DESTINATION ONTARIO

An Agency of the Government of Ontario

ANNUAL REPORT

2020-2021

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TABLE OF CONTENTS **Page No.**

Message from the Chair	3
Message from the President & CEO	3
Corporate Overview	5
Organizational Overview	6
Organization Structure	9
Corporate Governance	9
Strategic Directions	11
Activities and Achievements	12
Performance Measures	36
Risk Assessment	38
Financial Statements	38

MESSAGE FROM THE CHAIR

It was a pleasure to be appointed as Chair of Destination Ontario in the fall of 2020 and I look forward to working alongside my fellow Board members and the team at Destination Ontario to share Ontario's beauty and experiences.

Unfortunately, due to COVID-19, this year, Destination Ontario was required to shift course from its traditional marketing activities and focus on supporting the industry through other inspirational ways for future travel. I am pleased with the staff at Destination Ontario for working conscientiously to support the industry in new ways and through the organization's plans within its Roadmap to Recovery.

I want to recognize the Ministry of Heritage, Sport, Tourism and Culture Industries for their efforts to support Destination Ontario's work. I also want to thank all my fellow Board members, most of whom were newly appointed like myself. Finally, on behalf of the Board of Directors, I also want to acknowledge, Lisa LaVecchia, President and CEO, and her team of dedicated staff at Destination Ontario. Together all of us look forward to working collaboratively to promote the wonder of Ontario again.

Todd Halpern
Chair, Destination Ontario

MESSAGE FROM THE PRESIDENT & CEO

The COVID-19 pandemic has been a difficult challenge for everyone and especially for Ontario's tourism industry. I am proud of the team at Destination Ontario for stepping up to support the industry in new ways. As an organization, Destination Ontario is used to promoting travel across the beautiful regions in Ontario, for sharing unique tourism experiences and for celebrating culture and diversity through festivals and events. However, the last year saw the organization pivot its promotional expertise and focus on inspiration for when travel resumes.

I am pleased that Destination Ontario's plan through the Roadmap to Recovery is in place to ensure the tourism industry comes back stronger than ever, Destination Ontario is here to support the resilience of Ontario's industry and to make Ontario one of the best places to visit again in the future.

I want to thank Todd Halpern, the new Board Chair, along with the Board of Directors for guiding the team with their strategic direction. I also want to recognize the support of colleagues within the Ministry of Heritage, Sport, Tourism and Culture Industries with whom the collaboration together helped in many ways. Lastly, I cannot thank the team at Destination Ontario enough, who have always been a wonderful group of staff to

work alongside, but especially this year when they recognized the challenges of the industry and went above and beyond to support tourism stakeholders. Destination Ontario will continue to support this important industry in the days and months ahead.

Lisa LaVecchia
President & CEO, Destination Ontario

CORPORATE OVERVIEW

Vision
To position Ontario as a preferred global destination.

Mission
To generate increased visitation by Ontario, Canadian and international tourists, enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships.

Mandate
Destination Ontario is governed by Ontario Regulation 618/98 under the *Development Corporations Act*. Its mandate, as provided for in the regulation, is:

(a) to market Ontario as a travel destination;
(b) to undertake joint marketing initiatives with the tourism industry;
(c) to support and assist the marketing efforts of the tourism industry; and
(d) in cooperation with the tourism industry, the Government of Ontario, other governments and other agencies of governments, to promote Ontario as a travel destination.

The following principles support the mandate:

(a) Destination Ontario is to lead the marketing of Ontario as a travel destination nationally and internationally;
(b) Destination Ontario and regional organizations are to work together to market travel within Ontario;
(c) Destination Ontario is to deliver marketing services that contribute to regional and economic development;
(d) Destination Ontario is to become a centre of excellence supporting provincial marketing; and
(e) Destination Ontario is to engage in partnerships to support the above objectives.

Destination Ontario is the organization's corporate operating name; the Ontario Tourism Marketing Partnership Corporation (OTMPC) will continue to be the official legal name of the organization as per Ontario Regulation 618/98 under the *Development Corporations Act*.

ORGANIZATIONAL OVERVIEW

Destination Ontario works cross-functionally within all areas of the organization to deliver on its mandate to position Ontario as a renowned tourism destination, while also generating a strong economic impact for tourism businesses. Destination Ontario is organized under four key areas; the President's Office; Marketing, Strategy and Insights; Industry Relations, Media Relations and International Marketing; and Corporate Services and Operations. All areas work together to ensure the best use of organizational resources and expertise is applied to all activities and programs.

Outlined below is the day-to-day organizational activities of Destination Ontario in a normal marketing year. However, in 2020-21 with COVID-19 and the significant impact it had on Ontario's tourism industry, Destination Ontario's regular activities shifted to how the organization could best support the industry through the challenging times. Destination Ontario's stakeholder relationships, tourism guidance and strong delivery of marketing expertise continued to be applied to its work throughout the year.

President's Office

The President's Office provides executive support to the President and CEO in the operational planning, management and implementation of the organization's initiatives, including management of the Board of Directors. Additionally, as an agency of the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) Destination Ontario regularly liaises with the Ministry and collaborates across Ministerial portfolios where applicable.

The President's Office also oversees corporate communications, working closely with all areas of the organization to develop and implement targeted, strategic communications and public relations that support Destination Ontario's activities and highlight tourism's contribution to economic prosperity. This area is also responsible for corporate documents such as the strategic plan, annual business plan and annual report.

Marketing, Strategy and Insights

Marketing and Creative Services

Destination Ontario's core function as an organization is marketing Ontario as a tourism destination. Destination Ontario builds brand awareness through integrated marketing campaigns within Ontario, across Canada and in priority international markets to promote Ontario as a top travel destination.

As part of the content strategy, Destination Ontario delivers impactful campaigns that connect travellers with dynamic travel ideas through digital and social channels such as Facebook, Twitter, Instagram, written content, short and long-form video.

The organization's consumer website (destinationontario.com) promotes places to go and things to do, while also directly connecting consumers to industry partners to learn more and book their travel.

The corporate website (destinationontario.com/corporate) provides the tourism industry with research, marketing insights, as well as information on Destination Ontario's plans, programs, partnership opportunities and the ability to submit content and story ideas.

The Destination Ontario Creative Services team manages in-house creative work, including managing and creating video content, photography, graphic design and campaign asset development. The team also manages the Destination Ontario Media Hub (destinationontario.com/image) and provides assistance to stakeholders interested in using Destination Ontario visual assets. There is an array of inspiring rights-managed Ontario images and video in the Destination Ontario Media Hub, for partners and media to access for promotional purposes.

Northern Marketing and Partnerships
Destination Ontario has a specific focus on increasing visitation to Northern Ontario. Destination Ontario works with Northern tourism partners to market Northern Ontario's unique experiences and natural landscapes. In addition to marketing Northern Ontario as a destination overall, the marketing focus includes experiences often highlighted by the northern tourism industry, such as, angling, hunting, powersports touring and outdoor adventure experiences.

Technology, Data and Insights
Destination Ontario conducts tourism research that provides market intelligence and consumer behaviour analysis to enable the agency and tourism operators to make informed business decisions, be flexible to changing landscapes and deliver results for tourism businesses. Mobile and digital is massively impacting how visitors dream about, research and plan their travel, so it is even more important now that Destination Ontario develops consumer-centric, relevant and engaging marketing campaigns and content.

Further to developing effective marketing, Destination Ontario must measure results, understand where the organization has succeeded and where it must continuously improve and bring value to the consumer. The team focuses on measurement, campaign performance and insights to inform marketing strategies. This team is also responsible for designing in-market tests, agile marketing initiatives and evaluation of campaign effectiveness. Learning is further enhanced by consumer insights like brand health research to further refine strategies to meaningfully connect with visitors while maximizing value for money.

Destination Ontario's in-house technology team is a new function to the organization dedicated to building, optimizing and maintaining our web properties and marketing technology stacks. The opportunity to bring this talent and ability in-house grows the capacity to be a modern marketing agency and learning, adapting and optimizing in real-time as effectively and efficiently as possible.

Industry Relations, Media Relations and International Marketing

Industry Relations

As the lead provincial marketing organization, Destination Ontario is uniquely positioned to offer industry stakeholders the opportunity to leverage programs and activities to market their experiences and products; and to enter into important or new markets that might be challenging to access on their own. The team works closely with key stakeholders, including Regional Tourism Organizations (RTOs), destination marketing organizations (DMOs), sector associations and MHSTCI to keep these stakeholders informed on research, activities and opportunities for the tourism industry and to gather content for marketing purposes.

Earned Media and Broadcast Program

To generate media coverage of Ontario as a must-see destination, Destination Ontario works with editors, journalists, influencers and broadcast media partners. Ontario is highlighted through regular radio broadcast programming, special radio and TV broadcasts, customized media tours, regular provision of travel information to key media contacts, and participation in media marketplaces and events. Positive and targeted media coverage in global and domestic markets generates consumer interest that delivers travel results.

International Marketing

Destination Ontario promotes Ontario as a travel destination in priority international markets by leveraging the work of Destination Canada and the strength of the Canada brand, while differentiating Ontario from other provinces and territories. Travel to Ontario is promoted through consumer campaigns, business development with travel companies (tour operators, wholesalers and travel agents), inspiring positive third-party editorial, and ensuring a strong voice for Ontario at tradeshows, marketplaces and key events.

An integral team of in-market representatives in the United Kingdom, Germany, China and Japan supports – as an extension of the Destination Ontario team – with in-market intelligence, developing strategies, maintaining relationships with travel companies and media, and executing tactics. Keeping Ontario top-of-mind in an extremely competitive travel trade and media market is crucial; and leveraging the in-market team to maximize Ontario’s voice through these channels will be key to Destination Ontario’s recovery efforts.

Corporate Services and Operations

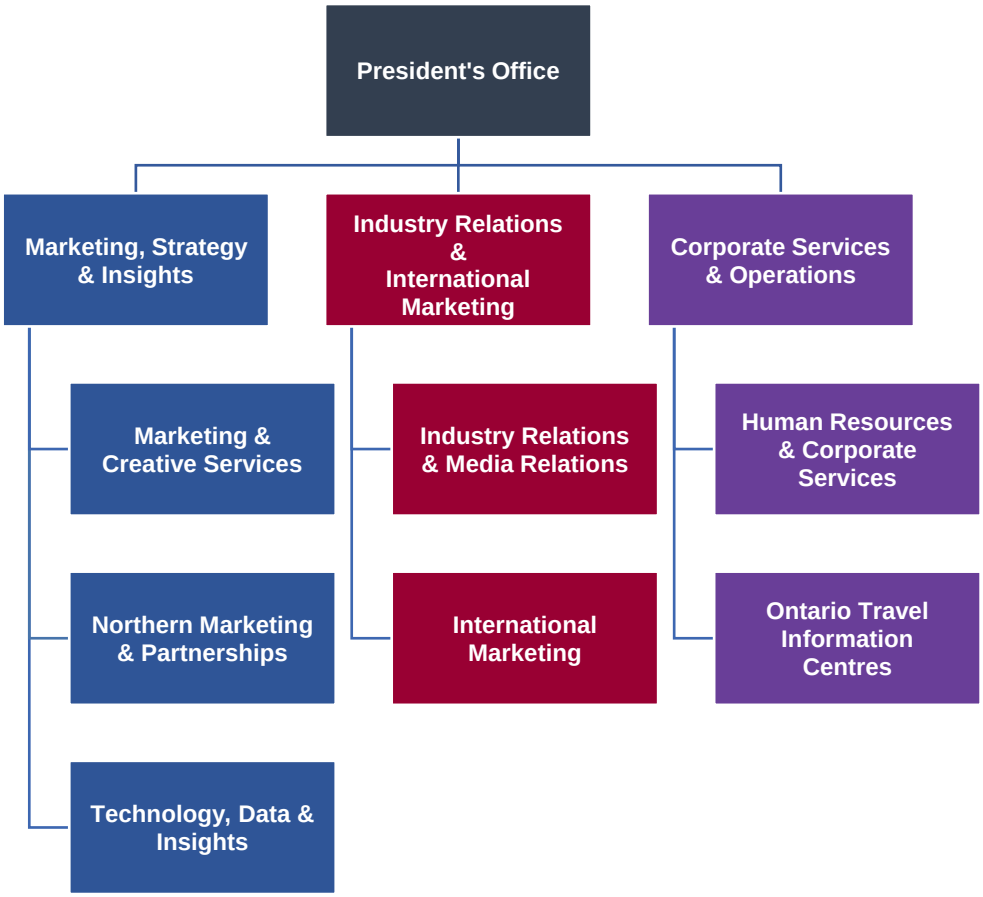
Human Resources and Corporate Services

The Human Resources and Corporate Services team oversees business operations, financial management, procurement, human resources, legal, facility, and information technology services management for Destination Ontario. This program area is also responsible for business continuity planning in the event of an emergency.

