

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION

An agency of the Government of Ontario



2016-2017
**ANNUAL
REPORT**

ONTARIO
Yours to discover

OTMPC

CONTENTS

Message from the Chair	1
Message from the President and CEO	2
Corporate and Organizational Overview	4
Corporate Governance	6
Strategic Directions	9
Activities and Achievements	10
Organizational Structure	19
Performance Measures	20
Financial Statements	22



Message from the Chair

I continue to be proud to serve as Chair of the Ontario Tourism Marketing Partnership Corporation (OTMPC). Along with my fellow Board members, we are continually impressed by the dedication of staff in making Ontario known as one of the best destinations in the world to visit.

OTMPC's new 'Where Am I?' brand platform put Ontario top-of-mind for travel planning. The campaign shared a side of Ontario with consumers they may not have seen before and it worked, generating great results. OTMPC was recognized for its success with a national Marketing Campaign of the Year Award.

The Board has worked closely with the Advisory Committees to gain advice and guidance that led to impressive results. For example, collaborating with Destination Canada, Tourism Toronto and Ottawa Tourism for the Connecting America program was successful and helped reinvigorate the industry with positive growth in American visitation.

As we complete the final year of the 2014–17 Strategic Plan, OTMPC has many accomplishments over the past three years, outcomes of the strengths of the organization, the Board, the Committees and staff. The Board looks forward to providing direction for the next three-year strategic plan.

I conclude by thanking Minister Eleanor McMahon for her leadership and the staff at the Ministry of Tourism, Culture and Sport for their efforts in supporting OTMPC. On behalf of the Board of Directors, I congratulate Lisa LaVecchia on her appointment as the new President and CEO of OTMPC. Although she is no stranger to the organization, having been with OTMPC since 2013, we are all excited about her leadership and her marketing expertise and management skills. I wish outgoing President and CEO, Ronald Holgerson, warmest wishes for his retirement.



Jim Marchbank, Chair

Ontario Tourism Marketing Partnership Corporation



Message from the President and CEO

The end of the fiscal year for 2017–18 brought personal excitement for me as I began my new role as President and CEO of the Ontario Tourism Marketing Partnership Corporation. Going into this dream role, I was thrilled to be able to continue to work alongside colleagues who feel as proud as I do to promote Ontario as a tourism destination. I want to thank Ronald Holgerson who served as the President and CEO for the past six years; his mentorship will be valued as I continue in his footsteps.

What a thrilling year it was for OTMPC as we launched a new brand campaign, 'Where Am I?' The campaign was developed to showcase the unfamiliar side of Ontario and create mystery and intrigue for consumers to discover an Ontario like never before. The campaign generated 63.8 million impressions, 11.9 million video views and 48,000 social comments and reactions, to name just a few of the impressive results. This first year was just the beginning of a continued successful brand and one that we hope our partners can leverage in their own ways. Of course, gaining an accolade such as the Marketing Campaign of the Year Award from the Canadian Tourism Awards was rewarding for the entire team's hard work.

Another major accomplishment for the organization was the completion of the Tourism Consumer Information System redevelopment. The completion comes after three years of work to improve and enhance functions, creating more tools for the industry to help generate leads and producing consumer-friendly features like trip planning and live online chat. Additionally, we integrated and enhanced the Image Ontario website and enhanced both ontariotravel.net and tourismpartners.com.

All of our other teams, whether it be Partnership and Regional Relations, Northern Partnerships, International Marketing or the Ontario Travel Information Centres, have worked diligently over the year strengthening partnerships, creating inspiring marketing campaigns and dealing with consumers directly; and all with the goal of promoting Ontario as a world-class tourism destination.

I want to thank our government and industry partners, our Advisory Committee members and our Board of Directors who work together with our team. At the root of our success is OTMPC as a partnership organization; it is with all of these strong partnerships that our marketing successes can be attained.

Lisa LaVecchia, President and CEO

Ontario Tourism Marketing Partnership Corporation

CORPORATE OVERVIEW



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

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

Organizational Overview

MARKETING

One of OTMPC's core functions as an organization is marketing Ontario as a tourism destination. The OTMPC team uses a targeted multi-media approach to connect with provincial, national and international consumers.

Brand Management and Consumer Marketing

OTMPC builds brand awareness through multiple channels within Ontario, across Canada and around the world to showcase Ontario as a top travel destination.

