DESTINATION ONTARIO

An Agency of the Government of Ontario

ANNUAL REPORT

2021-2022

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MESSAGE FROM THE CHAIR

It was another challenging year as COVID-19 continued to make headlines in Ontario and around the world. As Board Chair of Destination Ontario, I am pleased to work alongside my fellow Board members and the team at Destination Ontario to rebuild and grow the tourism sector to pre-COVID strength and to share and promote Ontario's beauty and experiences.

This past year Destination Ontario continued to work towards achieving its strategic goals despite the pandemic and was required to shift course several times from its traditional marketing activities and focus on supporting the industry through other inspirational ways for future travel. The staff at Destination Ontario work conscientiously everyday to support the industry in new ways and the Board looks forward to fully implementing 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. 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 year 2021-22 was another year that the COVID-19 pandemic made it difficult for Destination Ontario to undertake traditional strategic activities and programs to support Ontario's tourism industry. The tourism industry has been significantly affected, one of the industries that has been hardest hit and likely one that will take the longest to recover. I am proud of the team at Destination Ontario for stepping up to support the industry in new ways. When it was safe to do so, the team promoted travel across the beautiful regions in Ontario, by sharing unique tourism experiences and celebrating culture and diversity through festivals and events. However, in accord with government health guidelines, the past two years saw the organization pause and start its promotional activities.

Driving economic impact and achieving direct results for the tourism industry across the province continued to remain a top priority. As the lead provincial tourism marketing organization, Destination Ontario collaborated with tourism stakeholders through its marketing efforts. Destination Ontario continued to be guided by the agency's Roadmap

to Recovery and built strategic plans to showcase Ontario as a safe and beautiful travel destination to key markets in Canada, the United States and internationally.

I want to thank Todd Halpern, the 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 helped in many ways. 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 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 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 2021-22 with continuity of 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 these challenging times.

President's Office
The President's Office provides executive support to the President and CEO in operational planning, management, and implementation of the agency's initiatives, including corporate communications and management of the Board and industry committees. 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 and strategic communications and public relations that support Destination Ontario's activities and highlight tourism's contribution to economic prosperity. Destination Ontario was pleased to bring forward initiatives and collaboration opportunities through agency roundtables in April and October 2021.

Marketing, Strategy and Insights

Marketing and Creative Services
Destination Ontario's primary mandate, as the lead provincial tourism marketing organization, is to market Ontario as a preferred tourism destination. Destination Ontario builds positive destination awareness through integrated marketing campaigns within Ontario, across Canada and in priority United States (U.S.) and international markets to promote Ontario as a top travel destination. 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) uses a data-centric approach to deliver qualified travel leads to Ontario tourism partners and operators by making the website discoverable, engaging and conversion efficient, ensuring the user experience is as frictionless as possible. The corporate website (destinationontario.com/corporate) provides the tourism industry with research, marketing insights and 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 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 rights-managed Ontario visual assets for promotional purposes.

Northern Marketing and Partnerships

Destination Ontario has a specific focus on increasing visitation to Northern Ontario and works with Northern tourism partners (Regional Tourism Organizations (RTOs) 13 and 12, Destination Marketing Organizations (DMOs), sector associations and individual tourism operators) to market the North's unique experiences and natural landscapes. While the North as a destination is promoted and integrated across all the agency's work, avid experiences such as powersports and touring, angling and hunting, and outdoor adventure are of particular importance and focus.

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 are 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.

Destination Ontario also engages in tracking the success of marketing campaigns to ensure sound return on investment and learnings for future campaigns with a view of maximizing value-for-money. Consumer travel intention and motivators and product research are especially important as Destination Ontario implements recovery efforts and a return to travel.

Further to developing effective marketing, Destination Ontario must measure results, understand where the organization has succeeded and where it must improve and bring value to the consumer. The team focuses on the 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, learning, adapting and optimizing in real-time as effectively and efficiently as possible.

Industry Relations, International Marketing and Media Relations

Industry Relations

As the lead provincial tourism marketing organization, Destination Ontario is uniquely positioned to offer industry stakeholders the opportunity to leverage the agency's programs and activities to market their experiences and products. The agency continues to partner with RTOs, DMOs, sector associations, Ministry sister agencies, Destination Canada and private stakeholders to build on collaboration to date and use established relationships to assist with recovery efforts across the province.

Destination Ontario will steward its role as the lead marketing organization, taking a customized approach to supporting partners, with a focus on driving direct results to local tourism businesses. Destination Ontario continues to lend expertise directly to partners by sharing insights, research, communications tools, and marketing support to help the industry regenerate business and bolster economic activity.

International Marketing
Destination Ontario promotes Ontario as a travel destination in key international markets and works closely with Destination Canada and travel companies (tour operators, wholesalers, and travel agents) to increase awareness of the province and drive sales of Ontario's market-ready tourism products and experiences through both direct-to-consumer activities (e.g. campaigns, web, social, search) and business development tactics (e.g. sales missions, training, marketplaces, events).

Key markets for this team include the United Kingdom, Germany, France, China, Japan, South Korea and Mexico. An integral team of in-market representatives in the United Kingdom, Germany, China and Japan, supports Destination Ontario through market intelligence, developing strategies, maintaining relationships with travel companies and media, and executing on tactics. Keeping Ontario top-of-mind in an extremely competitive travel trade and media market is crucial. Leveraging the in-market team to maximize Ontario's voice through these channels will be key to Destination Ontario's recovery efforts.

Earned Media and Broadcast Program
Destination Ontario generates positive third-party media coverage of Ontario as a must-see destination by working closely with editors, journalists, influencers and broadcast media partners. Travel to Ontario is promoted through customized media tours; targeted media pitching; storytelling; sharing of creative assets and content; radio and television broadcasts; and, participation in trade shows, media marketplaces and events.

Key markets for this team include Canada, United States, United Kingdom, Germany, France, China, Japan, South Korea and Mexico. Destination Ontario's media relations team also leverages the work of Destination Canada and in-market representatives to ensure a collaborative approach to recovery. Authentic, third-party earned media coverage provides a high return on investment, generating consumer interest and inspiration that ultimately delivers travel results.

Corporate Services and Operations

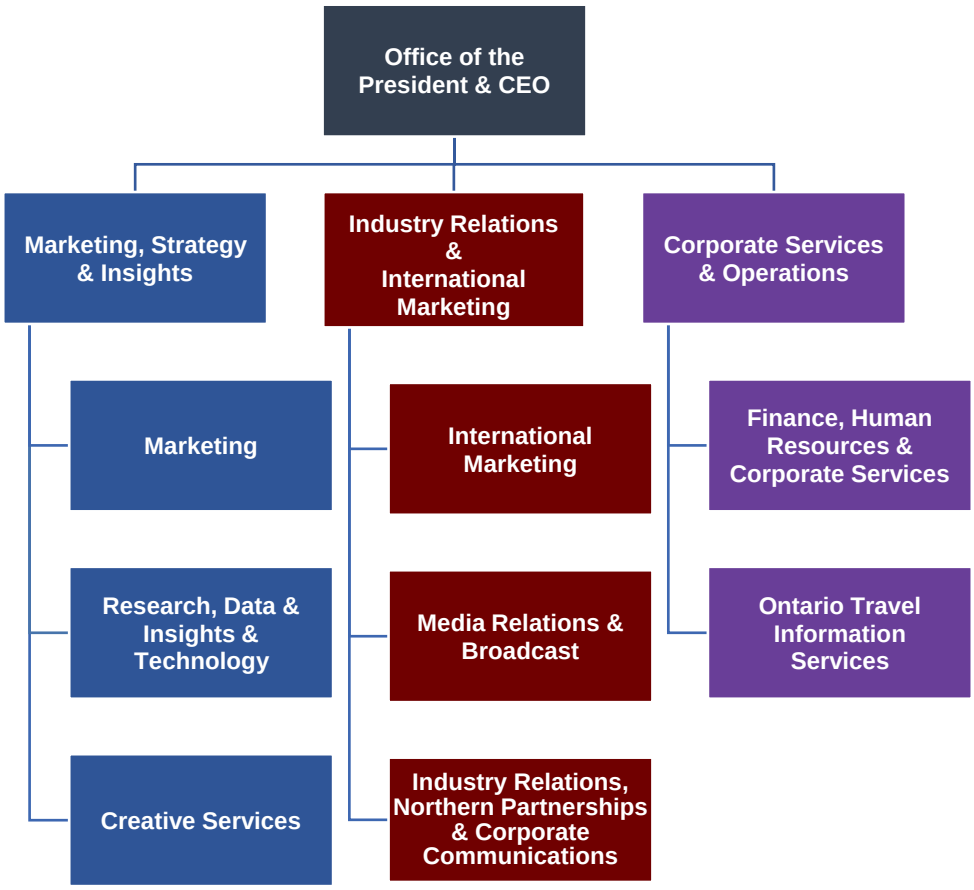
Human Resources and Corporate Services
The Human Resources and Corporate Services team oversees business operations, financial management, procurement and transfer payment, human resources, and information technology services management. The team supports Destination Ontario with keeping business operations functioning, including executing agreements efficiently and effectively to support industry recovery efforts. This program area is also responsible for business continuity planning in the event of an emergency.