Ontario Travel Information Centres

Ontario Travel Information Centres (OTICs) staff provide a warm welcome to visitors travelling to and within Ontario via in-person, over the phone or by email. Destination Ontario's Travel Counsellors offer visitors valuable information on travel experiences and products to influence travel plans as well as personalized itineraries to stimulate increased tourism expenditures in Ontario.

ORGANIZATION STRUCTURE



CORPORATE GOVERNANCE

Board of Directors

Destination Ontario is governed by a Board of Directors comprised of business leaders who are appointed by the Lieutenant Governor in Council, based on recommendations from the Minister of Heritage, Sport, Tourism and Culture Industries. The Minister receives advice on Board membership from the Chair and other interested parties. The volunteer Board of Directors do not receive remuneration, though are eligible to claim allowable expenses under Ontario's Travel, Meal and Hospitality Expenses Directive.

Board of Directors (for fiscal year April 1, 2020 – March 31, 2021)

Todd Halpern, Chair
President
Halpern Enterprises
Toronto
October 1, 2020-September 30, 2023

Jim Marchbank, past Chair
Tourism Industry Representative
Sudbury
September 8, 2014-September 7, 2020 (Chair)
September 24, 2008-September 7, 2014 (Member)

Grace Sammut, past Vice Chair
Executive Director
Resorts of Ontario
Alliston
August 7, 2013-March 20, 2021

Andrew Dowie
Professional Engineer
City of Windsor
Tecumseh
May 28, 2020-May 27, 2023

Anita Gaffney
Executive Director
Stratford Festival
Stratford
August 31, 2017-August 30, 2020

Jesse Hamilton
General Manager
Deerhurst Resort
Port Carling
May 21, 2020-May 20, 2023

Cathy Kirkpatrick
Partner
Alphabet
Ottawa
May 21, 2020-May 20, 2023

Sumeeta Kohli
Owner
GLocal Marketing
Mississauga
April 16, 2020-April 15, 2023

Dennis Matthews
Vice President
Enterprise Canada
Toronto
March 11, 2021-March 10, 2024

Lauren McDonald
Director of Digital Public Affairs & Campaign Strategy
Proof Strategies
Toronto
January 21, 2021-January 20, 2024

Jasveen Rattan
Consultant
Mississauga
June 11, 2020-June 10, 2023

Deborah Richardson
Deputy Solicitor General
Correctional Services
Toronto
May 16, 2019-May 15, 2022

Minto Schneider
CEO
Waterloo Region Tourism Marketing Corporation
Kitchener
September 13, 2017-September 12, 2020

Hua Yu
Managing Partner,
Level5 Strategy Group
Toronto
August 17, 2017-August 16, 2020

STRATEGIC DIRECTIONS

Strategic Playbook 2018-2021

In spring 2018, Destination Ontario released its *Strategic Playbook 2018-2021*, a new three-year strategic plan for the organization. Fiscal year 2020-21 marked the final year of the three-year plan. The following outlines key highlights of Destination Ontario's *Strategic Playbook 2018-2021*.

Objectives

- Grow visitor volume and expenditures from Ontario's priority markets.
- Work across the industry through content and partnerships.
- Build a strong Ontario brand and regularly measure its impact.
- Provide content that visitors want and need.

Strategic Priorities

1) Visitor First Marketing

Destination Ontario will start with an empathetic understanding of the traveller's needs, interests, planning and purchase behaviour. We will focus marketing campaigns on inspiring consumers through their passions and interests. We will inspire travel to and around Ontario and focus investment on highest return markets. We will have modern marketing campaigns informed by data and analytics. Emerging technology and marketing trends will inform the mediums that we market in and activities we undertake.

2) Re-defining Partnerships

Destination Ontario will lead partners toward mutual success and provide value to our tourism partners. In the international markets, we will leverage the Canada brand and Destination Canada's work internationally to put Ontario first and drive economic impact. We will also lead Ontario stakeholders looking to access new market opportunities internationally.

3) Strong Research, Strong Outcomes

Destination Ontario will continue to develop a holistic research approach and improve how data is mined to incorporate insights into strategic planning and in all marketing activities across the organization. We will strengthen advertising impact tracking and investigate and adopt new, innovative measurement tools. Additionally, we will further enhance understanding of the consumers' path to purchase. We will have strong value-for-money evaluation practices and focus on campaign performance, insights and investment**.**

4) Dynamic Organization

Destination Ontario will connect, lead and inspire a team approach within our organization and across the industry. We will be nimble, adopt a culture of ongoing program evaluation and regularly evaluate program performance.

ACTIVITIES AND ACHIEVEMENTS

For the year fiscal year April 1, 2020 to March 31, 2021, Destination Ontario focused on supporting the tourism industry through the COVID-19 challenging times. Early in the pandemic, Canada, and other countries around the world, implemented the closure of borders to non-essential travel and recommended stay at home measures for its citizens. COVID-19 continues to significantly impact the economic prosperity of the tourism and travel industry.

In regular years of operation, the organization would focus on its core mandate of growing tourism visitation and increasing expenditures, however, this was not possible due to restrictions on non-essential travel. Destination Ontario's regular program activities were largely paused, including targeted marketing campaigns, media relations, broadcast programs, travel trade activities, joint marketing, partnerships opportunities, consumer information services and in-person visitor services.

Despite this pause on traditional programs, the organization used its valuable expertise and resources to support the industry whenever possible. Destination Ontario kept Ontario top-of-mind for future travel, as well as supported tourism initiatives, when it was safe to do so. This included activities such as the promotion of virtual content, supporting local, hyperlocal activities and any other activities that kept awareness of Ontario's tourism industry relevant.

PRESIDENT'S OFFICE

President's Office

The President's Office worked closely with the Board of Directors, Destination Ontario's senior management team, and MHSTCI to help Destination Ontario support the tourism industry through the COVID-19 pandemic. The President's Office was a key part of coordinating timely and collaborative efforts wherever possible, including supporting MHSTCI in several initiatives related to COVID-19 support for the industry. The President and CEO participated in the Minister's Advisory Councils, as well as the Tourism Economic Recovery Task Force to lend support and marketing expertise.

With the appointments of a new Chair and several new Board members, the President's Office played a key role in on-boarding new members. The President's Office also provided support to the President and CEO in a variety of important stakeholder events, including meetings, presentations, roundtables, etc.

Board of Directors

Destination Ontario's Board of Directors met four times throughout the year to provide advice, strategic direction and oversight related to agency activities. With the appointments of a new Chair of the Board, as well as several new members, Destination Ontario staff effectively guided these members in their new roles.

MARKETING, STRATEGY AND INSIGHTS

Roadmap to Recovery

Destination Ontario developed a phased Roadmap to Recovery strategic plan to help support the tourism industry during and post the COVID-19 pandemic. This global pandemic has had a devastating impact on tourism and Destination Ontario can play a critical role in supporting the industry by inviting travellers back to experience the beautiful province of Ontario, once it is safe to do so. Destination Ontario's Roadmap to Recovery was developed in alignment with the Government of Ontario's *Framework for Reopening our Province* and execution of the Phases of the Roadmap to Recovery will guided by the Ministry and all government health protocols and in lockstep with government directions.

The Roadmap to Recovery includes market plans that will be guided by the best possible market intelligence available to make timely and responsible decisions while remaining flexible and ready to shift as necessary. A phased marketing strategy will work to increase consumer confidence, support the industry and influence consideration of Ontario as a preferred destination starting with a hyperlocal focus and building towards welcoming back international high-yield travellers.

The phases of the Roadmap to Recovery are:

1. Support Local – encouraging Ontarians to support local businesses during the pandemic.
2. Restart – a hyperlocal to regional marketing plan to grow confidence back in travel and encourage safe, local travel.
3. Ontario Market – encourage Ontarians to travel in Ontario and invest back into the province with the help of a travel incentive.
4. Canada Market – encouraging Canadians to stay in Canada and choose Ontario for short- and long-haul travel.
5. United States (U.S.) Market – inviting back the U.S. traveller to Ontario through drive and fly market plans.
6. International Markets – maintain business development and media relations activities to keep Ontario top-of-mind throughout the pandemic and inviting back the international traveller for a long-haul trip to Ontario.

Social Strategy

Throughout 2020-21, Destination Ontario was able to support the industry mainly through its social channels providing inspirational content that demonstrated both the beauty of Ontario, along with the good of Ontarians who were providing support to fellow citizens (i.e. #OntarioSpirit). Destination Ontario also included social activity that highlighted virtual content ensuring ongoing awareness of Ontario's tourism industry. Additionally, there were also social elements that drove followers to Ontario.Live.

Overall, Destination Ontario's social engagement (Facebook, Instagram, Twitter) was:

- Approximately 2000 published posts and 16.3M total video views.
- 3,261,589 social engagements (likes, comments, shares, link clicks).

- 948,605 link clicks.
- Total social following of 765,485 with net audience growth of approximately 40,000.

Support Local Campaign
As part of Phase 1: Support Local, of Destination Ontario's Roadmap to Recovery plan, Destination Ontario developed and delivered the Support Local campaign; an integrated campaign to encourage Ontarians to shop and show their love for local. The campaign served as a rally cry for Ontarians to support local, showcasing the irreplaceable role businesses play in our communities. As an action, within social channels, the campaign built a platform that helped turn Ontarians into advocates for their local communities. The campaign aimed to ensure that the charm and experiences of Ontario's local communities are there for visitors from around the world to enjoy when the time is right to travel again.

The campaign was in-market Dec 14, 2020 to January 14, 2021. The target audience was adults, 21-65 and was delivered in English, French and 19 other multicultural languages. The campaign ran on television, radio, digital, social media and local community print and encouraged a safe, support local message – focusing on the close-knit, mutually beneficial relationship between local businesses and the communities they serve. Whether it was buying online, curbside pickup or ordering for takeout or delivery – Ontarians were encouraged to provide much-needed support to their local businesses; helping to protect Ontario's economic and social recovery.