International Marketing

OTMPC promotes and facilitates the sale of Ontario market-ready tourism products and experiences by working closely with tour operators, wholesalers and travel agents. With Destination Canada (DC) as a key delivery partner, travel to Ontario is promoted through joint marketing campaigns, tradeshow, marketplaces and select events in Canada, the United States, the United Kingdom, Germany, France, China, Japan, South Korea, India, Mexico and Brazil.

Media Relations

OTMPC develops close working relationships with members of the media in key target markets. Ontario is highlighted through customized media tours, media marketplaces and events, developing positive coverage with media outlets and helping to generate travel interest.

Digital Marketing

Digital marketing is used to encourage consumers to travel to Ontario. Through the Tourism Consumer Information System (TCIS), the industry can use tools to share their information to potential visitors. TCIS includes consumer (ontariotravel.net) and corporate (tourismpartners.com) websites that promote experiences, festivals, events and travel packages, while also directly connecting consumers to industry partners to book their travel; a consumer database; a literature delivery service; a bulk distribution centre; and the 1-800-ONTARIO contact centre handling consumer calls, e-mail and online chat. There is also an array of inspiring Ontario images through imageontario.com for partners and media to access for promotional purposes. The Digital Marketing team also leads OTMPC's digital media and social media activities, connecting travellers with fun and dynamic Ontario travel ideas through social channels such as Facebook, Twitter, Instagram, YouTube, travel blogs, etc.

Market Research

OTMPC conducts tourism research that provides market intelligence and consumer behaviour analysis to enable OTMPC and tourism operators to make informed business decisions. Research also engages in tracking the success of OTMPC's marketing campaigns.

Special Projects

OTMPC works with government and industry partners to leverage major international events and collaborate on one-time projects that promote tourism in Ontario.

INDUSTRY RELATIONS

Industry Relations is important for building strong partnerships with the tourism industry to market Ontario as a year-round travel destination.

Partnerships and Regional Relations

OTMPC offers its partners the opportunity to market their region, experiences and products under the Ontario tourism brand; and to enter important or new markets that might be challenging to access on their own. Partners include Regional Tourism Organizations (RTOs), Destination Marketing Organizations (DMOs), attractions, accommodations, culinary and transportation businesses.

Tourism Industry Partners Program

Through the Tourism Industry Partners Program (TIPP), OTMPC works with consortium groups to provide financial assistance to support their marketing campaigns. TIPP applicants must target their marketing campaigns to out-of-province markets that draw incremental overnight visitors from outside of Ontario.

Northern Partnerships

Northern partnerships aim to increase visitation to Northern Ontario, focusing on visits to RTOs 12 and 13 A, B, and C and marketing the province's avid experiences such as angling, hunting, powersports touring and world-class outdoor adventures.

Ontario Travel Information Centres

Ontario Travel Information Centres (OTICs) provide an official welcome to visitors. Operated by travel counsellors, OTMPC's 11 OTICs offer visitors valuable and on-the-spot information on travel ideas in Ontario. Two of OTMPC's OTICs are located in ONroute service centres along Highway 401 in Bainsville and Tilbury. Electronic visitor information kiosks are located throughout the network of 20 ONroute service centres and are designed to provide travellers with self-service tourism information.

CORPORATE SERVICES

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

PRESIDENT'S OFFICE

The President's Office provides executive support to the President and CEO in the operational planning, management and implementation of the agency's initiatives. Staff also manages activities related to the Board of Directors and Advisory Committees. A key function is liaison with the Ministry of Tourism, Culture and Sport (MTCS), to whom the agency reports. Corporate communications staff works closely with the rest of the office to develop and implement targeted, strategic communications and public relations programs that enhance OTMPC's profile and promote tourism's contribution to economic prosperity.

Corporate Governance

Board of Directors

OTMPC 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 Tourism, Culture and Sport. The Minister receives advice on Board membership through the Board Governance and Nominations Committee and other interested parties.

The Directors sit on various committees of the Board, including the Executive Committee; the Audit, Finance and Risk Committee; and the Governance and Nominations Committee. Some board members also sit on the Advisory Committees as a Board representative.

Executive Committee: The Committee sets priorities and recommends objectives and strategies to the Board.

Audit, Finance and Risk Committee: The Committee reviews financial performance and ensures that effective operating controls are in place.

Governance and Nominations Committee: The Committee undertakes assessment of Directors' skills, succession planning and recruitment for Board and Advisory Committees.