Ontario Travel Information Services

Ontario Travel Information Services (OTIS) provide a warm welcome to visitors whether in-person, on the phone, by email or virtually. Destination Ontario's experienced and knowledgeable travel counsellors offer visitors valuable information on travel ideas in Ontario to enhance their trip planning process and help them discover the variety of experiences available in Ontario. Operations of the Ontario Travel Information Centres (OTICs) continue to be guided by government health protocols and safety measures. Staff provides travel information using safety precautions to ensure the well-being of staff and visitors.

Destination Ontario continues to evolve its strategic modernization initiatives through a 'Visitor Care' approach to enhance the delivery of tourism information services to visitors and industry beyond the traditional bricks-and-mortar model, meet changing consumer expectations, and support recovery through delivery of modernized services.

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, 2021 – March 31, 2022)

Todd Halpern, Chair
President
Halpern Enterprises
Toronto, ON
Oct 1, 2020-Sep 30, 2023

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

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

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

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

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

Lauren McDonald
Director, Digital + Campaign Strategy
Creative Currency
Toronto, ON
Jan 21, 2021-Jan 20, 2024

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

Danielle Chretien
Owner/Manager
Lake on the Mountain Resort
Prince Edward County, ON
Apr 29, 2021-Apr 28, 2024

Robert Taylor
Director of Policy and Government Relations, Wine Growers Canada
Toronto, ON
June 10, 2021-June 09, 2024

Benjamin Purkiss
Owner Ben Purkiss Design
Creative Director
Grimsby, ON
Oct 07, 2021-Oct 6, 2024

Nelly Morgado
Director
Canadian Cancer Society
Toronto, ON
Mar 04, 2022-Mar 03, 2025

STRATEGIC DIRECTIONS

In 2018, Destination Ontario released its *Strategic Playbook 2018-2021*, a three-year strategic plan for the organization. Key objectives of the plan include to:

- 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

Four strategic priorities are identified:

Visitor First Marketing focused on anchoring marketing campaigns in consumer insights, search interest data and product segmentation information to help reduce friction and provide value to potential travellers; inspiring consumers through passions and interests to travel to and around Ontario while focusing investment on highest return markets.

Re-defining Partnerships focused on leading collaboration with industry partners for mutual success, and strong return on investment. In the international markets, Destination Ontario to leverage the Canada brand and Destination Canada's work to place Ontario top of mind in key, high potential markets and measure results driving increased visitation and spend across Ontario.

Strong Research, Strong Outcomes focused on a holistic research approach to improve how data are mined to incorporate insights into strategic planning and marketing activities across the agency. And, to further enhance understanding of the consumers' path to purchase.

Dynamic Organization focused on connecting, leading and inspiring through a team approach within the organization and across the industry. To nurture a nimble culture of ongoing program evaluation and personal and program performance.

ACTIVITIES AND ACHIEVEMENTS

For the fiscal year April 1, 2021 to March 31, 2022, Destination Ontario focused on supporting the tourism industry through another challenging year with COVID-19. During 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 fully 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, the 1-800-ONTARIO toll free tourism line that was brought in house, new Destination Ontario website, piloting the virtual travel counselling (VTC) services, new roaming ambassadors and mobile visitor information centres (VICs) program, supporting local, hyperlocal activities, and many 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 key for coordinating timely and collaborative efforts, 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 several new Board members, the President's Office assisted 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, and roundtables.

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.

MARKETING, STRATEGY AND INSIGHTS

Destination Ontario's overarching annual goals for all markets were to generate 292K in incremental visitation and $37M in incremental spend along with 2.5M leads to industry.

Destination Ontario achieved within the context of the COVID-19 pandemic over 75K total incremental visits and $25.4M in incremental expenditures including 3.7M leads to partners and industry (Ontario, Canada, United States, International markets of focus).

Incremental visitation and spend ad tracking studies are conducted on large budget campaigns with strong destination awareness tactics to ensure the adequate amount of reach and exposure for the target audience. This year, the intention was to track the summer, fall and winter campaigns. However, due to the pandemic and the re-opening timelines, we were unable to conduct ad tracking for the summer campaign.

Additionally, the winter campaign was cancelled due to COVID-19. As such, our achievements as reported above only resulted from the fall campaign.

Roadmap to Recovery

Destination Ontario continued to implement a Board approved 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 played a critical role in supporting the industry by inviting travellers back to experience the beautiful province of Ontario. 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 be 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 Market – inviting back the U.S. traveller to Ontario through drive and fly market plans.

International Markets – business development, media relations and consumer marketing activities followed a flexible, phased, market-by-market approach to international recovery, guided by market readiness and public health guidelines in Ontario. The three stages unique to international marketing were implemented throughout the Roadmap to Recovery: 1) Prepare and remind, 2) Inspire for future, 3) Welcome back.

Ontario Market Plan

This annual plan focused on seasonality and product experiences to encourage Ontarians to plan a getaway in Ontario. This plan aligned with the Ontario government *Roadmap to Reopen* and remained flexible to respond to changing conditions. It was anchored with a pilot collaborative, partnerable marketing system that leveraged partner content and connected consumers with trip ideas and operators.

Overall with tracking the fall campaign and a media investment of $2.6 M, Destination Ontario was able to generate over 71K in incremental visitation and $18.2M in incremental spend. Based on the revenue modelling, this campaign generated a Return on Investment (ROI) of $1:$3.36

A key driver for Destination Ontario's Ontario market advertising is driving qualified leads to partners. The Ontario market plan had a target of 2M leads to industry and Destination Ontario achieved 2,463,802 leads.

Campaigns for the year:

1. Restart Campaign
2. Ontario Market – Fall campaign
3. Holiday Campaign
4. Ontario Market – Winter campaign – CANCELLED DUE TO COVID
5. Staycation Tax Credit Campaign

RESTART CAMPAIGN OVERVIEW

This marketing phase encouraged safe, local travel guided by the Ontario government's *Roadmap to Reopen*. This campaign continued the marketing efforts started the previous summer by providing industry support and encouraging safe, local travel as restrictions eased over the summer.

Campaign objectives were to encourage Ontarians to safely rediscover Ontario aligned with the government re-opening framework:

- Domestic marketing campaign progressing from hyperlocal to regional domestic travel aligned with the government reopening framework.
- Promote Ontario destinations, experiences and operators through Destination Ontario's social, web content and industry partner content.
- Engage Ontarians with motivational content delivering on signals of intent and product interest.
- Drive qualified leads to industry marketing partners and tourism businesses.
- Messaging and visuals to align with the steps of the government's *Roadmap to Reopen*.

The campaign targeted adult Ontarians aged 19 – 64, through video, social, community print, media relations and public relations tactics through July, August and September. With a media investment of $1.9 M, Destination Ontario was able to generate 21M completed digital video views and 205K leads to partners and industry.

ONTARIO MARKET PLAN – FALL CAMPAIGN

Aligning to the Ontario government's *Roadmap to Reopen*, Destination Ontario launched a fall tourism marketing campaign focused on safely encouraging Ontarians to travel. This was the first time the collaborative system was piloted with three industry partners to test process, creative and results.

To do this, Destination Ontario focused on two primary strategic media pillars, destination awareness which focused on high reach media channels keeping safe domestic travel top of mind for Ontarians. The other is prospecting to drive leads to Ontario tourism partners and operators through a pilot marketing system supporting seasonally relevant industry and operator content focused on three product categories, Food & Drink, Outdoor, and Arts & Culture.

The campaign targeted adult Ontarians aged 19 – 64, through Radio and Multicultural Radio, Digital Audio, Newsprint, Cinema, Connected TV, Out Of Home (OOH), Digital Video and Social through October to November. With a media investment of $2.6M, Destination Ontario was able to generate 15.1M completed digital video views and 395K leads to partners and industry.