The results of the Support Local campaign were positive:
- 19M completed video views.
- 162K leads to partners generated.
- 2.6K businesses featured.
- 98K web visits on campaign landing pages.
- +3.1% lift in overall intent to shop local after seeing Facebook ads.
- +4.1% lift in audience consideration to buy local after viewing YouTube ads.

Partner Amplification Campaigns
As part of the Roadmap to Recovery Phase 2: Restart, Destination Ontario delivered the start of a hyperlocal strategy in support of local Ontario tourism experiences. Destination Ontario delivered two flights of content (summer and fall) within social channels. The intention was to drive local consumers to local storytelling featuring near-market experiences. All partner content pieces and targeting were aligned to the regional health and safety guidelines put in place by the Government of Ontario.

- Distribution channel: Facebook.
- Audience(s): Unique 'localized' targeting on affinity audiences within RTO geographic areas.
- Results: 105,786 leads to partners generated.

Digital, Data and Technology Future
A major project in 2020-21 for Destination Ontario was the website refresh and launch of DestinationOntario.com with an in-house development team**.** Included in this project was the refresh of the consumer, corporate, and image and video bank websites which now exists under one new integrated website: www.destinationontario.com

- Consumer site - www.destinationontario.com
- Corporate site - www.destinationontario.com/corporate
- Destination Ontario Media Hub - www.destinationontario.com/image

The modernized sites focus on being visitor-first – providing consumers and stakeholders with the information that better meets audience's needs and interests based on user data and search interest. The websites also align with the Government of Ontario's commitment to being digital-first and its Digital Service Standard.

The refreshed site is focused on visitor experience and content relevance to ensure that Destination Ontario's travel content is relevant in relation to a particular search term or topic. The project included the following elements:

- Development of content style guide.
- Development of holistic content strategy.
- 300,000+ words of net new content writing.
- Representing 111 Regions, cities, towns and counties and 1,112 points of interest by June 2021.
- Over 200 pieces of editorial blog content by summer 2021.

The team also undertook the procurement of a modern digital asset management (DAM) technology that allows us to bring together user generated content (UGC) and DAM functionality in a single system. Features include intelligent search, public galleries and the addition of high-definition video. Over 4,000 rights-managed assets were uploaded with almost 300 users registered to date.

Ontario Live
Destination Ontario executed the delivery and maintenance of a new virtual hub, Ontario.Live (www.ontario.live), designed to promote and support businesses in the tourism, sport, and creative sectors. Ontario.Live was created during the early months of the pandemic to connect consumers with virtual experiences to showcase and enjoy Ontario talent and experiences while staying at home. Destination Ontario collaborated with Ontario Creates on some aspects of Ontario.Live including the integration of the MusicTogether.ca platform and Ontario film and television content.

Results included:

- 500+ businesses featured.
- More than 83,300 web visits.
- More than 5,300 leads to business.

Ontario.Live continues to evolve and is now integrated as a part of destinationontario.com. It will continue to be a hub for industry recovery efforts and to

connect consumers with arts, culture, music and tourism experiences, including a mapping function that is proximity based – to help consumers find experiences near them or near where they want to go.

Creative Services
Creative Services works in collaboration with industry partners to capture Ontario travel product and experiences, and to enhance Destination Ontario's collective ability to promote the province through stunning video and photography. The work of this team is all in-house to Destination Ontario and therefore provides both expertise and the value-added benefit of efficient use of resources.

Through the Destination Ontario Media Hub (destinationontario.com/image), the organization offers an image distribution library with a collection base of more than 4,000 high quality images and over 400 high quality b-roll clips from all over the province. Over the year, Destination Ontario migrated the digital asset management system to Crowdriff which allows for a more cross functional sharing of assets both within the organization and throughout the province with industry partners.

The Creative Services team also produced several dynamic creative pieces, including mid-level social creative for the Support Local campaign, 20 videos for TikTok, Instagram and Facebook. The team also created six inspiring video spots for the Pan-Northern campaign for showcasing summer and fall safe travel experiences which tested well with strong audience recall. The team also worked with industry partners across the province, as well as with government colleagues, acting as a production suite to fulfill creative needs for various campaigns and projects, such as Resorts of Ontario, Ontario By Bike, Destination Northern Ontario (RTO 13), MHSTCI; and the Office of the Lieutenant Governor for an agri-tourism social content series comprised of five videos. Combined with domestic and international social videos for singular experience videos, the Creative Services Team created approximately 60 assets in total.

The team continues to build the collection of visual assets through photo/video shoots around the province. All shoots are completed in cooperation with RTOs, DMOs and attractions. Creative Services also maintains regular communication with tourism partners to acquire visual assets that they are producing in order to fill any gaps in the Media Hub platform.

Northern Marketing and Partnerships
The Northern marketing strategy is anchored in the principles of value-driven content marketing with a goal of connecting avid consumers with timely, relevant and compelling content that encourages Northern Ontario as the destination of choice for angling, hunting, powersports and outdoor adventure experiences.

With the impact of COVID-19, the Northern Marketing and Partnerships programs were limited in their overall capacity to market. The U.S. border being closed to non-essential travel played a significant role in impacting marketing activities that normally would be

undertaken to attract U.S. consumers. However, where possible, activities supported hyperlocal travel, under a 'travel local, travel safe' message, as well as inspiration for future travel when it is safe to do so. It is believed that the work undertaken now has generated interest for future travel and is anticipated to benefit in the years to come as consumers turn to outdoor activities.

Pan-Northern Campaign

In 2020-21, Destination Ontario had planned to execute a Pan-Northern campaign into the U.S. market but due to the border closure to non-essential travellers, Destination Ontario was unable to commence this campaign. Instead, Destination Ontario continued with the spirit of the Pan-Northern partnership and developed a campaign targeted in Ontario and Manitoba (for the Northwest Ontario region).

The intent of the campaign was to support Northern Ontario during the challenging times by encouraging Ontario and Manitoba consumers to travel to the North. The campaign was developed in partnership with Destination Northern Ontario (RTO 13) and Northern DMOs, including Sunset Country, Superior Country, Sioux Narrows-Nestor Falls, Kenora, Thunder Bay, Algoma Country, Sault Ste. Marie, Northeastern Ontario, Sudbury, North Bay and Timmins.

The marketing objectives were to:

1. Create engaging messaging that builds consideration of Northern Ontario as a travel destination;
2. Promote Northern Ontario leisure (and avid when appropriate) experiences to domestic family and couples/groups of friends in summer, fall and winter through a collaborative brand and content-driven approach; and
3. Take advantage of a flexible campaign structure in which the product focuses on regional targeting and can expand as restrictions continue to ease.

Operating through a growth market lens, and based on available research and regional product expertise, DMO partners worked with Destination Ontario and Destination Northern Ontario (RTO 13) to identify products/experiences of focus per season and thereby informed hero content for the Northern portal (northernontario.travel). Experiences promoted included: soft outdoors, resorts/lodges, family fishing, avid fishing, leisure touring, avid touring, arts and culture and urban attractions.

Two phases of the Pan Northern Campaign were in market in 2020. Phase 1: summer was in-market from August 11-30, and Phase 2: fall from September 16 to October 11. The third phase for winter did not proceed due to COVID-19 travel restrictions. Both Destination Ontario and Destination Northern Ontario (RTO 13) intend to continue this partnership in the future when travel restrictions ease.

Results of the campaign included:

- 13.2M completed video views.
- 339K views of partner planning content (on northernontario.travel).
- 13K leads to partners.

- 23% unaided recall of Northern Ontario travel advertising (fall).
- 41% of respondents said the campaign made them more interested in travelling to Northern Ontario, and 2% travelling to Northern Ontario in response to the campaign.

Angling and Hunting Program
Destination Ontario's Angling and Hunting program used the opportunity to continue partnerships with lead influencers in Ontario and the U.S. to ensure Ontario was kept top-of-mind for future travel. The program generated 59 television shows featuring 89 lodge/resort properties. To date, 53 television shows have aired once with 18 operators reporting a total of $654,802 in reservations as of March 31, 2021 up 12% when compared to same time frame last fiscal. The reservations are for future travel anticipating a time when it will be safe to do so. The remaining shows and second airings, after March 31, will likely generate further sales. Tracking will be ongoing with shows; each show will be aired a minimum of twice before going into a re-run format and then posted online.

For the second year, Destination Ontario incorporated all the television media reporting on social media traffic based on posts driving to Ontario operators, to ontariotravel.net and their Northern Portal stories. Last year, Destination Ontario created the first social tracking benchmark for this program. The social results are as follows:

- Number of Social Media posts: 1,010
- Impressions: 4.2M, Reach: 3.3M, Engagement: 215K

The angling and hunting pages on ontariotravel.net had a combined visitation of 238,945 page-views with an outcome of 12,585 leads to partners.

On the Northern Portal, with 82 new articles posted, the angling pages surpassed last year's visitation of 383,000 sessions, up 11% from the previous fiscal, to 455,290 page-views, up 8% resulting in 32,159 leads to partners. The hunting portal had 13 new articles posted with 75,900 sessions, up 26%, 92,097 page-views, up 27% and 5,052 leads to partners, up 24% when compared to last year. Each story had a minimum of three high-quality photographs submitted for uploading onto the Northern Portal.

Destination Ontario continued to support content on the GoFish and GoHunt Facebook pages. Results were positive and delivered engaging content for the consumer avids captured through this social channel. This year, the GoFish and GoHunt Facebook page delivered 319 posts which resulted in 696,000 impressions and 12,000 leads to Northern partners.

Plans to attend the Green Bay All Canada Show and the Toronto Sportsman Show were cancelled in 2020-21 due to COVID-19.

Powersports Touring Program
Destination Ontario's Powersports Touring program, represents motorcycle, snowmobile, all-terrain vehicles (ATV), boating and RV touring. This program

successfully focused on the development of online content and social engagement. This year, 40 stories were published, and 40 resource articles were updated, resulting in 783,385 page-views to the powersports areas on the Northern portal (boat, RV, motorcycle, snowmobile and ATV sub-portals). The output of these visits resulted in an outcome of 242,203 leads to partners, a conversion rate of 31%.

Only three partnered Ontario product media and influencer tours were completed with six partners including RTOs, DMOs and operators. The reach of all campaign elements was an audience of 1.4M potential tourists with 400,000 trackable actions and engagement rate of 4.5% to content through 135 developed social media posts.

The ontariotravel.net web traffic for all powersports pages was 65,333 page-views. This generated 23,167 leads to partners, and a conversion rate of over 37%.

Due to COVID-19, most of the Powersports Touring campaigns were paused.

Outdoor Adventure Program
The Outdoor Adventure program effectively promoted fully outfitted, guided and/or lodge-based paddling, cycling and trail experiences through a content-based strategy. Through the development of quality content, social media channels, an influencer program, and Ontario product tours, Destination Ontario targeted consumers that will grow visitor volume and expenditures from priority markets (this year limited to Ontario due to border closures for non-essential travel).

Through Destination Ontario campaigns, the program generated results in qualified leads focused on overnight guided, fully outfitted and/or lodge-based adventures. Further, the program generated leads directly to Destination Ontario, partners and/or operator websites, phone enquiries, use of trip planning tools, and other channels that demonstrated an intent to book in the future.

