DLI (s)he will promptly return all Confidential Information and any and all copies thereof that is in or on any medium including, without limitation, written, printed, photographic, electronic or magnetic tape form, in the possession of the Board Member to DLI and shall make no further use of the Confidential Information.

4. The Board Member acknowledges that disclosure of Confidential Information or any violations of this Agreement may cause significant, immediate and irreparable harm and damage to DLI and that monetary relief may not be adequate to compensate DLI. Consequently, DLI shall have the right to seek injunctive relief from the Board Member in the event of any breach of this Confidentiality Agreement by the Board Member, in addition to monetary relief and any other remedy set forth in this Agreement or available at law or in equity. DLI shall be entitled to reasonable legal fees and court costs in any action to enforce the provisions of this Agreement. The Board Member also indemnifies and saves harmless DLI for any claims for damages or monetary losses as a result of a breach of this Agreement by the Board Member that may result in a claim by a third party.

5. This Agreement shall be binding upon the Board Member and his/hers successors and permitted assigns and shall endure to the benefit of DLI and its successors and assigns.

6. This Agreement shall not be assigned by the Board Member in whole or in part without the express written consent of DLI, which consent may be withheld for any reason.

7. The Board Member shall, without further consideration, at all times and from time to time hereafter do such further acts and execute and deliver such further documents as may be reasonably necessary or desirable to give full effect to the provisions of this Agreement.

8. The parties agree that this Agreement shall be construed in accordance with the laws of the Province of Newfoundland and Labrador and that all proceedings hereunder shall be litigated before courts located in the Province of Newfoundland and Labrador.

IN WITNESS WHEREOF the parties have caused these presents to be executed in accordance with its regulations the day and year first before written.

SIGNED, SEALED AND DELIVERED
by the Executive Director, in the presence of:

_____ _____ Jillian Larkham

Witness Board Member

SIGNED, SEALED AND DELIVERED **DESTINATION LABRADOR INC.**
by DLI, in the presence of:

_____ _____

Witness DLI