HOLIDAY CAMPAIGN

This campaign was designed to encourage Ontarians to buy local during the holiday season. The campaign had a modest budget of $100K. The campaign's focus was to help encourage revenue for local businesses and experiences during the holiday season; to motivate Ontarians to support local by buying local experiences, packages and gift cards for future use and to encourage Ontarians to experience local with festive experiences and events.

The campaign targeted adult Ontarians aged 21 – 64, through Social in December. With a media investment of $100K, Destination Ontario was able to generate 7.5M impressions and over 30K leads to partners and operators.

ONTARIO MARKET PLAN - WINTER CAMPAIGN - CANCELLED

Aligning to the Ontario government's *Roadmap to Reopen*, Destination Ontario was ready to execute a winter campaign collaborating with nine industry partners to safely encourage Ontarians to travel this winter. Due to the COVID-19 pandemic, this campaign had to be cancelled.

STAYCATION TAX CREDIT CAMPAIGN

Destination Ontario's latest marketing campaign continued to be aligned with the Ontario government's public health and safety guidelines. The objective of this campaign is to encourage planning for travel in Ontario anchored by the Ontario Staycation Tax Credit. The second phase aligned with partners will run in the new fiscal year.

Marketing objectives were to encourage Ontarians to plan a trip in Ontario this year.

- To raise awareness of the Ontario Staycation Tax Credit.
- To engage travellers with value-driven, on-going content strategy that includes planning content, broadcast and media relations coverage to further drive consideration of Ontario travel experiences.

The campaign targeted Ontarians, through connected TV, traditional Radio, Community print, Digital and Social Media, and Social link both in English and French through

March and April. With a media investment of $1.8M, Destination Ontario was able to generate 8M completed digital video views and over 72K leads to industry.

CANADA MARKET
Destination Ontario had limited work in the Canada market in 2021-22 due to the health restrictions. Instead, there was a strong focus on the Ontario traveller as the target audience most likely to book and spend travel dollars in Ontario and yield a more immediate impact for the industry.

Leveraging a Destination Canada- WestJet program, Destination Ontario bought into the '*Ready.Set.Canada*' program which focused on key Canadian fly destinations best positioned for Ontario.

The overarching goal for the collaboration partnership was to *build reach* to travellers highly anticipating the return of travel and remind them why they should choose the destination and WestJet as a carrier. In addition, Destination Ontario's investment in the campaign was on behalf of key gateway cities, Toronto, Ottawa, and Niagara.

With an investment of $100K, Destination Ontario was able to generate over 7.6M impressions, over 8.5K clicks to the WestJet bookings page and almost 140K flights searches for Ontario destinations across the integrated WestJet campaign.

U.S. MARKET
Due to border closures and health restrictions, an integrated gateway city U.S. campaign was not executed in 2021-22. However, Destination Ontario developed a partnered drive campaign to launch in the new fiscal year, 2022-23.

Social Strategy
Throughout 2021-22, Destination Ontario worked to inspire travellers with content aligned with public health guidelines and support and amplify industry priorities.

Overall, Destination Ontario through social engagement (Facebook, Instagram, Twitter and newly refreshed Pinterest) was able to generate 5.3M social engagements (likes, comments, shares, link clicks), over 22M Video Views, and total social following of 809K with net audience growth of approximately 44K.

Digital, Data and Technology Future
Destination Ontario launched the beta of its new consumer and corporate website in May 2021. This major project brings the website in-house to the organization with a first ever in-house team of developers. 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 - destinationontario.com
- Corporate site - destinationontario.com/corporate
- Destination Ontario Media Hub - destinationontario.com/image

With this change, Destination Ontario delivers a refreshed web and digital strategy that places the visitor at the center of design and anticipates the technology needs of the future while remaining flexible and agile. The delivery of a refreshed consumer, corporate and image website will provide a meaningful web experience by employing a content strategy that focuses on search optimization, user journey and consumer insights and performance data. Insourcing allows for full control and agility to adapt and deliver content relevancy to visitors. The websites also align with the Government of Ontario's commitment to being digital-first and its Digital Service Standard and international legislation considerations like General Data Protection Regulation (GDPR) in the United Kingdom.

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:

- Content style guide for Destination Ontario and procured writers or vendor use.
- Total of over 10K pages across the site including launching our dedicated international pages – United Kingdom, Germany, France, Mexico, Korea, Japan and adding the China site.
- 245 new and updated Things to Do articles.
- 53% lift in Q4 from Q1 in lead conversion rate from visitors actively searching for Ontario experiences – significant increase in qualified leads to Destination Ontario's industry partners and operators.

The team also undertook the procurement of modern digital asset management (DAM) technology that allows Destination Ontario 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.

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 5,000 high quality images and over 400 high quality b-roll clips from all over the province. Destination Ontario utilizes Crowdriff as the digital asset management system, which allows for cross functional sharing of assets both within the organization and throughout the province with industry partners.

The Creative Services team also produced a large number of dynamic creative pieces, including digital videos for the Avid Angling campaign, which generated over 650K leads to partner angling pages, six unique videos to support the paddling program within the

U.S., a suite of dynamic social forward creative to encourage supporting local over the 2021 holiday season and a refreshed approach to Pinterest creative, including a number of templated illustrations and inspirational video/still content. The team also produced a number of inspiring video spots for the Pan-Northern winter campaign, showcasing winter safe travel along with a unique suite of videos to help support the 2021-22 winter snowmobile season. 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, including a partnership with Ontario Creates and the JUNOS on a social content series highlighting five Ontario artists and their individual journeys to their first JUNO nominations and various video spots for MHSTCI colleagues. Creative Services was also responsible for the production of all mid-level social creative for the fall campaign, which focused on three unique product verticals. The team was also responsible for branding the digital booth at Rendez-Vous Canada (RVC) 2021, including imagery and video assets. In total, the Creative Services team created approximately 90 pieces of video assets and dozens of design pieces.

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 sector associations. Creative Services also maintains regular communication with tourism partners to acquire visual assets that partners are producing to fill any asset 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.

Snowmobiling Campaign

Destination Ontario and the Ontario Federation of Snowmobile Clubs collaborated on a campaign to encourage domestic snowmobilers to book a snowmobile vacation this past winter. Data shows a large influx of Ontarians purchasing snowmobiles over the last few years, but with a limited ability to ride beyond their local community. With more than 30,000 km of snowmobile trails across Ontario and over 30 snow tours available to ride, it was an opportunity to get riders safely back touring Ontario again.

Marketing objectives encouraged Ontario snowmobilers to plan a trip away from home this winter.

The campaign targeted Ontarians, through a media buy that included Digital video, Social video and traffic driving ads and Digital display through October and December. With a media investment of $165K, Destination Ontario was able to generate over 760K completed video views and almost 40K leads directly to the snowmobile permit purchase page driving 2.5K additional leads to partners.

Pan-Northern Partnered Campaign – Fall and Winter Campaigns
Destination Ontario in partnership with Destination Northern Ontario (RTO13) launched seasonal campaigns to raise awareness and build domestic consideration of Northern Ontario as a winter travel destination by promoting experiences for leisure and avid travelers (families, couples, and groups of friends).

The marketing objectives were to encourage Ontarians to book a trip to Northern Ontario for leisure outdoor experiences in the fall and winter. Two phases of the Pan-Northern Campaign were in the market in 2021. The fall campaign ran: August 26 – Sept 26, 2021, and Winter campaign: November 22, 2021 – January 3, 2022 (ended early due to COVID).

The campaign media buy included Digital video and Social video and traffic driving ads. With a media investment of $535K, Destination Ontario was able to generate over 760K completed video views and 575K leads to partners. Based on the revenue modelling, this campaign generated an ROI of $1:$38.77

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 42 television shows featuring 64 lodge/resort properties. To date, 30 television shows have aired once with 15 operators reporting a total of $458.6K in reservations as of March 31, 2022. The remaining shows and second airings, after March 31, will 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 third year, Destination Ontario incorporated all the television media reporting on social media traffic based on posts driving to Ontario operators, to destinationontario.com and their Northern Portal stories. Last year, this program resulted in 1,191 Social posts, up 15%, 20.6M impressions, a Reach of 10.2M, and Engagement of 767K users.

On the Northern Portal, 83 new angling articles were posted which resulted in 260K sessions, 309K page views and 20K leads to partners. The hunting portal had 12 new stories developed and uploaded 75K sessions, 71K page views and 5K outbound links. Overall numbers were down for both the angling and hunting sub-portals, but the

booking season for fishing saw a very nice upswing of visitation during the last weeks of the fiscal.