The outdoor adventure page on ontariotravel.net performed well, resulting in 59,828 page-views. The output of these page-views resulted in an outcome of 15,440 leads to partners which is a conversion rate of 25.81%.

On the Northern Portal (northernontario.travel), the outdoor adventures, paddling and cycling pages published 21 resource articles, 30 new story articles, as well as, updating 30 top performing articles and writing five campaign specific editorials. The outdoor portals had 556,958 page-visits, up from 288,429 last year. These results for website visits generated an output of 245,716 leads to operators, which is a considerable increase from the 50,634 leads in 2019-20.

Due to COVID-19 most of the Outdoor Adventure campaigns were paused.

Group of Seven
Destination Ontario's Group of Seven 2020 program was developed out of learnings from previous programs, as well as through a consultative process with Northern Ontario stakeholders.

The objective of this program was to build familiarity and awareness of the Group of Seven's connection to the beautiful, safe and accessible landscapes in Ontario. Destination Ontario was able to go in-market in fall 2020, when COVID-19 cases had declined.

Destination Ontario, Destination Northern Ontario (RTO 13), the McMichael Canadian Art Collection, the National Gallery of Canada, Northeastern Ontario Tourism, Sudbury Tourism, Algoma County and Tourism Sault Ste. Marie partnered together for this program. Group of Seven itineraries were updated as the main call to action for this program. Four advertorials were developed in the Globe and Mail and this component of the program resulted in:

- 7.7M impressions
- 4.6M video views
- 39K clicks
- Overall click rate of 20%

The social component had two separate campaigns, one utilizing Image link ads and the other utilizing video link resulting in:

- 180K total link clicks at a click thru rate of 0.99% above the average benchmark of 0.73% and a cost per click of $0.51 more efficient than the average benchmark of $1.20
- Of special note, is that the social campaign had a 97% consumer approval rate

The campaign began on September 14 and ended a few days early on October 18 due to changes in the COVID-19 travel restrictions.

Northern Partnered Projects
Destination Ontario worked with Northern partners to deliver eight partnered project campaigns to support development and marketing activities. Overall, Destination Ontario invested $670,000 and partners invested $997,000 for a total collaborative marketing spend of over $1,667,000.

Technology, Data and Insights
The following is a summary of the strategic planning, market research, data analysis and insights initiatives undertaken in 2020-21 by the Technology, Data and Insights team.

Cross-Organizational Database: RADAR (Repository of Data Aligned to Results)
In 2020-21, RADAR was formally implemented. Customized toolkits were created for business units to easily capture planning data from within their teams. These toolkits

were centralized on a web-based collaborative platform, SharePoint, that optimized data transfer between the Data and Insights team and each business unit. During the year:

- Business units successfully delivered over 2,200 lines of data to RADAR, which informed 63 measurement plans.
- Data points captured throughout the pandemic year will provide valuable insights for next fiscal's targets.
- Steady receipt of approved data facilitated visualization testing on platforms such as Tableau and Google Data Studio.

Website Reporting and Operations

Destination Ontario's consumer website ontariotravel.net (now destinationontario.com) continued to play a crucial role in sharing Ontario content and profiling tourism businesses, welcoming 1,947,205 total visits and generating 385,038 leads to industry. Data from ontariotravel.net and social content informed a series of user experience optimization, including but not limited to:

- Identifying popular destinations and product categories.
- Changing content structure to allow users to find popular offerings faster.
- Facilitating more leads to partner websites.

Quarterly website insight reports supported regional tourism partners by highlighting year-over-year changes, identifying seasonal trends and providing key takeaways on their individual sections of the website.

Consumer Campaign Reports

Data Studio, Google's data visualization software, was leveraged to begin standardizing marketing campaign reports; while at the same time better integrating with marketing technology systems (e.g. website analytics, vendor tools, etc.). Campaigns were tracked with data from internal and external sources to provide a holistic view of each media tactic. Using this, the team was able to:

- Provide weekly updated analytics dashboards and visualizations to monitor campaign progress/identify opportunities for mid-campaign web optimization.
- Create tailored, interactive campaign wrap dashboards for external stakeholders and partners customized to their business needs.
- Write executive reports summarizing key metrics from major marketing campaigns, with comprehensive insights on traditional, digital, and earned media.

In addition, support was provided at the earliest stages of a marketing campaign to ensure proper data was collected to facilitate campaign dashboarding and analysis. Key Performance Indicators (KPIs) were identified at the outset of new campaigns and developed into performance measurement frameworks which were fulfilled during post-campaign analysis.

COVID-19 Consumer Behaviour Reports

With heightened industry anxieties as a result of the COVID-19 pandemic, data were gathered from leading research and industry firms such as Ipsos, Tourism Economics,

and Conference Board of Canada to be developed into detailed insights reports as the situation continued to evolve. Examples of deliverables include:

- Continuous stakeholder accessible insights reports describing provincial, domestic, and international travel preferences using the latest results from reputable market research vendors. Reports were released on a weekly pace at the height of the pandemic, and then tapered to monthly as projections began to stabilize.
- Data visualizations of evolving traveller confidence; such as perceived travel safety from the perspective of Ontarians on becoming or receiving local visitors.

Creative Testing[1]

The purpose of the 2020 Destination Ontario Creative Testing was to help inform Destination Ontario's phased recovery plan and marketing Roadmap to Recovery that will help support the tourism industry during and post COVID-19 pandemic. The qualitative research was used to:

- Identify potential issues or context that could impact the tourism brand.
- Understand consumer travel behaviours, motivators and perceptions to explore Ontario in a safe manner.
- Gauge how the creative concepts and messaging performs and resonates with consumers for marketing campaigns or message refinement.

The research highlighted the following insights to support the tourism industry recovery plans:

- Strengthen message that 'travel local' means travelling within Ontario.
- Maintain overall message of 'travel safe' and 'travel local'.
- Maintain overall calm, reassuring, anticipatory and positive tone of the creative.
- Location targeting for advertising messages to be mindful of regional sentiments.
- Ensure most positive memorable images and outdoor theme with health and safety considerations e.g. campfire, canoe ride, etc.

Northern Fall Campaign Ad Tracking Study[2]

Destination Ontario in partnership with Destination Northern Ontario (RTO 13) launched a campaign to raise awareness and build domestic consideration of Northern Ontario as a fall travel destination by promoting experiences for leisure travellers (families, couples and groups of friends).

The broad objectives of this survey were to measure:

- Recall and perceptions of the Northern Fall campaign.
- Visits to and perceptions of Northern Ontario from a domestic audience in a COVID-19 context.

The study found the following key takeaways from the fall campaign:

- 23% unaided recall of the advertising about travel in Northern Ontario.

[1] Destination Ontario Creative Testing September 2020, Ontario with 3 groups one from each region of Eastern, Southern and Northern Ontario

[2] Destination Ontario Northern Fall Campaign Ad Tracking Study October 2020, Ontario n=1,600

- 41% of respondents said the campaign overall made them more interested in travelling to Northern Ontario when it is safe to do so.
- 57% of respondents said the video ads gave them a reason to want to travel to Northern Ontario.
- 80% of respondents said the digital planning content ads were effective at making them remember Northern Ontario.

INDUSTRY RELATIONS, MEDIA RELATIONS AND INTERNATIONAL MARKETING

Industry Relations

Destination Ontario collaborates with stakeholders from across the tourism sector to increase tourism revenue and visitation in Ontario. Destination Ontario proactively engages with partners to optimize opportunities for industry participation in our dynamic, integrated, research-driven marketing campaigns, ongoing marketing activity, special events and impactful support programs.

Staying connected with partners across the province remained of utmost priority for the Industry Relations team in the wake of the COVID-19 pandemic. Staff attended a broad range of virtual events to keep in touch, maintain relationships, stay up to date on products and experiences, and better understand the unique challenges and opportunities to support our partners. Meetings and events included:

- 13 RTO and four sector association annual check-in meetings.
- All RTO and key DMO Annual General Meetings.
- Weekly Tourism Industry Association of Ontario industry sector updates.
- Ontario Tourism Summit.
- Terroir Symposium (culinary).

Sharing information and expertise with industry remained an important part of Destination Ontario's outreach efforts. Throughout 2020-21, Destination Ontario staff undertook 18 virtual speaking engagements.

The Industry Relations team continued to reach out to RTOs, DMOs, sector associations and MHSTCI agencies and attractions for content updates to promote virtual experiences and Destination Ontario's Support Local campaign. Given the evolving COVID-19 pandemic, careful consideration was given to ensure requests were appropriate and flexible considering the most recent public health measures and lockdowns. To further Destination Ontario's reach, each of the more than 500 stakeholders were encouraged to share requests with their operators and members.

Based on interest and feedback, the team continued to deliver a custom Destination Ontario marketing activity and web report quarterly to each RTO, which demonstrated the organization's work committed to showcase their region.

Destination Ontario also supported the 2020 New Year's Eve celebration – *From Ontario With Love: A Celebration of Hope*. The 90-minute broadcast featured award-winning Ontario artists including, Avril Lavigne, Divine Brown, Jully Black, Measha

Brueggergosman, Barenaked Ladies, Loud Luxury, The Tenors, and many more. The evening was hosted by Kim's Convenience star Andrew Phung and Canadian television and radio personality Arisa Cox. The celebration also featured powerful front-line workers across Ontario, sharing their stories of working in the pandemic and their hope for the future. The production was a wonderful opportunity for Ontarians to enjoy home-grown talent from the safety of their homes on a special evening.

Additionally, Destination Ontario partnered with:

- Festivals and Events Ontario to produce a downloadable guide, COVID-19 resource library, bi-weekly member newsletter, virtual summit, and 'Tuesday Talks!' – a weekly online roundtable discussion with industry experts.
- Attractions Ontario to produce and distribute more than 450,000 printed copies of the *Attractions Ontario Passport* magazine, with a 98% pick-up rate in its primary distribution channel. It also distributed 130,000 digital copies.
- Resorts of Ontario to support its greater resort membership through informative and inspirational online content, including a 'Story Telling Series' to help keep resorts top-of-mind; updated messaging about safety/hygiene and travel perception; website updates; blog content; and media interviews.
- Tourism Industry Association of Ontario on the implementation of the 2020 Virtual Ontario Tourism Summit, which saw more than 875 industry stakeholders attend, of which 285 were new attendees to the conference.

Marketing Recovery Support Program

In 2020-21, Destination Ontario partnered with Destination Canada on its domestic COVID-19 recovery initiative. Together with Destination Ontario's matching funds, the $13 million Tourism Marketing Recovery Support Program was rolled out to deliver locally-led/locally-focused marketing programs encouraging Ontarians to discover their region, when the time is right.

Destination Ontario leveraged the structure of the tourism industry to fund all 13 regions across Ontario, as well as seven sector associations to ensure broad support to the industry across the province.

The recovery program recognized that support for communities and tourism businesses across the province was urgently needed and that tourism would restart at the community level across Ontario. Efforts are ongoing and will help Destination Ontario deliver on its immediate recovery marketing strategy and help build marketing content for alignment with Destination Canada's national and international campaign efforts in the future.