The **Northern Tourism Marketing Committee** also serves as a Committee of the Board with representation from Northern tourism industry stakeholders. The Committee develops and monitors marketing strategies, tactics and programs for key Northern Ontario markets.

Advisory Committees

OTMPC also benefits from the wisdom, insight and advice of industry leaders through three Advisory Committees:

Regional Tourism Organization Advisory Committee:

The Committee supports the coordination, collaboration and alignment of RTO and OTMPC marketing programs and the brand.

Sector Advisory Committee: The Committee focuses on tourism industry collaboration and promotion of experiences to all markets.

Marketing Metrics Advisory Committee: The Committee ensures appropriate performance measures for both OTMPC and the tourism industry are in place and reported.

BOARD OF DIRECTORS

Jim Marchbank, Chair

Tourism Industry Representative
Sudbury
September 8, 2014 – September 7, 2017 (Chair)
September 24, 2008 – September 8, 2014 (Member)

Patrice S. Basille

Executive Vice President & General Manager
Brookstreet Hotel
Ottawa
August 15, 2012 – November 17, 2018

Michelle Caine

Academic Chair, Hospitality,
Tourism and Culinary Arts
Centennial College
Toronto
February 2, 2017 – February 1, 2020

David de Launay

Deputy Minister
Ministry of Northern Development
and Mines
Toronto
March 11, 2015 – March 10, 2018

Peter C. Fullerton

Finance and Audit Industry
Representative
Toronto
March 23, 2011 – February 22, 2020

Donna Hilsinger

Tourism and Hospitality Industry
Professional
Sault Ste. Marie
February 2, 2017 – February 1, 2020

William Knowlton

Vice President
Jonview Canada
Toronto
October 25, 2012 – October 24, 2018

Leslie Krueger

Executive Director
CloudRaker
Toronto
August 29, 2012 – August 3, 2019

David Kuo

Head of Branch Network – Ontario
HSBC Bank Canada
Toronto
October 20, 2010 – October 18, 2019

Allan Luby

President, Captain
Lake Navigation (Kenora) Ltd.
Kenora
July 30, 2007 – October 4, 2019

Grace Sammut

Executive Director
Resorts of Ontario
Alliston
August 7, 2013 –
September 27, 2019

Leslie Smith

Tourism and Hospitality Industry
Representative
Toronto
January 9, 2013 – January 18, 2020

Gregory Treffry

Communications/Media Industry
Representative
Toronto
February 9, 2011 – March 21, 2020

Chris Williams

Vice President, Digital
Association of Canadian Advertisers
Toronto
February 2, 2017 – February 1, 2020

Northern Tourism Marketing Committee

Carol Caputo, Chair

Executive Director
Algoma Kinniwabi Travel Association

David MacLachlan, Past Chair

Owner
North to Adventure

Brad Greaves

Owner
Ignace Outpost

Adam Wilcox

Director, Business Development
Porter Airlines Inc.

Eric Brown

General Manager
Totem Resorts, Sioux Narrows

Meredith Armstrong

Manager of Tourism and Culture
City of Greater Sudbury

Bill Chambers

Owner
Pine Grove Resort Cottages

Ian McMillan

Executive Director,
Tourism Sault Ste. Marie
Sault Ste. Marie Economic
Development Corp.

Marty Kalagian

President
Tourism Northern Ontario

Paul Pepe

Manager of Tourism
City of Thunder Bay

Jonathan Massey

Sales and Marketing Manager
Residence Inn by Marriott
Muskoka Wharf

Sue Crane

Owner
Crane's Lochaven Wilderness Lodge

Jake Lacourse Jr.

Assistant General Manager
Clarion Resort Pinewood Park

Maclin Williams

Director, Marketing
Porter Airlines Inc.

Eric Lund

Owner
Esnagami Wilderness Lodge & Outpost

Krista Cheeseman

Owner
Wilderness North

Guy Lamarche

Manager, Tourism, Events & Corporate
Communications
City of Timmins

Donna Hilsinger

Board Director Representative
Tourism and Hospitality Industry
Professional

Allan Luby

Board Director Representative
President, Captain
Lake Navigation (Kenora) Ltd.