Destination Ontario continued supporting the GoFish and GoHunt Facebook pages. The Fishing page had 497 posts, 1.4M in reach, up 199% when compared to last year, 12.7K leads, up 71%, 29K engagement up 194%. For the hunting page the team had 303 posts, a reach of 158K, up 34%, Engagement 3.4K, up 47% and 2.1K leads, up 19%.

Plans to attend the Green Bay All Canada Show and the Toronto Sportsman Show were cancelled in 2021-22 due to COVID-19.

Avid Angling Campaign – Fall Campaign

As U.S. border restrictions lifted, Destination Ontario moved quickly to get into market to support the hard-hit angling operators in Northern Ontario. Destination Ontario fully funded the initiative but worked in partnership with Destination Northern Ontario (DNO) and the four Northern Ontario sub-regional marketing organizations (Sunset Country, Superior Country, Algoma Country, Northeastern Ontario) on assets and webpages to best support the user experience of booking a Northern Ontario fishing lodge experience.

Marketing objectives were to remind avid anglers in U.S. border states about angling experiences in Northern Ontario for the late summer/fall season.

The campaign targeted adults aged 35 – 65 in the key markets in U.S. border cities, through media buy which include digital video and social video and traffic driving ads through August and September. With a media investment of $240K, Destination Ontario was able to generate 1.4M completed digital video views and over 242K leads to the four partner websites.

Avid Angling Campaign – Spring Campaign

With health restrictions eased, Destination Ontario launched another angling campaign aligned with the typical booking season for spring/summer travel – a critical period for angling operators. Destination Ontario built upon the learnings from the fall campaign and refreshed the campaign in partnership with DNO and the four Northern Ontario sub-regional marketing organizations (Sunset Country, Superior Country, Algoma Country, Northeastern Ontario) to encourage bookings.

Marketing objects were to prospect avid anglers audiences in U.S. border states for the summer season.

The campaign targeted adults aged 35 – 65 in the key markets in Ontario and U.S. border cities, through media buy which included digital video and discovery ads, social video and traffic driving ads through February and March. With a media investment of $240K, Destination Ontario was able to generate over 458K completed digital video views and over 652K leads to the four partner websites.

Powersports Touring Program
Destination Ontario's Powersports Touring program, represents motorcycle, snowmobile, all-terrain vehicles (ATV), boating and recreational vehicle (RV) touring. This program has successfully focused on the development of online content and social engagement. This year, 75 stories were published (on the NorthernOntario.travel portal), and 40 resource articles were updated, resulting in 890K page views to the powersports areas on the Northern portal (boat, RV, motorcycle, snowmobile, and ATV sub-portals), and 1.6M organic reach on social media with an engagement rate of 4%. The output of these visits resulted in 186K leads to partners – a conversion rate of 21%.

Seven media and influencer and content acquisition familiarization tours (FAMs) took place, and ten partnered product media tours were completed with nine partners including RTOs, DMOs and operators. The reach of all campaign elements was an audience of 11.7M riders with social engagement of 20K, 1.5M households reached with broadcast TV shows, with over 281K digital video views, and over 100K readers of content generating 7K leads from the content.

This year saw the execution of a successful snowmobile campaign which generated over 23M impressions, 144K page views, and almost 40K leads to the Ontario Federation of Snowmobile Clubs permit page, and 42K leads to snowmobile partners.

Due to COVID-19, most of the Powersports Touring campaigns were very late to get started in the fiscal year.

Outdoor Adventure Program
The Outdoor Adventure program effectively promoted fully outfitted, guided and/or lodge-based paddling, bicycling 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 for part of the year and now only open to fully vaccinated travellers).
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.

As part of the Ontario Market Plan, Northern Outdoor Content was featured in a fall spotlight which resulted in 12.4M impressions, 145.3K traffic to ads and 123,5K leads to Northern partners. The spotlight featured four articles located on the Northern Portal, two direct to partner ads and three Northern itineraries featured on DestinationOntario.com.

On the Northern Portal , the outdoor adventures, paddling and bicycling pages published 21 resource articles, 36 new story articles, as well as updating 45 top performing articles and writing five articles for DestinationOntario.com. The outdoor portal had over 1M page-visits, up from 557K last year. These results for website visits generated an output of over 185K leads to operators, which is a decrease from the 246K leads in 2020-21. (2020-21 had a huge increase in leads due to the increased interest to get outdoors likely due to the ongoing restrictions and lockdowns during that time.)

The outdoor adventure page on the northern portal performed well, resulting in 388K views (increase of 13% year over year). The output of these page-views resulted in an outcome of 124K leads to partners which is a conversion rate of 31.9%. The bicycling subpage had a substantial increase in leads this year with 31.5K views (increase of 23%) and 10.5K leads (increase of 57%), which is a conversion rate of 33.3%. Due to the Paddling Campaign, the paddling subpage had 621.9K views (283% increase), with 49.6K leads (7% increase), which is a conversion rate of 8%.

The Ontario Market Plan for winter was cancelled due to COVID-19. This campaign would have incorporated northern outdoor avid content in the marketing system.

Group of Seven Campaign
This campaign is anchored in connecting the landscapes of the renowned Group of Seven artists and the scenery that inspired them, with a focus on Northern Ontario. Destination Ontario, DNO (RTO13), the McMichael Canadian Art Collection, the National Gallery of Canada, Northeastern Ontario Tourism, Sudbury Tourism, Algoma Country, and Tourism Sault Ste. Marie partnered together for this program.

Marketing objectives were to build familiarity and awareness of the Group of Seven's connection to the beautiful, safe, and accessible landscapes in Ontario this fall.

The campaign targeted adults aged 40 – 65, who have a passion for outdoors and arts and culture across Ontario, through media buy which included Digital video and display ads and Social video and traffic driving ads through September and October. With a media investment of $150K, Destination Ontario was able to generate 2M completed video views, and 29M impressions.

Northern Partnered Projects
Destination Ontario worked with Northern partners to deliver seven partnered project campaigns to support development and marketing activities. Overall, Destination Ontario invested $675K and partners invested $975K for a total collaborative marketing spend of over $1.6M.

Technology, Data and Insights
The following is a summary of the strategic planning, market research, data analysis and insights initiatives that were undertaken in 2021-22 by the Technology, Data and Insights team.

This work strives to help better Destination Ontario's knowledge, strategic and business planning and evaluation of our investments. The team also works to support the industry with helpful information to support our collective business objectives for strong research and strong outcomes.

Audience Research by Tourism Product
Destination Ontario in partnership with Environics Analytics in fall 2021 analyzed mobility data from consumers over two years ending 2020, for 136 Points of Interest locations across 16 Ontario tourism product categories. The report was designed to help Ontario tourism operators and partners with: Geotargeting, identifying the platforms and advertising channels to reach that audience, and understanding the location, behaviours, and life stage information for optimizing your advertising campaigns to the right target audience.

2021 Research Report: Ontario Consumer Travel Intention and Motivator Survey
This report was commissioned by Destination Ontario and prepared by Forum Research in Spring 2021. It is based on a province-wide online panel survey with a random sample size of 3.2K. The report drills down into the "travel within Ontario" market and summarizes the characteristics of Ontario's highest revenue-generating segments.

The report also provides a roadmap of how to target each of these travel segments, and match Ontario's tourism products to them. This report can help with identifying, motivators and understanding behaviours of consumer segments that are planning to travel within Ontario, vacation motivators, barriers to Ontario travel and how to overcome them, and Ontarians' travel motivators for outside of Ontario to help determine product/content that could be used to meet that need with an experience or destination that is actually in Ontario.

Website Reporting and Operations
Destination Ontario's consumer site DestinationOntario.com continued to build on its principles of being data-driven, user-centric and discoverable, engaging and conversion efficient. In 2021-22, the site saw 2.5M total web visits and generated over 559K leads to industry – a 45% increase in leads from last year. Additionally, visitors are spending an average of 1:16 mins on the site – above our target of 1:00 minute with international visitors leading at 1:19 on average. This year, all RTO partners were provided read-only access to the consumer site aligned with their regions content pages for further information and insights.

During 2021-22, 84% of website visits came from Ontario supporting Ontarians who are looking for travel ideas. The top three interests groups include Travel/Hotels and Accommodation, Autos & Vehicles and Travel/Trips by Destination. Ontario visitors' top content interests include Ontario Staycation Tax Credit, Things To Do during March break, Restorative Wellness Retreats, Family Winter Getaways, and Things To Do with Kids.