Partnerships with Ministry of Heritage, Sport, Tourism and Culture Industries and Government Agencies

To help tourism recovery efforts, Destination Ontario collaborated with the following MHSTCI agencies:

- Ontario Creates: Consulted on the launch of the Ontario.Live web property – an online portal to learn about and support local artists, tourism operators and attractions throughout the province.
- CARAS/JUNOS: Worked collaboratively with Ontario Creates to produce a video content series to help promote The JUNO Awards in Toronto while profiling emerging Ontario artists.
- Ontario Heritage Trust: Leveraged and promoted the virtual Doors Open Ontario program that invited community event organizers to share content, virtual experiences and tours.
- Ontario Parks: Amplified social media messaging from Ontario parks, enforcing key messaging around offerings, camping etiquette and campsite availability.
- Royal Ontario Museum, Science North, Royal Botanical Gardens, Ontario Science Centre: Amplified social media posts promoting virtual tours and online events.
- Niagara Parks: Collaborated on the promotional launch of the Niagara Parks Power Station. Developed web content featuring the attraction and amplified promotional material through social channels and earned media opportunities.

Educational Outreach
To support the Ontario tourism industry in its recovery efforts from the COVID-19 global pandemic, Destination Ontario launched “Destination Ontario Presents…” – a series of informational webinars for industry partners, including RTOs, Ministry field staff, DMOs, sector associations, sister agencies and operators.

The series aims to cover a diverse range of topics, leveraging Destination Ontario’s business relationships and in-house marketing expertise to share knowledge with the tourism industry. The first two webinars were in partnership with Digital Main Street and Google My Business and attracted more than 350 attendees.

International Marketing
Although COVID-19 had a significant impact on international travel, Destination Ontario recognized that international travellers will be a high-yield market for Ontario’s tourism industry once travel resumes. Destination Ontario focussed its efforts on keeping Ontario top-of-mind, anticipating a competitive global landscape post-pandemic.

Through business development activities Destination Ontario, with the support of in-market representatives, worked with the travel trade including tour operators and travel planners who focus on packaging, promoting and selling leisure travel to escorted groups and individual travellers. Across Ontario’s markets of priority, (U.S., United Kingdom (U.K.), Germany, France, China, Japan, South Korea and Mexico), while the health crisis was being managed globally and the Canadian border was closed to leisure travellers, Destination Ontario’s activities were focussed on maintaining key relationships, monitoring industry changes, planning recovery strategies, and supporting key DMOs.

Business Development Results
As the crisis unfolded in early 2020, Destination Ontario's international marketing team quickly pivoted and pursued an aggressive virtual training strategy throughout the fiscal year. An output of more than 5,200 agents from targeted international travel companies were trained on Ontario products in order to help position Ontario well for recovery. This represents a 30% overachievement of Destination Ontario's target and is double last year's target. As a result of these efforts, in China specifically, Destination Ontario was awarded with a Top Ten 2020 Destination Promotion Breakthrough Award at China's Annual National Tourism Awards.

Given the significant impacts of the pandemic on travel trade, and that domestic recovery was the priority in each individual market, Destination Ontario was not able to enter into any joint marketing agreements over the course of the year, which typically contribute to new product development, incremental trips and estimated incremental expenditures to Ontario. However, as part of Destination Ontario's strategy to maintain key relationships with the trade during this challenging time, preliminary discussions with key accounts have taken place, in order to position Destination Ontario for effective joint marketing activities as soon as the time is right and Ontario is in a position to once again welcome international travellers.

Destination Ontario's Business Development team placed a renewed focus on the domestic trade, taking on several new initiatives, including:

- Participating in the Travel and Leisure Show.
- Providing an opportunity for 16 Ontario partners to participate in market intelligence presentations with Quebec travel trade, to support building back their domestic business going forward.
- Creating a new, online travel agent training program.

In-Market Virtual Events
While Destination Ontario was not able to execute its annual In-Market Business-to-Business Sales Programs and Canada's signature travel trade event, Rendez-vous Canada, was cancelled; Destination Ontario shifted from in-person to virtual and participated in a number of virtual events and trade shows to ensure a strong presence for Ontario and keep the province top-of-mind for recovery. Examples include:

- Canada: Bienvenue Quebec.
- U.K.: World Travel Mart.
- U.S.: United States Tour Operators Association Annual tradeshow (USTOA).
- Japan: Japan Association of Travel Agents (JATA) virtual tradeshow (including 10 Ontario partners) and webinar (including five Ontario partners).
- Germany: FVW Virtual Counter Days.

Leveraging Destination Canada
To inspire the global traveller and convert interest into travel bookings, Destination Ontario works in partnership with Destination Canada to leverage the global recognition of the Canada brand and Destination Canada's significant investments and resources in key markets internationally, while ensuring that Ontario is recognized as a renowned

travel destination within Canada. Destination Canada matches some elements of partner investments in its programs. International travellers directly benefit Ontario tourism businesses by:

- Booking longer trips less focussed on weekends; helping to balance seasonal challenges.
- Spreading business across different geographic source markets; mitigating dependency on one source market.
- Booking lead times that are typically longer, allowing for better business planning.

In 2020-21, Destination Ontario redirected its Destination Canada investment in the international markets to the Destination Canada-Destination Ontario Recovery Marketing Support Program, aimed at hyperlocal marketing activity in Ontario. Additionally, Destination Ontario leveraged its partnership with Destination Canada whenever possible to help increase the profile of Ontario. Examples include:

- Canada: Training webinars for Expedia Canada and CAA.
- Germany: First Dates with Canada trade event.
- Australia: Training webinar and e-newsletter.

Earned Media

In 2020-21, Destination Ontario leveraged Destination Canada to help keep Ontario top-of-mind with both domestic and international travellers. A contributing member of Destination Canada's Communications Working Group, Destination Ontario's earned media team collaborated on themed content to keep Ontario top-of-mind. The team researched, wrote and shared targeted story ideas with Destination Canada for media pitches to strengthen Ontario messaging.

In Japan, Destination Ontario partnered with Destination Canada to provide images and information for a content partnership project with CREA Travel magazine online. The two articles on Niagara Falls and Toronto gained 21,583 unique views between December 2020 and March 2021.

With many events cancelled or moved online, Destination Ontario shifted from in-person to virtual participation at a number of online events and trade shows to ensure a strong presence for Ontario, keeping the province top-of-mind for recovery. Examples include:

- Media and Public Relations Update, Global Markets **–** In December 2020, Destination Ontario presented an overview of the province's regions, products and experiences to Destination Canada and global in-market representatives. Ensuring our partners are informed and up to date on everything Ontario has to offer is an important part of leveraging DC's global brand and reach and supports future earned media pitches.

- Canada: A Slice of Nice, U.K. **–** In February 2021, Destination Ontario participated in Destination Canada U.K.'s "Canada: A Slice of Nice" virtual media event. The virtual event provided an opportunity for Canadian partners to connect

with 60 top editors, freelancers and producers in the U.K. As a participating partner, Destination Ontario was able to highlight story ideas for top-of-mind inspirational content and partnered with the Wine Marketing Association of Ontario, Ravine Vineyards and the W Toronto hotel to showcase what's new and noteworthy in Ontario.

- Frankfurt Book Fair 2020 **–** Destination Ontario collaborated with Destination Canada Germany representatives and Ontario Creates on this prestigious literary event, held virtually in October 2020. Ontario's compelling images and video were included on the website, in the lead-up to Canada's presence as Guest of Honour in 2021.

- International Media Marketplace (IMM USA) **–** Through Destination Canada's media and public relations efforts, Destination Ontario and partners participated at the North American media event, IMM USA, virtually in January 2021. This event allowed Ontario and its partners to stay top-of-mind with targeted media and helped influence media coverage during the 'dream now, travel later' phase of COVID-19 recovery.

Earned Media Results
Traditional earned media activities were scaled back throughout the year due to the COVID-19 pandemic and related travel restrictions. As a result, efforts were focused on inspiring Ontarians and international visitors from our target markets to dream about travelling in Ontario when the time is right.

Destination Ontario, with the support of in-market representatives, leveraged its strong relationships with broadcast, print and digital media to ensure that Ontario remained top-of-mind as a beautiful and safe travel destination in both the domestic and international markets, responding to more than 100 queries from Canadian media.

Global earned media relations performance targets were exceeded, with an estimated advertising value equivalency (AVE) of $15.8 million and high-quality score. Achievements include:

- The New York Times (NYT), U.S. – Included Ontario as part of a wider "hotel opening during the pandemic" story featuring the new June Motel and Swim Club, its owners, safety protocols and business practices. The property was featured alongside new properties such as the Marriott Virginia Beach Oceanfront, the Pearl Hotel San Diego, and the Four Seasons Hotel Bangkok at Chao Phraya River. As per the editorial policy of NYT, no budget was spent on securing this article. Estimated reach 16 million; AVE $411,064.

- Daily Mail Online, U.K. – An in-depth article in the U.K.'s Daily Mail Online showcased the Thousand Islands, with mentions for 1000 Islands Helicopter Tours, Thousand Islands Tower, Thousand Islands National Park and more. The

Daily Mail is one of the U.K.'s most widely read outlets. Estimated reach 93.3 million; AVE $38,992.

- Aire Magazine, Mexico – A six-page feature story in *Aire*, Aeromexico's (Mexico's lead airline) inflight lifestyle magazine, published in print and online, January 2021. Focusing on Canada's unique Icewine product, Ontario was prominently featured with mentions of winery partners, Inniskillin Winery and Pillitterri Estates Winery. Estimated reach 120,000; AVE $60,000.

- Sueddeutsche Zeitung, Germany – As a result of a media tour by German journalist Ingrid Brunner in January 2018, the Haliburton Forest & Wildlife Reserve Wolf Center was included in a July 2020 round-up featuring Canada with a "dream now, travel later" focus. Estimated reach 4.9 million; AVE $76,872.

- Voyage Magazine, China – As a result of a media visit in 2019, the travel magazine published a 12-page article in May 2020 on urban and rural travel experiences in Ontario. The journalist visited Sault Ste. Marie, Agawa Canyon, Manitoulin Island, Bruce Peninsula, CN Tower and Niagara Falls. Estimated reach 518,000; AVE C$379,439.

- SK Telecom, South Korea – Destination Ontario partnered with Destination Canada and Niagara Falls Tourism in a virtual travel series, with this leading 5G company. The show happened in real time with Korean travellers located in a Seoul interacting with a guide in Niagara Falls. The series was live in November on SK Telecom's various social media platforms. Estimated reach 45,000 page-views.

- Tabizine, Japan – Niagara Falls Winter lights were featured as part of a story on The World's Best Winter Views. Destination Ontario Japan and corporate office staff pitched story ideas to media outlet and shared targeted information and images of Niagara Falls. The article was also picked up by Excite News and Entertainment Plus among others. Estimated reach 15 million; AVE of $37,000.

- The Globe and Mail, Canada – Thirteen Ontario travel stories were included in the travel/lifestyle section of this prestigious outlet over the past year, encouraging readers to safely discover the province and highlighting what's new. Featured partners included the new Niagara Power Station, the Pearle Hotel and Spa in Burlington, the Madawaska Kanu Centre and many others. As per the editorial policy of this outlet, no budget was spent to secure coverage. Combined estimated reach 5.6 million; AVE of $141,655.

Broadcast Program

Destination Ontario's broadcast program operated at a reduced capacity due to the travel restrictions related to the COVID-19 pandemic. Traditional consumer-facing weekly event promotions on radio and television stations were placed on pause while

efforts were focused on connecting broadcast media to industry partners and assisting with radio and television broadcasts behind the scenes.