Jim Marchbank

Board Director Representative
Tourism Industry Representative

RTO Advisory Committee

Nicole Whiting, Chair

Executive Director
Ontario's Highlands Tourism
Organization
RTO 11

Jen Moore

Marketing Manager
Southwest Ontario Tourism Corp.
RTO 1

Anthony Annunziata

Executive Director
Tourism Partnership of Niagara
RTO 2

Maria Fortunato

Executive Director
Hamilton Halton Brant RTO
RTO 3

David Peacock

Executive Director
Regional Tourism Organization 4 Inc.
RTO 4

Andrew Weir

Executive Vice President
Tourism Toronto
RTO 5

Chuck Thibeault

Executive Director
RTO 6 – Central Counties
RTO 6

Bill Sullivan

Executive Director
RTO 7 – Bruce Grey Simcoe
RTO 7

Brenda Wood

Executive Director
RTO 8 – Kawarthas Northumberland
RTO 8

Bonnie Ruddock

Executive Director
RTO 9 – The Great Waterway
RTO 9

Karen Squires

Vice-President of Marketing
Ottawa Tourism
RTO 10

James Murphy

Executive Director
Explorers' Edge
RTO 12

Donna McLeod

Executive Director
Northeastern Ontario
RTO 13A

Ian McMillan

Executive Director, Tourism
Sault Ste. Marie
Sault Ste. Marie Economic
Development Corp.
RTO 13B

Paul Pepe

Manager
Tourism Thunder Bay
RTO 13C

Patrice Basille

Board Director Representative
Executive Vice President & General
Manager, Brookstreet Hotel Corp.

Sector Advisory Committee

Lisa Tompkins, Chair

Director, Marketing and
Communications
CN Tower

Brenda Branch

Marketing & Promotions Officer,
Hamilton Civic Museums, Planning
and Economic Development
Department
City of Hamilton

Rick Naylor

President
Accucom Corporate
Communications Inc.

Anita Gaffney

Administrative Director
Stratford Shakespeare Festival

Bryan Mercer

Director, Marketing
St. Lawrence Parks Commission

Betty McGie

CEO
Watson's Algoma Vacations
& Watson's Skyways Ltd.

Jill Quast

Owner-Operator
Happy Days Houseboats

Scott Davidson

National Historic Site and Visitor
Experience Manager
Bethune Memorial House,
Parks Canada

Rebecca McKenzie

Executive Director
Ontario Culinary Tourism Alliance

Louise Lacroix

Executive Director
Direction Ontario

Gordon Orr

CEO
Tourism Windsor Essex Pelee Island

Anna Pierce

Vice President
Niagara Helicopters

Beth Potter

President & CEO
Tourism Industry Association
of Ontario

Harry Patel

Director of Operations
Northampton Group Inc.

Gloria Loree

Executive Director, Global Marketing
Destination Canada

Troy Young

Executive Director
Attractions Ontario

Kathi Nichols

Executive Director
Ontario's Finest Hotels, Inns and Spas

Valerie Taylor

Director, Marketing, Communications
and Sales
Shaw Festival

Donna Bennett

Advancement and Marketing Director
Westben Arts Festival Theatre

George Offshack

Owner
Limerick Lake Lodge and Marina

Janet O'Connell

Chief Executive Officer
Boating Ontario Association

Terra Glabb

Director of Business Development
Greater Sudbury Airport

Patti Kendall

Director, Marketing and Events
Blue Mountain Village

Mark Downing

President
Fern Resort

Vicki Clarke

Director, Sales and Customer Service
Jonview Canada

Minto Schneider

CEO
Waterloo Regional Tourism
Marketing Corporation

Martin Lacelle

Executive Director
Prescott-Russell Tourism

Jim Marchbank

Board Director Representative
Tourism Industry Representative

**Marketing Metrics
Advisory Committee**

Dr. Marion Joppe, Chair

Research Chair, Tourism
School of Hospitality and Tourism
Management
University of Guelph

Dr. Alan Middleton

Executive Director,
Schulich Executive Education Centre
Assistant Professor of Marketing,
Schulich School of Business
York University

Andrew Weir

Executive Vice President
Tourism Toronto

Michael Sullivan

Partner
The Strategic Counsel

Matt Kelly

Managing Partner
Level5 Strategy Group

Tom Griffin

Assistant Professor, Ted Rogers
School of Hospitality and Tourism
Management
Ryerson University

Mike Brown

Senior Planning Advisor
Greater Toronto Airports Authority

Alex Athanassakos

Team Leader, Tourism Policy and
Research
Ministry of Tourism, Culture and Sport

Allan Luby

Board Director Representative
President, Captain
Lake Navigation (Kenora) Ltd.