Rest of Canada visitors' top content interests include Ontario Staycation Tax Credit, Indoor Waterparks, Restorative Wellness Retreats, Family Fun Routes in Niagara, and Winter activities in Toronto. The U.S. visitors' top content interests include Great Things to Do with Kids, ATV trails, Spots for Ice Fishing, Indoor Waterparks, Best Fishing, and Niagara Wineries.

Marketing Campaign Reports
Data Studio, Google's data visualization software, was used to standardize marketing campaign reports fueled by Destination Ontario's first-ever owned marketing technology tools. Campaigns were tracked with data from internal and external sources to provide a dashboard aligned with the campaign and media objectives. These tools allow for a real-time and weekly updated performance dashboards and visualizations to monitor campaign progress and identify opportunities for mid-campaign media and web optimizations. It creates tailored campaign reporting for external stakeholders and partners aligned to partnered campaigns along with a visualization of executive reporting on organizational priorities and program areas.

In addition, measurement plans of Key Performance Indicators (KPIs) are set, while media strategies, trafficking sheets and naming conventions are also finalized to ensure proper data was collected to facilitate the campaign dashboarding and analysis.

COVID-19 Consumer Behaviour Reports
From April to December, the team gathered data from leading research and industry firms such as Ipsos, Tourism Economics, and the Conference Board of Canada to be developed into detailed insights reports as the situation continued to evolve. This important information was shared with stakeholders as an on-going pulse and insights into perceptions and consumer insights about the COVID-19 pandemic.

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 monthly as information became available. In addition, data visualizations of evolving traveller confidence, such as perceived travel safety from the perspective of Ontarians on becoming or receiving local visitors.

Ontario Market – Fall Campaign Ad Tracking
Destination Ontario launched its fall campaign to raise awareness and build domestic consideration of Ontario as a travel destination by encouraging Ontarians to "Rediscover the World of Ontario" as pandemic restrictions eased. The broad objectives of this survey are to measure recall and perceptions of the campaign and its impact on ROI, changes in perceptions of Ontario as a travel destination, and determine any lift in Ontarians overnight travel intentions as a result of the campaign.

The study found the following key takeaways from the fall campaign, 83% of all respondents are planning to make overnight pleasure trips within Ontario in the next 12

months – a lift of 14% post campaign, 71% of all respondents think of Ontario in total when asked about destinations for short getaways – remained stable pre/post campaign. There were 30% of respondents search for Ontario travel information – up 17% post campaign and 67% of all respondents recalled and understood campaign messages – up 6% post campaign.

Northern Winter Campaign Ad Tracking Study
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 winter travel destination by promoting experiences for leisure and avid travellers (families, couples and groups of friends). The broad objectives of this survey were to measure recall and perceptions of the Northern winter campaign and 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 that 45% of all respondents are planning to take overnight pleasure trips to Northern Ontario in the next 12 months and 48% of all respondents say the campaign gave them a reason to want to travel in the North

Ontario Market – Staycation Campaign
Destination Ontario launched its staycation campaign to raise awareness of the Ontario Staycation Tax Credit and encourage vacation planning in Ontario. The broad objectives of this survey were to measure recall and perceptions of the campaign, changes in perceptions of Ontario as a travel destination, and determine any lift on awareness of the tax credit.

The study found the following key takeaways from the staycation campaign, 80% of all respondents are planning to make overnight pleasure trips within Ontario in summer 2022 – there was no lift pre/post campaign, 75% of all respondents think of Ontario in total when asked about destinations for short getaways – up from 71% in the fall, and 47% of all respondents recalled that Ontario offers a staycation credit with no pre/post lift however, there was a 7% lift on recalling the staycation tax credit when asked on an aided basis

The results of the staycation campaign offer a lot of good learnings in terms of message timing for a domestic audience. This campaign context was complicated by changes in both public health restrictions lifting and another wave of COVID-19. These changes could have impacted travel activity at that time.

INDUSTRY RELATIONS, INTERNATIONAL MARKETING and MEDIA RELATIONS

Industry Relations
Destination Ontario collaborates with stakeholders from across the tourism industry to increase tourism revenue and visitation in Ontario. Destination Ontario proactively engages with partners to optimize opportunities for industry participation in the agency's

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, and particularly important as the stakeholders continued to deal with the on-going 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 opportunities to support our partners. Meetings and events included:

- 13 RTO and four sector association annual check-in meetings.
- RTO and key DMO Annual General Meetings.
- Regular Tourism Industry Association of Ontario industry sector updates.
- Ontario Tourism Summit, a hybrid in-person and virtual event.

Sharing information and expertise with industry remained an important part of Destination Ontario's outreach efforts and throughout 2021-22, Destination Ontario staff participated in a number of 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 experiences in Destination Ontario's own marketing campaigns and activities. Given the evolving COVID-19 pandemic, careful consideration was given to ensure requests were appropriate and aligned to public health measures.

Additionally, Destination Ontario partnered with the Festivals and Events Ontario (FEO), Attractions Ontario (AO), Resorts of Ontario (ROO), and Tourism Industry Association of Ontario (TIAO) to market Ontario to support Ontario Tourism Industry.

Marketing Recovery Support Program

In 2020-21 and continued through 2021-22, Destination Ontario partnered with Destination Canada on its domestic COVID-19 recovery initiative. Together with Destination Ontario's matching funds, the $13M Tourism Marketing Recovery Support Program was delivered with locally-led/locally-focused marketing programs encouraging Ontarians to discover their regions and experiences.

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.

The program was successfully completed at the end of the fiscal year with all partners indicating full spending of the support funding. The Industry Relations team worked with the Data and Insights Unit to manage final reporting of the program.

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:

- CARAS/JUNOS: Worked collaboratively with Ontario Creates to share a video content series to help promote The JUNO Awards in Toronto while profiling emerging Ontario artists.
- Ontario Heritage Trust: Through year two of a three-year partnership, Destination Ontario supported virtual Doors Open Ontario program that invited community event organizers to share content, virtual experiences and tours. Destination Ontario also leveraged and promoted the event on its own social channels and content activities.
- 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.

Destination Ontario Presents

To support the Ontario tourism industry Destination Ontario delivered “Destination Ontario Presents: …” – a series of informational webinars for industry partners, including RTOs, DMOs, sector associations, sister agencies and operators, and MHSTCI regional staff.

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. This year, Destination Ontario delivered insights and learnings through the Destination Ontario Presents webinars to over 1,800 registrants.

International Marketing

Although the pandemic has had a significant impact on international travel, Destination Ontario recognized that international travellers will be a high-yield market for Ontario’s tourism industry as travel resumes and has continued to focus its efforts on keeping Ontario top-of-mind, anticipating a competitive global landscape post-pandemic. In fall 2021, Canada re-opened its borders to fully vaccinated international travellers, enabling Destination Ontario to begin a more proactive approach in ready markets.

Destination Ontario launched its Discover Together campaign in the United Kingdom (U.K.) and Germany in November 2021. The first media flight, which ran until December

5, was complemented by ongoing in-market content partnerships and business development activities through March 31. The objective was to increase awareness of Ontario to ultimately generate international visitation and expenditures, capitalizing on the pent-up desire and available travel budgets of avid travellers who could not travel during the pandemic, and the 'someday' travellers, who are now more motivated, by putting Ontario on their destination list.

Destination Ontario targeted Ontarian connections and high value travellers to increase unaided consideration and travel intent. Visiting Friends and Relatives is a first-mover market and reconnecting with friends and family is a priority for many people. The campaign engaged U.K. and German expats, living in Ontario, to inspire and encourage visitation by making it easy to imagine moments together.

Overall, destination awareness and prospecting tactics outperformed targets and exceeded industry benchmarks and ad recall and travel intent results were strong. Across the two markets (Germany and U.K.), Destination Ontario achieved:

> 109.6M Impressions, 25.9M Completed Video Views and 175K Total Clicks to its new, market-specific landing pages on the new DestinationOntario.com website.

Destination Ontario was able to generate 4.3K in incremental visitation and $7.2M in incremental spend. Based on the revenue modelling, this campaign generated an ROI of $1:$4.40.

Business Development

With the support of in-market representatives, Destination Ontario worked with the travel trade throughout the year including tour operators and travel planners who focus on packaging, promoting and selling leisure travel to escorted groups and individual travellers. 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.