The broadcast program continued to build strong relationships with television and radio stations to promote Ontario attractions and key events while ensuring travel messaging was in line with Ontario public health protocols.

With a focus on the domestic market, the broadcast program targeted key media outlets and industry partners resulting in 273 broadcasts minutes promoting 47 industry partners with an AVE of $384,000 and a circulation of 14.2 million. Achievements include:

- Support Local Radio Tour – Leveraged Destination Ontario's Support Local campaign by conducting radio interviews across Ontario promoting local products to local audiences. The broadcast program promoted 32 local businesses during nine telephone radio interviews/chats in eight different RTOs.
  Reach: 417,000; AVE $3,000

- Niagara Parks Power Station – Performed outreach to television and radio contacts promoting the opening of the Niagara Parks Power Station resulting in on-air and online coverage on AM980, Fresh Radio 93.1, Real Country 95.9, Move 105.7, CHCH TV, Newstalk 610 and Jewel 92.
  Reach: 3,258,775; AVE $128,420

- Live TV Promotion at Ontario Attractions – coordinated live on-location reporter hits on CITY-TV's Breakfast Television at Horseshoe Resort, Niagara Falls Zipline, JW Marriott, Fern Resort and Blue Mountain Resort.
  Reach: 3 million; AVE $43,688

- Opening Day of Ski Season – Coordinated on-air morning show interviews promoting the re-opening of ski resorts after the stay-at-home order. Breakfast Television conducted a live interview with Horseshoe Resort and CP24 aired an interview with Snow Valley Resort.
  Reach: 780,751; AVE $3,400

- Live Radio Promotion of Ontario Attractions - Coordinated three radio interviews on The Feed, hosted by Ann Rohmer on 105.9 The Region promoting the Tourism Industry Association of Ontario, Fern Resort and Blue Mountain Resort.
  Reach: 66,750; AVE $750

- Promotion of Simcoe County / Haliburton Area – Worked with industry partners to plan and coordinate a mother-daughter end-of-summer road trip for radio show host Carey Moran from Pure Country 106, featuring Sir Sam's Inn, Horseshoe Resort and other area experiences. This resulted in an extensive blog post in addition to on-air radio content.
  Reach: 13,000; AVE $2,200

CORPORATE SERVICES AND OPERATIONS

Ontario Travel Information Centres

Destination Ontario's OTICs provide an avenue for visitors to receive information on destinations, attractions and product experiences. Staff use a visitor first approach to provide recognized visitor information services and deliver engaging customer service through personalized trip and itinerary planning.

As the health and safety of OTIC staff and visitors was Destination Ontario's top priority, a staged approach to re-opening six OTICs took place in July 2020, following temporarily paused operations on March 14, 2020 due to COVID-19. Destination Ontario determined the OTIC re-opening dates in alignment with the Government of Ontario's *Framework for Reopening our Province* and individual OTIC operating considerations. An OTICs Re-Opening Plan was developed in alignment with applicable operational safety and public health guidelines to help protect both employees and visitors during the COVID-19 outbreak.

Despite COVID-19 having an impact on in-person operations this fiscal year, the OTIC team adapted and expanded its delivery service models to comply with COVID-19 policies and protocols. Travel Counsellors were able to provide personalized visitor information services in-person at several OTICs, as well as over the phone and by email. The OTICs expanded regular in-person service to include a curbside pick-up option. Visitors to re-opened OTICs could call the OTIC from their vehicle for a travel counselling session and to request information/materials. A Travel Counsellor then provided the materials directly to their vehicle in the parking lot (no entry into the OTIC was required). For those visitors who still wished to receive in-person visitor services, Travel Counsellors picked and packed brochures per visitor request as there was no access to the brochure racks (to avoid high touch points).

Safety measures at re-opened OTICs included plexi-glass installed at all OTIC counselling pods and the use of Personal Protective Equipment (PPE) such as disposable masks, disposable gloves, hand sanitizer and sanitizing stations, disinfectant wipes, etc. Training was completed to ensure all OTIC staff were adequately trained and prepared for re-opening and resumption of the delivery of visitor services. Additionally, an Employee and Visitor Screening Checklist was required for entry into an OTIC and a greeter position was introduced to educate visitors and ensure they cooperated with the new safety and security policies and protocol. Visitors were also asked to participate in the local public health's voluntary contact tracing program. Re-opened OTICs included; Sault Ste. Marie, Pigeon River, Niagara Falls, Windsor, Bainsville and Tilbury (both located in ONroute Service Centres). These OTICs re-opened with reduced days and hours of operation to meet the limited travel demand and again paused operations on December 25, 2020. The Sault Ste. Marie Centre was able to re-open briefly between February 19 – April 2, 2020 before the province's stay at home order was issued. Travel Counsellors also continued to work remotely and offered travel counselling services by phone and email.

In 2020-21, OTICs counselled a total of 6,712 parties through various service delivery channels (in-person, curbside, over the phone and by email) by providing up-to-date travel information services to consumers.

OTIC Strategic Modernization Plan

The core themes of Destination Ontario's OTIC Strategic Modernization Plan include enhancing the delivery of tourism information services to visitors and industry beyond the traditional bricks-and-mortar model, meeting changing consumer expectations and supporting tourism recovery, leveraging collaborative industry partnerships and strategically utilizing the OTIC talent and workforce to meet industry and visitor demands.

Destination Ontario continues to implement measures to improve and modernize the delivery of visitor information services, including utilizing findings from research to harmonize service delivery by Destination Ontario. This year all OTIC staff were supplied with technology resources to be able to work remotely and provide visitor services in new and innovative ways.

On March 1, 2021 the 1-800-ONTARIO call centre number was transferred to Destination Ontario from a third-party call centre. A pairing of telecommunications services from Ontario Public Service (OPS) Information Technology were used to bring this service in-house. The service developed consists of a self-service Auto Attendant and total connect Voice over Internet Protocol (VoIP) phone system, facilitating call routing to connect callers with knowledgeable OTIC staff across the province, whether working in-Centre or remotely. The Auto Attendant provides customized seasonal and regional information and direct transfer of callers to other Ministries for specific topics related to fishing, natural resources and highway conditions. Additionally, Destination Ontario worked with Ontario Parks to triage parks reservations and information calls to their reservations line or individual parks, with Destination Ontario staff focusing on the tourism-related inquiries.

In the first month of operation while operating seven days a week (9:00 a.m. – 5:00 p.m.), the 1-800-ONTARIO line received a total of 580 phone calls of which 235 callers spoke directly with a knowledgeable Travel Counsellor and the remaining using the self-service Auto Attendant menu. Although the 1-800-ONTARIO line provides services in both English and French, most callers were English-speaking (86%). Caller origin was 61% Ontario and 17% from the U.S. with the rest calling from other provinces and international locations. The top three reasons for calling the 1-800 line in March 2021 were COVID-19, Ontario Parks and trip planning inquiries. A comprehensive training plan, reporting tool and a frequently asked questions document were developed, and staff participated in mock calls to prepare themselves for the launch of this phone line from third-party call centre to in-house operations.

One of the OTIC Strategic Modernization Plan's initiatives is to introduce virtual and digital travel counselling services which includes providing travel information to consumers virtually through online video conferencing technology and through social

media engagement. A jurisdictional scan of best practices and platform technology options were short-listed and the OTIC team aims to launch the program in fall 2021.

The Mobile Visitor Information Centres (VICs) and Roaming Ambassadors programs explored partnership opportunities with key RTOs, DMOs, agencies and attractions and upcoming key special events and festivals to provide ongoing, roaming travel counselling services at various venues. Destination Ontario procured four gazebo type temporary structures and six tricycles for staff and student use this upcoming summer for both roaming and mobile VICs opportunities.

The organization worked to bring the OTICs to modern day standards with operational improvements to upgrade facilities with ongoing information technology enhancements (connectivity and cabling) and continued to conduct Threat Risk Assessments to ensure the safety and security of staff, visitors and equipment with improved security systems, lighting and signage.

Destination Ontario also continued to modernize and update OTIC staff training by continuing the successful, in-house, two half-day training program twice a year bringing together all 35 OTIC staff across the province through webinar technology. The OTIC team has also established themselves as the national leader through organizing semi-annual virtual meetings with visitor services provincial and territorial counterparts across the country to share best practices and updates.

Human Resources and Corporate Services

Destination Ontario Corporate Services continued to improve workplace practices and performance through implementation of identified efficiencies, training, advisement, and other supports. Corporate Services continued to support the Destination Ontario team with new realities due to COVID-19. With staff continuing to work remotely, adjustments and modernizations have been made to accounting activities, as well as electronic approvals for the organization, while ensuring all staff have the appropriate tools to successfully and efficiently complete their tasks. In addition, Corporate Services continued to be a key team in helping support the fast-moving approvals required to deliver on recovery plans.

As government policies and directives are rarely static, and undergo review and changes on a regular basis, Corporate Services continued to provide guidance and direction on relevant topics. Staff were encouraged to seek opportunities for learning and development via the OPS-wide platform ‘LearnON’, as well as internal developmental opportunities as it relates to diversity and inclusion knowledge sharing and cross-collaboration across the organization.

During the 2020-21 fiscal year, Corporate Services hosted all-staff training on Anti-Racism, Unconscious Bias and provided a refresher course on various Microsoft Office programs. Interested staff were also encouraged to attend and participate in OPS-wide and ministry-wide workshops and forums such as townhalls and inclusion cafés. Corporate Services continued to organize relevant and timely workshops for staff to

improve efficiencies and knowledge within the organization and to ensure that all employees are following OPS guidelines and directives as required.

Performance plans were based on the following priorities but throughout the year it was recognized that COVID-19 had a significant impact on planned deliverables. Staff were able to pivot and adjust their deliverables to what was required organization wide.

- Continue to take a visitor first approach and inspire travellers through their passions, interests and needs. With a focused lens on the strengths of inclusiveness and diversity, showcase Ontario's beautiful landscapes, big cities and charming towns, festivals and events, and iconic attractions where visitors can embrace and celebrate culture.
- Continue to work with and lead partners to align and collaborate by leveraging marketing and assets in all markets. Build alignment and collaborate across the Ministry's portfolio and specifically with Ontario Creates.
- Continue to develop a holistic research approach, prioritizing how data is used, collected and analyzed to better understand the visitor and grow visitor visitation, expenditures and economic impact for Ontario businesses.
- Connect, lead and inspire a collaborative approach among staff and partners. Continuing to build a culture that is inclusive, modern and forward-thinking, resulting in a dynamic organization.

Guided by a commitment to fiscal responsibility and opportunities for modernization, Destination Ontario continued its oversight of the agency's corporate services (financial, human resources, administrative, information technology equipment, facilities and emergency management) identifying cost saving. As a result, the area delivered on many activities that achieved improved effectiveness and efficiency, as well as activities to support the organization and industry through COVID-19. This included:

- Promoting cross-functional teams, and where optimal, cross-functionality across budget lines on shared activities.
- As a result of the pandemic and remote working, Continuity of Office Operations Plan (CO-OP) plans were activated for the organization.
- Achieved clean audit results from expense claim review by the Office of the Integrity Commissioner of Ontario, while further improving in-house expense claim processes based on learnings and feedback.
- Adherence to government spending restrictions and undertaking a rigorous approval process including documented rational for all expenditure.
- Achieved 86% response rate for the annual OPS employee experience survey.
- Continued collaboration with MHSTCI legal department to develop standard templates for the various contract agreements to ensure appropriate accountability and transparency.
- Transitioned Destination Ontario records from shared drive to a Destination Ontario SharePoint platform to support staff working remotely during the COVID-19 pandemic to access records and facilitate cross collaboration.
- Conducted all-staff information workshops on streamlining the Purchase Requisition and General Ledger process for the upcoming year.