Rendez-vous Canada, returned in May 2021, via a virtual format. Canada's annual international tourism marketplace, led by Destination Canada and the Tourism Industry Association of Canada, is a forum through which international travel companies connect with Canada's trade-ready tourism industry partners through a series of business meetings, educational sessions, and networking opportunities. As always, Destination Ontario ensured a strong presence for Ontario by conducting 252 virtual meetings with international travel companies, such as tour operators, airlines, and receptives to help inform and advance recovery strategies in order to rebuild visitation and expenditures to Ontario, including current market intelligence, travel trends, product updates and potential promotions through trade channels.

To support Ontario's export-ready suppliers in rebuilding their travel trade business for 2022 and beyond, Destination Ontario hosted 101 participants for a "Destination Ontario Presents... International Market Updates for RVC 2021", where Destination Ontario's

Business Development and In-Market Rep Team presented on global trends, market and consumer insights, and how to prepare for successful RVC meetings in the context of COVID-19.

The Destination Ontario team developed a new e-brochure for the international markets to inspire visitation and promote Ontario's export-ready tourism products and experiences. The brochure continues to be shared through online meeting platforms for virtual meetings and tradeshows; emailed to trade and, posted on Destination Ontario's new international landing pages.

Earned Media
In response to the ongoing global COVID-19 pandemic, Destination Ontario continued to keep Ontario top-of-mind as a beautiful and safe destination through its media relations efforts by inspiring visitors to dream about travelling in Ontario when the time is right.

While traditional activities like press trips and overseas events were paused due to public health measures and border closures, Destination Ontario focused on nurturing relationships with media, in-market service providers, and industry partners to make a collective impact for tourism business revenue generation through third-party media coverage.

In all target markets – both domestic and international – Destination Ontario took a strategic and flexible approach to media relations activities based on market readiness factors such as the status of COVID-19, border restrictions, government policy, airline routes, consumer behaviour, and community sentiment.

Monitoring the travel landscape and industry changes remains an ongoing part of Destination Ontario's recovery planning, along with important partnerships with Provincial Marketing Organizations, DMOs and Destination Canada. A contributing member of Destination Canada's Communications Working Group, Destination Ontario's earned media team collaborated on story telling, media pitches, themed content, creative assets, and media events to leverage the Canada brand and help Ontario stand out in today's extremely competitive market.

Media Events
With many events and trade shows still cancelled or moved online, Destination Ontario participated virtually to ensure a strong presence for Ontario, keeping the province top-of-mind for recovery. Highlights include:

- 2021 Travel Media Association of Canada (TMAC) Conference – June 1-3, Destination Ontario participated in the TMAC's annual conference, which was held virtually. Destination Ontario attended and met with nearly 30 media and moderated a panel focusing on "Content Creator Marketing."

- Canada Connect – In March 2022, Destination Ontario participated in Destination Canada's "Canada Connect" virtual media event. The virtual event provided an opportunity for Canadian provincial partners to connect with more than 150 editors, writers, freelancers and producers in the U.K., Germany, and France. Destination Ontario successfully pitched Ontario story ideas and in-person familiarization/press trip opportunities.

- Japan Media Event – Destination Ontario partnered with Destination Canada to host a virtual media event featuring Japanese Canadian band Monkey Majiik. The band shared its travel experiences in Algonquin, Kingston, Toronto and Niagara with information and images provided by Destination Ontario. The event was a great success with almost 13K live viewers and earned media reach of 9M.

Print and Digital

Destination Ontario, with the support of in-market representatives, leveraged its strong relationships with print and digital media to ensure that Ontario remained top-of-mind through proactive pitches and responding to more than 100 queries from Canadian media alone.

Global earned media relations performance targets were exceeded, with an estimated advertising value equivalency (AVE) of $42M and a high-quality score. Achievements include:

- The Globe & Mail, Canada – Collaborated with Niagara Parks to pitch the new Niagara Parks Power Station to media outlets, including editors at The Globe & Mail. Resulting coverage published on May 19, 2021.
  Reach: 6.7M, AVE: $167.7K.

- The New York Times (NYT), U.S. – Included Stratford, Ontario as part of their See the World in Canada series. As per the editorial policy of NYT, no budget was spent on securing this article.
  Reach: 19 M, AVE: $2.9M.

- National Geographic Traveller Food, U.K. – 'Meet the Maker' article featured, Niagara winery Sue-Ann Staff Estate Winery's, Sue-Ann Staff, putting the spotlight on Niagara's rich wine product and industry in this globally respected culinary and travel publication.
  Reach: 173K, AVE: $14.8K.

- Kanada Magazin, Germany – As a result of a media tour in 2014, this feature on Ontario's canoe culture was published in the highly targeted travel publication featuring the Canadian Canoe Museum and Canadian Canoe Route.
  Reach: 35K, AVE: $29.5K.

- Sohu Travel website, China – Destination Ontario's China team continued regular outreach to key media to ensure the province is top of mind. One of the many results included an article on Sohu's Travel page about the Thousand Islands in August 2021.
  Views: 18M, AVE: $2.1K.

- Tabizine Magazine, Japan – Using images and information supplied by Destination Ontario, this popular online lifestyle and travel outlet published a story on the World's Best Winter Views: Canada's Niagara Falls in January 2022. The article was subsequently carried out by other online outlets in Japan.
  Reach: 15.1M, AVE: $37K.

Radio and Television

Destination Ontario's broadcast program took a tiered approach to broadcast promotions guided by the Roadmap to Recovery. The program continued to build strong relationships with television and radio stations to promote Ontario attractions and events while ensuring travel messaging was in line with the government's latest health and safety guidelines.

With a focus on the domestic market, the broadcast program targeted key media outlets and industry partners resulting in 1,195 broadcast minutes promoting 143 industry partners with an AVE of $4.5M and circulation of 132.6M. Achievements include:

- Rediscover Ontario Tour – Leveraged Destination Ontario's Rediscover consumer marketing campaign by conducting television and radio interviews promoting ways to rediscover Ontario safely. The broadcast program promoted 20 industry partners during three Skype TV interviews and six telephone radio interviews in eight RTOs.
  Reach: 8M, AVE $220K

- Fall Campaign – Coordinated 15 on-location radio and television broadcasts in six RTOs promoting ways to safely enjoy the fall season in Ontario. As part of the fall campaign, the broadcast program produced six themed Ontario Fall Colour reports that were distributed to 200+ media contacts highlighting various tourism industry partners, including trails information at six Ontario sister agencies as part of MHSTCI's new trails initiative. The total campaign promoted 57 partners during 754 broadcast minutes.
  Reach: 36.5M, AVE $1.3M

- Winter Campaign – Coordinated 11 broadcasts in seven RTOs promoting winter-related activities in Ontario. The winter campaign combined Destination Ontario-initiated broadcasts and others that were requested by partners through Destination Ontario's new partnerships program. All broadcasts were led and executed by the Destination Ontario broadcast program resulting in 235 minutes of winter content. 48 partners were promoted.
  Reach: 62.2M, AVE $2,5M

CORPORATE SERVICES AND OPERATIONS

Ontario Travel Information Services

Destination Ontario's OTIS team provides an avenue for visitors to receive information on destinations, attractions and product experiences. Staff use a visitor care approach to provide recognized visitor information services and deliver engaging customer service through the personalized trip and itinerary planning across different service delivery channels.

As the health and safety of OTIS staff and visitors continued to be Destination Ontario's top priority, the OTICs were re-opened in a staggered approach. Following temporarily paused operations due to a province-wide stay-at-home order issued in April 2021, Destination Ontario re-opened its centres in alignment with the transition from the stay-at-home order to the province's three-step-plan as health measures were gradually lifted. Destination Ontario also reviewed individual OTIC operating considerations and resumed centre operations between June 23, 2021 and September 15, 2021. The OTICs 2020 Re-Opening Plan was updated and implemented in 2021 to ensure alignment with applicable operational safety and public health guidelines to continue to protect both employees and visitors during the ongoing COVID-19 pandemic. On December 18, 2021, the OTICs paused operations due to the province moving to a modified Step 2 to help stem the spread of the Omicron variant. As the Province cautiously and gradually eased public health measures starting on January 31, 2022, and attractions re-opened their doors to visitors, the OTICs restarted operations on February 16 or 17, 2022 prior to the Family Day weekend.

Modernized Visitor's Information Services

Despite the ongoing COVID-19 pandemic having an impact on in-person operations, the OTIS team continued to expand and implement its service delivery models to comply with COVID-19 policies and protocols and adapt to visitors changing travel patterns and information needs. Travel Counsellors were able to provide personalized visitor information services in-person at OTICs and roaming at major attractions and tourist locations as well as over the phone, virtually by video conference and by email. The OTICs continued to offer its curbside pick up option to serve visitors from the comfort of their vehicle after contacting the OTIC to request information and materials. For those visitors who still wished to receive in-person visitor services, the temporary measure on visitors accessing the brochure racks was lifted and they were once again able to touch printed materials and self-serve from the racks.