- Updated the head office boardroom with new enhanced video and audio technology to allow for improved virtual meetings with staff and stakeholders.
- Successfully migrated all staff to SharePoint to improve access to shared files, share documents, and enhance real-time collaboration with colleagues using the latest suite of Microsoft desktop applications without the need for Virtual Private Network (VPN) access.
- Building on previous years efforts, successfully migrated over 95% of vendors to direct deposit banking to reduce costs of using paper cheques, envelopes, and postage. Payments are deposited in vendors accounts faster while eliminating lost or delayed cheques in the mail and trips to the bank for cheque deposits.
- MHSTCI re-established diversity targets in the categories of Leadership Development; Recruitment & Selection; Succession Planning and Coaching and Mentoring. Destination Ontario met and exceeded all established targets and continues to keep these targets top-of mind in ongoing activities and as part of all related processes.
- Renewed commitment to diversity and inclusion as well as anti-racism by means of ongoing educational workshops and open dialogue sessions for all staff and updates to in-house processes and procedures such as recruitment and interview panels.
- Developed and implemented a virtual learning plan/initiative for all staff.

Tourism Consumer Information System - Decommission
Destination Ontario has decommissioned the Tourism Consumer Information System (TCIS) as we transition to refreshed modernized websites for consumer, corporate, and image and video bank providing consumers and stakeholders with information that meets their needs.

The TCIS operated and maintained by a third-party service provider included a multilingual consumer website (ontariotravel.net), corporate website (destinationontario.com) and an online image database (imageontario.com) the 1-800-Ontario consumer contact centre and consumer fulfillment of tourism publications.

The decommissioning of TCIS was completed to align with the end of the vendor contract March 1, 2021 and complied with all applicable contract, legal and government requirements and relevant assets and services were transitioned to ensure an effective wind down of the services. The 1-800-Ontario consumer contact centre was transitioned in-house on March 1, 2021.

Compliance with *Accessibility for Ontarians with Disabilities Act*
Destination Ontario continues to comply with the Accessibility Standards for Customer Service, Ontario Regulation 429/07 (Customer Service Standard) and Integrated Accessibility Standards, Ontario Regulation 191/11 under the *Accessibility for Ontarians with Disabilities Act (AODA), 2005* administered by the Accessibility Directorate of Ontario. Destination Ontario continues to ensure corporation-wide compliance and that all staff are trained and aware of the obligations under the AODA.

PERFORMANCE MEASURES

VISITOR VOLUME & EXPENDITURE			
	2019-20 Actuals	***2020-21 Target***	***2020-21 Actuals***
Ontario			
Incremental Trips	N/A[1]	247K[2]	40K[6]
Incremental Visitor Spending	N/A[1]	$27M[2]	$6.9M[6]
U.S.			
Incremental Trips	241K	N/A[3]	N/A[3]
Incremental Visitor Spending	$64.4M	N/A[3]	N/A[3]
North America and Overseas (via trade channel)			
Incremental Trips[3]	21K[4]	5K	0K[6]
Incremental Visitor Spending[3]	$22.2M[4]	$3M[5]	$0M[6]
Number of New Products Developed – North America & Overseas	111	20[5]	2[6]

1. Marketing activity was cancelled due to business plan review.
2. Goal for Ontario based on a media investment output of $4M that factors in pandemic impact on travel behaviour at time of forecast.
3. Due to Canada/U.S. border closure in 2020.
4. Planned marketing initiatives were not realized in Q4 2019-20 due to COVID-19.
5. Due to COVID-19 and border closures, Joint Marketing Agreements in 2020-21 will be mainly focused on trade training, product development and driving bookings for 2021-22.
6. Marketing activities were paused throughout the year due to the COVID-19 pandemic and related travel restrictions.

VISITOR FIRST MARKETING			
	2019-20 Actuals	***2020-21 Target***	***2020-21 Actuals***
Earned Media Relations (AVE $Ms)	$79.7M[1]	$10M[2]	$15.8M[5]
Paid Broadcast (Reach)	12,184,678[1]	10M[2]	N/A[6]
Online Video Views (75% - Completed)	28,440,116[1]	7.4M[2]	35.8M[5]
Social Engagement Rate (% (likes, reactions, comments, shares and clicks/reach)	2.06%[3]	2.0%[2]	1.5%[7]
Travel Trade Trained (#)	7,741[1]	4,000	5,201[5]
RE-DEFINING PARTNERSHIP			
	2019-20 Actuals	***2020-21 Target***	***2020-21 Actuals***
Total Leads to Industry Partners	1.45M	1.44M[2]	1.37[8]
Partners' Cash Contribution ($)	$186,650[4]	$250,000	$200,000[5]
Ontario Stakeholders Participating in Destination Ontario-Led Programs (#)	1,000	150[2]	40[7]

1. Due to continued restrictions on travel, AVE is expected to be lower until travel returns to pre-pandemic levels.
2. Targets reflect planned initiatives in the context of COVID-19 and anticipates travel restrictions for Ontario, U.S., Mexico and overseas.
3. Original calculation was over optimistic due to the lack of proper baseline.
4. Planned marketing initiatives were not realized in Q4 2019-20 due to COVID-19.
5. Actuals reflect in year additional programming that was not anticipated in support of industry recovery in the context of COVID-19.
6. Due to COVID-19 pandemic some media data collection was paused.
7. Actuals reflects activated initiatives in the context of COVID-19 and anticipates travel restrictions for Ontario, U.S., Mexico and overseas.
8. Marketing activities were paused throughout the year due to the COVID-19 pandemic and related travel restrictions.

DEFINITIONS

Key Performance Indicator (KPI)	Definition
Incremental Trips	Number of trips taken (outcome) by those influenced by the campaign.
Incremental Visitor Spending – Ontario and U.S.	Number of trips taken (outcome) by those influenced by the campaign multiplied by the average visitor spend, as measured through the *Brand and Advertising Tracking Study,* conducted by a third-party research supplier.
Incremental Visitor Spending – North America and Overseas (via trade channel)	Estimated direct expenditures (outcome) from travel trade channel bookings. An expenditure based on estimated number of trips booked as a direct result of campaign or joint marketing initiatives with travel trade and conversion partners internationally. Average per person/night pleasure trip expenditure of visitors to Canada as reported by Destination Canada (based on Statistics Canada's International Travel Survey) is applied to the number of nights reported by trade channel partners.
Number of New Products Developed	The actual number of packages, itineraries, experiences incorporated (outcome) by trade channel partners (new additional overnight in Ontario, new itinerary, new experiences added to itineraries, etc.).
Earned Media Relations (i.e., Advertising Value Equivalency or AVE)	The amount in Canadian dollars a similar size story would cost if it appeared as paid advertising at a 1:1 equivalency ratio, determined by measuring the size/length of the story by the advertising rate of the relevant media outlet.
Paid Broadcast (Reach)	Number of people reached from on-air paid advertising on television and/or radio.
Online Video Views (75% - Completed)	Video advertising viewed 75% to its entirety either on digital or social platforms (paid and organic).
Social Engagement Rate	Destination Ontario owned domestic and international (excluding China) social handles - percent of likes, reactions, comments, shares and clicks divided by total reach.
Travel Trade Trained	Number of tour operator staff and travel agents trained on Ontario tourism products by Destination Ontario or in conjunction with Destination Canada.
Total Leads to Industry Partners	Ad clicks or tracked website visit to partner websites: • From ontariotravel.net (Canada, United States, France, India, Brazil, United Kingdom, Mexico, Japan, Korea, Germany and China markets). • From Destination Canada partnered initiatives. • From Destination Ontario-led campaigns or initiatives.
Partners' Cash Contribution	The dollar amount of cash that partners provide to Destination Ontario to execute a Destination Ontario-led campaign or initiative.
Ontario Stakeholders Participating in Destination Ontario-Led Programs (#)	The number of stakeholders that participate in a specific program, initiative or marketing project with measured deliverables where Destination Ontario staff lead the coordination and execution.

RISK ASSESSMENT

In fiscal 2020-21, Destination Ontario paused several of its planned marketing activities due to COVID-19 and the restrictions on non-essential travel. The organization was able to adjust and pivot its expertise and resources to activities that supported the tourism industry's challenges.

Throughout the year, Destination Ontario remained a flexible and dynamic organization, with the ability to adjust accordingly when changes related to government directions were presented.

FINANCIAL STATEMENTS

For the Year Ended March 31, 2021

Eighty-four per cent ($33.4 million) of Destination Ontario's $39.7 million operating revenue was received from the Ontario government. The remaining revenue is largely attributed to a unique opportunity to leverage $6 million in federal dollars from Destination Canada for the Domestic Recovery Marketing Support Program to bolster local tourism. Destination Ontario recorded an operating surplus of $4.2 million after depreciation of $1.0 million on capital assets. The operating surplus is due in large part to a pause in many marketing campaigns during the time of restrictions on non-essential travel. The surplus will be used towards recovery marketing and will be guided by the best possible market intelligence available to make timely and responsible decisions and maximize value-for-money. Salaries and benefits for Destination Ontario staff, including at the OTICs, comprised 25.7 per cent of its total operating expenses**.**

Ontario Tourism Marketing Partnership Corporation

(operating as Destination Ontario)

Financial Statements

For the Year Ended March 31, 2021

Ontario Tourism Marketing Partnership Corporation

(operating as Destination Ontario)

Financial Statements

For the year ended March 31, 2021

Contents

Management Report	2
Independent Auditor's Report	3 – 4
Financial Statements	
Statement of Financial Position	5
Statement of Operations	6
Statement of Changes in Net Assets	7
Statement of Cash Flows	8
Notes to Financial Statements	9 – 14

Ontario Tourism Marketing Partnership Corporation

(operating as Destination Ontario)

Management Report

The accompanying financial statements are the responsibility of the management of the Ontario Tourism Marketing Partnership Corporation. The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards. The statements include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

Management maintains a system of internal accounting and administrative control that is designed to provide reasonable assurance the financial information is relevant, reliable and accurate and that the Corporation's assets are properly accounted for and adequately safeguarded.

The financial statements have been audited by Deloitte LLP, a firm of independent external auditors appointed by the Board of Directors, whose report follows.

Lisa LaVecchia
President and CEO
June 9, 2021

Ronald Ting
Treasurer
June 9, 2021

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Independent Auditor's Report

To the Board of Directors of
Ontario Tourism Marketing Partnership Corporation

Opinion

We have audited the financial statements of Ontario Tourism Marketing Partnership Corporation (operating as Destination Ontario) (the "Corporation"), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Other Matter

The financial statements of the Corporation for the year ended March 31, 2020 were audited by another auditor who expressed an unmodified opinion on June 24, 2020.

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 Canadian public sector accounting standards, 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 Corporation'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 Corporation or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our 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 our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS 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.

Independent Auditor's Report (Continued)

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- 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 our 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 Corporation'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 Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation 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.