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. Additionally, the Employee and Visitor Screening Checklist was still required for entry into an OTIC and the greeter position continued to educate visitors and ensure they cooperated with the safety and security policies and protocol.

Re-opened OTICs included Sault Ste. Marie, Pigeon River, Hawkesbury, Toronto, Niagara Falls, Windsor, Barrie, Bainsville and Tilbury. The St. Catharines OTIC was permanently closed on October 30, 2021, for the Ministry of Transportation twinning highway project that requires the building being demolished. St. Catharine's staff were redeployed to the nearby Niagara Falls OTIC which sees the second highest visitation numbers of all OTICs. Most of the re-opened OTICs maintained reduced days and hours of operation to meet the limited travel demand and focus resourcing on roaming activities and the new 1-800-ONTARIO tourism line. However, the Bainsville and Tilbury OTICs, located in the high traffic ONroute Service Centres, were open seven days a week. Even though visitation was down in 2021-2022, a total of 37,216 travellers visited the 10 re-opened OTICs. Travel Counsellors also continued to work remotely and offered travel counselling services by phone, video conference and email.

In March 2021, the 1-800-ONTARIO toll-free tourism line was brought in-house to Destination Ontario serviced by OTIS staff who responded to calls either in centre or remotely seven days a week from 9:00 am to 5:00 pm in both English and French. A total of 9.6K incoming calls were received of which just over 50 percent were serviced by the new auto attendant and menu choices. Staff responded to 4.8K live calls and answered questions on trip planning, parks and attractions, camping and border and customs.

Destination Ontario Website's New Email Address
As the new Destination Ontario website was launched, a new email address was created to respond to consumer inquiries (travelinfo@ontario.ca). As of May 2021, OTIS staff began responding to both English and French travel email inquiries from consumers.

Virtual Travel Counselling (VTC) Services
In September 2021, Destination Ontario launched a new service to pilot virtual travel counselling (VTC) services offering consumers a free, 30-minute video counselling session through Zoom in English or French. Consumers could book an appointment through the 1-800-ONTARIO tourism line with a travel counsellor to discuss their information needs. An in-take form was completed ahead of time to assist the travel counsellor in researching and preparing for the upcoming session with useful links and visual materials.

Roaming Ambassadors and Mobile Visitor Information Centres (VICs) Program
Also new this fiscal was the roaming ambassadors and mobile visitor information centres (VICs) program where staff worked on site at partners' attractions and events with mobile vehicles (gazebos, tricycles) and provided on the spot information services to visitors through tablets and limited printed material. The program was launched when the province began to re-open in July 2021 with several key tourist locations such as Agawa Train station, CN Tower and Blue Mountain Village.

Visitor Health Score (VHS)
To improve key performance metrics and tracking and ensure a visitor care approach, a Visitor Health Score (VHS) was introduced in 2021-2022. The VHS reflects the quality-of-service visitors receive across all service delivery channels. It aggregates the Net Promoter Score (NPS), Customer Satisfaction Score (CSAT) and Service Level (SL). In 2021-22, OTIS staff achieved a VHS score of 96 out of 100 and were able to counsel a total of 20,153 parties through various service delivery channels (in-centre, curbside, roaming, over the phone, virtually and by email) by providing up-to-date travel information services to consumers.

Human Resources and Corporate Services
Destination Ontario Corporate Services continued to improve workplace practices and performance through the 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 Ontario Public Service (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.

Anti-Racism Competency and Capacity Training
During the 2021-22 fiscal year, Corporate Services hosted all-staff training on Anti-Racism Competency and Capacity, Unconscious Bias and provided a refresher course on the Travel, Meals & Hospitality Expenses Directive. 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 priorities listed below, however, 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 and across the MHSTCI portfolio. Leverage the Canada brand to put Ontario first and drive economic impact through increased visitation and spend across Ontario.
- 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. Destination Ontario will continue to evolve to an organization that has strong value-for-money evaluation practices and that focuses on campaign performance, insights and investment.
- 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, contract management, human resources, administrative, information technology equipment, facilities and emergency management) identifying cost saving. As a result, Corporate Services 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:

- Graduated from the expense claim review by the Office of the Integrity Commissioner of Ontario through continued adherence to the Travel, Meals, and Hospitality Expenses directive and detailed documentation, while demonstrating more rigour in reviewing staff and appointees expense claims based on learnings and feedback.
- 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.
- Adherence to government spending restrictions and undertaking a rigorous approval process including a documented rationale for all expenditures.
- Achieved 83% response rate for the annual OPS employee experience survey.
- Continued collaboration with MHSTCI legal department for advice on various contract agreements to ensure appropriate accountability and transparency.
- 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.
- Minimized costs of remitting payments through paper cheques, envelopes, and postage. New and existing vendors migrated to direct deposit banking whenever possible, resulting in payments deposited in vendors accounts faster while

eliminating lost or delayed cheques in the mail and trips to the bank for cheque deposits.

- Continued 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.
- Conducted a reorganization pilot to combine Northern team and the Partnerships team under one umbrella to strengthen the capabilities and opportunities for growth and industry partnerships expansion.

In sum, the Corporate Services team continued to champion an organizational culture that enables the leadership team to be equipped with sound advice, helpful tools and coaching strategies to continue building high-performing teams and innovative products to advance the mandate of the Agency. Our efforts will strengthen the leadership team's confidence in managing programs, processes and human capital in an effective and efficient manner.

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. Multi-Year Accessibility Plan and Accessibility page on destinationontario.com updated for 2021-2027.

PERFORMANCE MEASURES

VISITOR VOLUME & EXPENDITURE			
	2020-21 Actuals	***2021-22 Target***	***2021-22 Actuals***
Ontario			
Incremental Trips	40K[1]	292K[2]	71K[1]
Incremental Visitor Spending	$6.9M[1]	$37M[2]	$18.2M[1]
U.S.			
Incremental Trips	N/A[3]	N/A[3]	N/A[1,3]
Incremental Visitor Spending	N/A[3]	N/A[3]	N/A[1,3]
North America and Overseas (via trade channel)			
Incremental Trips	N/A[1]	5K	4.3K[1]
Incremental Visitor Spending	N/A[1]	$3M[4]	$8.5M[5]
Number of New Products Developed – North America & Overseas	2[1]	20[4]	26[5]

1. Marketing activities were paused throughout the year due to the COVID-19 pandemic and related travel restrictions. Not all planned marketing initiatives were realized due to COVID-19.
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 since 2020.
4. Due to COVID-19 and border closures, Joint Marketing Agreements mainly focused on trade training, product development and driving bookings for 2021-22.
5. Actuals reflect in year programming that was not anticipated in support of industry recovery in the context of COVID-19

VISITOR FIRST MARKETING			
	2020-21 Actuals	***2021-22 Target***	***2021-22 Actuals***
Earned Media Relations (AVE $Ms)	$15.8M[1]	$5M[2]	$42M[3]
Paid Broadcast (Reach)	N/A[4]	10M[2]	11.5M[3]
Online Video Views (75% - Completed)	35.8M[3]	7.4M[2]	88M[3]
Social Engagement Rate (% (likes, reactions, comments, shares and clicks/reach)	1.5%[5]	2.0%[2]	1.5%
Travel Trade Trained (#)	5,201[3]	4K	4.1K
RE-DEFINING PARTNERSHIP			
	2020-21 Actuals	***2021-22 Target***	***2021-22 Actuals***
Total Leads to Industry Partners	1.37M	2.5M	3.69M[3]

Partners' Cash Contribution ($)	$200K	$250K	$315K[6]
Ontario Stakeholders Participating in Destination Ontario-Led Programs (#)	40	150	147

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. Actuals reflect in year additional programming that was not anticipated in support of industry recovery in the context of COVID-19.
4. Due to COVID-19 pandemic some media data collection was paused.
5. Actuals reflects activated initiatives in the context of COVID-19 and anticipates travel restrictions for Ontario, U.S., Mexico and overseas.
6. Higher cash contribution is related to pilot partnerable fall campaign

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 2021-22, 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 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.

Management reviews risk on an on-going basis, including quarterly management reports, and year-end and in-year audits. The Audit Finance and Risk Committee of the Board of Directors regularly reviews and discusses with management corporate policies on internal control to assure itself that appropriate processes are functioning effectively, to monitor the risks to which the organization is exposed, and that internal control is effective in managing risks to an acceptable level.