We 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 we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
June 9, 2021

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION
(operating as Destination Ontario)

Statement of Financial Position

	March 31 2021 ($ 000)	March 31 2020 ($ 000)
ASSETS		
Current		
Cash	**10,730**	6,581
Accounts receivable	**291**	1,314
Prepaid expenses	**15**	7
	11,036	7,902
Capital assets (Note 3)	**1,676**	1,121
	12,712	9,023
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	**2,492**	2,722
Obligation for retirement benefits (Note 2h)	**118**	177
	2,610	2,899
Obligation for retirement benefits (Note 2h)	**830**	1,330
Deferred capital contributions (Note 4)	**76**	121
	906	1,451
	3,516	4,350
Net assets		
Unrestricted fund	**7,596**	3,673
Investment in capital assets	**1,600**	1,000
	9,196	4,673
	12,712	9,023

Approved on behalf of the board:

Board Chair

Member, Audit Committee

The accompanying notes are an integral part of these financial statements

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION
(operating as Destination Ontario)

Statement of Operations

For the year ended March 31	**2021 ($ 000)**	2020 ($ 000)
Revenues		
Province of Ontario Grant (Note 5)	**33,338**	33,415
Advertising sales	**6,258**	222
Amortization of deferred capital contribution	**45**	119
Interest income	**42**	273
Travel Information Services - sales and rentals	**2**	968
Trade promotions	**-**	101
	39,685	35,098
Expenses		
Advertising and marketing	**9,172**	17,287
Administration (Note 6)	**7,679**	7,525
Partnerships and sales	**7,477**	966
Technology operations (Note 8(b))	**5,232**	4,888
Travel Information Services (Note 7)	**4,411**	6,067
Amortization of capital assets	**992**	1,611
Research	**199**	620
Board and committee expenses (Note 9)	**0**	8
	35,162	38,972
Excess (deficiency) of revenues over expenses	**4,523**	(3,874)

The accompanying notes are an integral part of these financial statements

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION

(operating as Destination Ontario)

Statement of Changes in Net Assets

For the year ended March 31

	Unrestricted Fund ($ 000)	**Investment in Capital Assets ($ 000)**	**2021 Total ($ 000)**	2020 Total ($ 000)
Net assets, beginning of year	**3,673**	**1,000**	**4,673**	8,547
Excess (deficiency) of revenues over expenditures for the year	**5,470**	**(947)**	**4,523**	(3,874)
Capital assets acquisitions	**(1,547)**	**1,547**	**-**	-
Net assets, end of year	**7,596**	**1,600**	**9,196**	4,673

The accompanying notes are an integral part of these financial statements

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION

(operating as Destination Ontario)

Statement of Cash Flows

For the year ended March 31	**2021 ($ 000)**	2020 ($ 000)
OPERATING		
Excess (deficiency) of revenues over expenses	**4,523**	(3,874)
Add (less) non-cash items:		
Amortization of deferred capital contributions	**(45)**	(119)
Amortization of capital assets	**992**	1,611
Obligation for retirement benefits	**(559)**	(330)
	4,911	(2,712)
Change in non-cash working capital	**785**	(2,188)
	5,696	(4,900)
CAPITAL		
Capital asset acquisitions	**(1,547)**	(45)
FINANCING		
Deferred capital contributions	**-**	9
Increase (decrease) in cash during the year	**4,149**	(4,936)
Cash, beginning of year	**6,581**	11,517
Cash, end of year	**10,730**	6,581

The accompanying notes are an integral part of these financial statements

1. NATURE OF CORPORATION

The Ontario Tourism Marketing Partnership Corporation (the "Corporation") was established as a corporation without share capital on November 30, 1998 pursuant to Ontario Regulation 618/98 made under the *Development Corporations Act.* The Regulation was amended by Ontario Regulation 271/04 in September, 2004 to extend the mandate of the Corporation indefinitely. The Corporation commenced active operations on April 1, 1999. In the fall of 2017, the organization announced a new corporate operating name, Destination Ontario (DO). The Ontario Tourism Marketing Partnership Corporation (OTMPC) will continue to be the official legal name of the organization. The objects of the Ontario Tourism Marketing Partnership Corporation (operating as Destination Ontario) are:

(a) to market Ontario as a travel destination;
(b) to undertake joint marketing initiatives with the tourism industry;
(c) to support and assist the marketing efforts of the tourism industry; and
(d) in co-operation with the tourism industry, the Government of Ontario, other governments and other agencies of governments, to promote Ontario as a travel destination.

The Corporation enters into agreements with private and public sector partners in order to add value to tourism marketing programs. The Corporation tracks the dollar value (leverage, in-kind) of such agreements to demonstrate the impact of the Corporation's investment on the partnered marketing programs. However, related partner revenues and expenses are not included in the Corporation's financial statements.

The Corporation is a not-for-profit organization, and thus not subject to income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The financial statements are the representations of management and are prepared in accordance with Canadian Public Sector Accounting Standards including the 4200 series of standards contained in the Chartered Professional Accountants (CPA) Canada handbook.

(b) Revenue Recognition

The Corporation follows the deferral method of accounting for revenues.

Province of Ontario Grant

The Corporation is funded primarily by the Province of Ontario. Operating grants are recorded as revenue in the period to which they relate. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant is related to a future period, it is deferred and recognized in a subsequent period.

Advertising Sales and Travel Information Services – sales and rentals

Revenue from Advertising sales and Travel Information Services – sales and rentals are recognized in the period in which the service is provided or the program is run, the amount can be reasonably estimated and collection is reasonably assured.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Interest Income

Interest income is recognized in the period in which it is earned.

Trade Promotions & Other

Trade Promotions and Other revenue items are recognized in the period in which they relate, when the amount can be reasonably estimated and collection is reasonably assured.

(c) Partner Support

The Corporation benefits from donated services provided by the tourism industry, such as transportation costs (airline and bus tickets), and accommodation and meal costs (discounted or free hotel rooms and restaurant charges). Because of the difficulty of determining their fair value, donated services are not recognized in the financial statements.

(d) Capital Assets

All capital assets are recorded at cost. Amortization is provided on a straight-line basis over the estimated useful life of the asset, with half a year amortization taken in the year of acquisition and disposition. All capital assets are amortized over three to five years.

(e) Deferred Capital Contributions

Deferred capital contributions represent amounts received from the Ministry of Tourism and Culture and Sport to finance the acquisition of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations on the same basis as the amortization of the related assets.

(f) Use of Estimates

The preparation of financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates as additional information becomes available in the future.

(g) Financial Instruments

Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest, currency, liquidity or credit risks arising from its financial instruments.

Financial instruments are recorded at cost when acquired or issued. In subsequent periods, investments traded in an active market are reported at fair value. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Retirement Benefits

Retirement benefits represent legislated severance accruals under the Public Service Act of Ontario and is recognized as it is earned by eligible employees. The liability is calculated using management's best estimate of underlying assumptions.

(i) Foreign Currency Translation

Foreign currency accounts are translated into Canadian dollars as follows;

At the transaction date, each asset, liability, revenue and expense is translated into Canadian dollars by the use of the exchange rate in effect at that date. At the year end date, monetary assets and liabilities are translated into Canadian dollars by using the exchange rate in effect at that date. The resulting foreign exchange gains and losses are included in the excess (deficiency) of revenue over expenses for the year.

3. CAPITAL ASSETS

	2021 ($ 000)		2020 ($ 000)	
	Cost	**Accumulated Amortization**	Cost	Accumulated Amortization
Furniture	**471**	**412**	441	401
Destination Ontario website	**1,516**	**252**	-	-
Leasehold improvements	**2,708**	**2,608**	2,708	2,553
Tourism Consumer Information System	**15,657**	**15,404**	15,657	14,731
	20,352	**18,676**	18,806	17,685
Cost less accumulated amortization		**1,676**		1,121

4. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent contributions received relating to acquisition of capital assets:

	2021 ($ 000)	2020 ($ 000)
Opening balance	**121**	231
Contributions received	**-**	9
Amortization	**(45)**	(119)
Ending balance	**76**	121

5. REVENUE: PROVINCE OF ONTARIO

The Corporation received funding that is recognized as revenue from the Province as follows:

	2021 ($ 000)	2020 ($ 000)
Core funding	**32,968**	32,968
Transition Exit Initiative (TEI)/Voluntary Exit Program (VEP) funding	**347**	120
Summer Experience Program	**23**	138
Ministry for Seniors and Accessibility Website Accessibility	**-**	189
	33,338	33,415

6. ADMINISTRATIVE EXPENSES

Certain costs of administration such as legal and human resources support services were provided by the Ministry of Tourism, Culture and Sport without charge. All other administrative expenses are borne by the Corporation and are as follows:

	2021 ($ 000)	2020 ($ 000)
Salaries and benefits	**6,480**	6,176
Lease	**866**	824
Supplies and equipment	**223**	184
Transportation and communications	**95**	101
Services	**15**	240
	7,679	7,525

The Corporation provides pension benefits for all its full-time employees through participation in the Public Service Pension Fund (PSPF) and the Ontario Public Service Employees' Union Pension Fund (OPSEU Pension Fund) which are both multi-employer defined benefit pension plans established by the Province. These plans are accounted for as defined contribution plans, as the Corporation has insufficient information to apply defined benefit plan accounting to these pension plans. Included in salaries and benefits are contributions to the PSPF and OPSEU pension funds for the year of $485,000 (2020 – $489,000).

Costs of post-retirement non-pension employee benefits are paid by the Management Board Secretariat and are not included in administrative expenses.

7. TRAVEL INFORMATION SERVICES

The expenditures for the Travel Information Services are as follows:

	2021 ($ 000)	2020 ($ 000)
Salaries and benefits	**2,406**	3,039
Lease	**1,411**	1,342
Supplies and equipment	**315**	470
Services	**232**	469
Transportation and communications	**46**	59
Merchandise for sale	**1**	688
	4,411	6,067

Included in salaries and benefits are contributions to the PSPF and OPSEU pension funds for the year of $148,000 (2020 - $171,000).

8. TOURISM CONSUMER INFORMATION SYSTEM REDEVELOPMENT AND COMMITMENTS

a) After a competitive procurement process in 2017, ESIT Canada Enterprise Services Co. (ESIT) has been awarded a five year contract as the service provider for hosting, operations, maintenance and redevelopment of the Tourism Consumer Information System. During the year, $4,238,000 was paid out against the total committed amount to ESIT of $12,387,000.

b) During the year, total costs incurred for the Tourism Consumer Information System amounted to $5,232,000 (2020 - $4,888,000) which was charged to operating expenses.

c) The Corporation has various operating leases for its premises expiring up to 2025. The minimum annual payments are as follows:

	($ 000)
2022	1,246
2023	1,140
2024	554
2025	155
	3,095

9. BOARD AND COMMITTEE EXPENSES

Board and committee members do not receive per diems. Board and committee members are reimbursed for meal and travel expenses incurred to attend board of directors and related committee meetings, consistent with the Ontario Public Sector Travel, Meals and Hospitality directive.

10. SIGNIFICANT EVENT

On March 11, 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a global pandemic, which continues to spread throughout Canada and around the world.

Since March 2020, the government of Ontario has navigated control of the pandemic within Ontario, including various restrictions and orders affecting businesses and workplaces. The Corporation continues to operate focused on delivering marketing activities to support the tourism industry, which has been severely impacted by COVID-19.

As the impacts of COVID-19 continue, there could be further impact on the Corporation that could affect the Corporation's future funding. At this time, the full potential impact of COVID-19 on the Corporation is not known.