FINANCIAL STATEMENTS

For the Year Ended March 31, 2022

Ninety-nine per cent ($33.0M) of Destination Ontario's $33.4M operating revenue was received from the Ontario government. Merchandise sales continue to be minimal as in-person operations at the Travel Information Centres were temporarily paused throughout the year to align with Ontario's health and safety guidelines. Destination Ontario recorded an operating deficit of $4.4M after depreciation of $0.8M on capital assets. The operating deficit is due in large part to the drawdown of an operating surplus of $9.1M from fiscal year 2020-21, when marketing campaigns were paused in order to wait for the right timing when international travel is no longer restricted. Spending in 2021-22 was 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 OTIS, comprised 25.6% of its total operating expenses.

Ontario Tourism Marketing Partnership Corporation

(operating as Destination Ontario)

Financial Statements

For the Year Ended March 31, 2022

Ontario Tourism Marketing Partnership Corporation

(operating as Destination Ontario)

Financial Statements

For the year ended March 31, 2022

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Ontario Tourism Marketing Partnership Corporation

(operating as Destination Ontario)

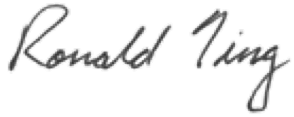
Management Report

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 13, 2022



Ronald Ting
Treasurer
June 13, 2022

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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, 2022, 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, 2022, 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 opinion.

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

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

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 13, 2022

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION
(operating as Destination Ontario)

Statement of Financial Position

	March 31 2022 ($ 000)	March 31 2021 ($ 000)
ASSETS		
Current		
Cash	**8,456**	10,730
Accounts receivable (Note 3)	**816**	291
Prepaid expenses	**9**	15
	9,281	11,036
Capital assets (Note 4)	**1,075**	1,676
	10,356	12,712
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	**4,741**	2,492
Obligation for retirement benefits (Note 2h)	**259**	118
	5,000	2,610
Obligation for retirement benefits (Note 2h)	**513**	830
Deferred capital contributions (Note 5)	**38**	76
	551	906
	5,551	3,516
Net assets		
Unrestricted fund	**3,768**	7,596
Investment in capital assets	**1,037**	1,600
	4,805	9,196
	10,356	12,712

Commitments (Note 9)

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	2022 ($ 000)	2021 ($ 000)
Revenues		
Province of Ontario Grant (Note 6)	**33,040**	33,338
Advertising sales	**260**	6,258
Travel Information Services - sales and rentals	**59**	2
Amortization of deferred capital contribution	**38**	45
Interest income	**29**	42
	33,426	39,685
Expenses		
Advertising and marketing	**21,187**	9,172
Administration (Note 7)	**8,087**	7,679
Travel Information Services (Note 8)	**4,536**	4,411
Partnerships and sales	**2,111**	7,477
Amortization of capital assets	**826**	992
Research	**647**	199
Technology operations	**418**	5,232
Board and committee expenses (Note 11)	**5**	-
	37,817	35,162
(Deficiency) excess of revenues over expenses	**(4,391)**	4,523

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)**	**2022 Total ($ 000)**	2021 Total ($ 000)
Net assets, beginning of year	**7,596**	**1,600**	**9,196**	4,673
(Deficiency) excess of revenues over expenditures for the year	**(3,563)**	**(828)**	**(4,391)**	4,523
Capital assets acquisitions	**(265)**	**265**	**-**	-
Net assets, end of year	**3,768**	**1,037**	**4,805**	9,196

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	2022 ($ 000)	2021 ($ 000)
OPERATING		
(Deficiency) excess of revenues over expenses	**(4,391)**	4,523
Add (less) non-cash items:		
Amortization of deferred capital contributions	**(38)**	(45)
Amortization of capital assets	**826**	992
Disposal of capital assets	**40**	-
Obligation for retirement benefits	**(176)**	(559)
	(3,739)	4,911
Change in non-cash working capital (Note 10)	**1,730**	785
	(2,009)	5,696
CAPITAL		
Capital asset acquisitions	**(265)**	(1,547)
(Decrease) increase in cash during the year	**(2,274)**	4,149
Cash, beginning of year	**10,730**	6,581
Cash, end of year	**8,456**	10,730

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 Corporation announced a new corporate operating name, Destination Ontario. The Ontario Tourism Marketing Partnership Corporation will continue to be the official legal name of the Corporation. The objects of the Corporation 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.

(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. Accounts requiring significant accounting estimates include amortization of capital assets, accrued liabilities, obligation for retirement benefits, and deferred capital contributions.

(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.

The Corporation’s financial instruments, which include cash, accounts receivable, and accounts payable and accrued liabilities, are all valued at cost less any amount for valuation allowance.

(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.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(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. CREDIT RISKS RELATED TO FINANCIAL INSTRUMENTS

The Corporation's exposure to credit risk is minimal. The Corporation determines on a continuing basis, the probable credit losses and sets up a provision for losses, if necessary, based on the estimated realizable value.

Below the accounts receivable aging is summarized:

				2022 ($ 000)
	Current	**+60 Days**	**+90 Days**	**Total**
General accounts receivable	**27**	**10**	**44**	**81**
Harmonized Sales Tax ("HST") receivable	**735**	**-**	**-**	**735**
Totals	**762**	**10**	**44**	**816**

				2021 ($ 000)
	Current	+60 Days	+90 Days	Total
General accounts receivable	-	100	51	151
HST receivable	140	-	-	140
Totals	140	100	51	291

4. CAPITAL ASSETS

	2022 ($ 000)		2021 ($ 000)	
	Cost	**Accumulated Amortization**	Cost	Accumulated Amortization
Furniture	**174**	**121**	471	412
Website	**2,190**	**1,220**	1,516	252
Leasehold improvements	**1,106**	**1,054**	2,708	2,608
Tourism Consumer Information System	**-**	**-**	15,657	15,404
	3,470	**2,395**	20,352	18,676
Cost less accumulated amortization		**1,075**		1,676

During the year, the Corporation terminated a contract with a third-party provider for the development of a multi-channel solution that included consumer, corporate and photo/video web sites as well as a contact centre and publication fulfillment services that was developed, hosted and maintained by the third-party provider. The related loss on disposal amounted to $40,000 and has been recorded as a technology operations expense in the Statement of operations.

5. DEFERRED CAPITAL CONTRIBUTIONS

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

	2022 ($ 000)	2021 ($ 000)
Opening balance	**76**	121
Amortization	**(38)**	(45)
Ending balance	**38**	76

6. REVENUE: PROVINCE OF ONTARIO

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

	2022 ($ 000)	2021 ($ 000)
Core funding	**32,968**	32,968
Transition Exit Initiative (TEI)/Voluntary Exit Program (VEP) funding	**-**	347
Summer Experience Program	**72**	23
	33,040	33,338

7. 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:

	2022 ($ 000)	2021 ($ 000)
Salaries and benefits	**6,852**	6,480
Lease	**751**	866
Supplies and equipment	**237**	223
Transportation and communications	**162**	95
Services	**85**	15
	8,087	7,679

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 $517,000 (2021 – $485,000).

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

8. TRAVEL INFORMATION SERVICES

The expenditures for the Travel Information Services are as follows:

	2022 ($ 000)	2021 ($ 000)
Salaries and benefits	**2,829**	2,406
Lease	**1,343**	1,411
Supplies and equipment	**158**	315
Services	**117**	232
Transportation and communications	**47**	46
Merchandise for sale	**42**	1
	4,536	4,411

Included in salaries and benefits are contributions to the PSPF and OPSEU pension funds for the year of $168,000 (2021 - $148,000).

9. OPERATING LEASES

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

	($ 000)
2023	1,289
2024	583
2025	160
	2,032

10. CHANGE IN NON-CASH WORKING CAPITAL

	2022 ($ 000)	2021 ($ 000)
(Increase) decrease in accounts receivable	**(525)**	1,023
Decrease (increase) in prepaid expenses	**6**	(8)
Increase (decrease) in accounts payable and accrued liabilities	**2,249**	(230)
	1,730	785

11. 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.

12. SIGNIFICANT EVENT

On March 11, 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a global pandemic. 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 was required to shift course from its traditional marketing activities and focus on supporting the industry through other inspirational ways for future travel and recognizes that the COVID-19 pandemic remains a fluid situation and the Corporation will continue to monitor any impacts to travel and adjust marketing activities as needed. The Corporation continues to operate focused on delivering marketing activities to support the tourism industry, which has been severely impacted by COVID-19.