2014–2017 STRATEGIC PLAN

The four strategic pillars are:

BUILD AND DELIVER THE CASE FOR INVESTMENT

- Champion the economic value and impact of tourism industry sectors.
- Create and support inter-ministerial synergies.
- Generate an effective communications strategy that celebrates the tangible benefits of investing in building the Ontario tourism brand.
- Enhance links to and relationships with business industry leaders (e.g., Chambers of Commerce).

BUILD A POWERFUL BRAND THAT DRIVES RESULTS

- Create and effectively execute the big brand idea – an emotional campaign to drive tourism visits and spend aligned to the brand strategy.
- Focus on key target markets and their audiences using OTMPC marketing insights.
- Encourage the tourism industry to develop content/packages to attract the international market – 'Ontario Signature Experiences'.
- Identify and measure against key performance indicators.

Strategic Directions

EMBRACE ORGANIZATIONAL INNOVATION AND EFFECTIVENESS

Board

- Actively participate to strengthen strategic relationships that champion and promote tourism's value and economic impact.

Committees

- Inform and advise on tourism's value to the economy.

OTMPC

- Foster a culture of leadership, passion and accountability.
- Encourage and reward fact-based decision making.
- Operate with an investment mindset.
- Be forward looking and find new and innovative products.

DEVELOP AND EXECUTE AN EFFECTIVE PARTNERSHIP STRATEGY

- Maximize stakeholder investment in OTMPC marketing programs.
- Champion the Ontario brand to partners to adopt into their campaigns.
- Secure new external and private sector partners to participate in OTMPC programs.
- Measure and track brand alignment and partner investments.

Activities and Achievements

BUILD AND DELIVER THE CASE FOR INVESTMENT

With a 2016–17 base allocation of \$36.97 million, OTMPC’s activities focused on growing tourism visitation and increasing expenditures through targeted marketing campaigns, media relations, travel trade marketing partnerships, joint marketing and partnerships opportunities, consumer information services, market development education, and consumer insights from market research.

OTMPC collaborated with industry partners to develop and deliver research-driven integrated marketing programs and promoted Ontario as preferred travel destination to consumers in the priority markets of the U.S., the U.K., Germany, France, Mexico, Brazil, China, Japan, South Korea and India; in key markets in Canada; and across all of Ontario.

Partnering with Government Agencies

OTMPC continued to promote heritage, culture and tourism agencies and attractions in various ways, including through the *Fun Pass* coupon book distributed to elementary school children. Additionally, eight Ontario government agencies partnered with OTMPC with co-marketing initiatives and/or purchased advertising in 2016–17, including: the Niagara Parks Commission, Fort William Historical Park, Ontario Parks, Huronia Historical Parks and the St. Lawrence Parks Commission. OTMPC implemented an Indigenous Tourism Marketing Plan, which included populating listings on ontariotravel.net and a consumer campaign to drive visits to those listings which in turn proved successful in driving consumers to Indigenous partners’ websites.

Board of Directors/Committees

Throughout the year, Board members contributed to the importance of strong investments leading to positive returns for the industry. Directors shared insights and networked at industry meetings and events.

The Advisory Committee Chairs attended Board meetings on a rotating basis, to ensure on-going communication between the Board and committees and provide the insight and feedback from the industry committee level.

BUILD A POWERFUL BRAND THAT DRIVES RESULTS

Marketing

In 2016–17, OTMPC continued to focus on its three-tier market prioritization strategy. Tier 1 markets were targeted through OTMPC brand advertising, Destination Canada-partnered campaigns, travel trade and media relations, including: Ontario, Quebec, the U.S., the U.K. and China. Tier 2 markets were mainly targeted through OTMPC-Destination Canada partnerships, travel trade and media relations, including Japan, Germany, Brazil, France and South Korea. Tier 3 markets were targeted predominantly through media relations, including India, Mexico and the rest of Canada.

BRAND MANAGEMENT AND CONSUMER MARKETING

In June 2016, OTMPC launched the ‘Where Am I?’ campaign. OTMPC wanted to portray Ontario in an unexpected/unknown way. Research indicated that when it comes to travel, people want the unfamiliar; often overlooking Ontario as a destination because they think they know what the province has to offer. The campaign aimed to challenge this belief by showcasing what people don’t know – the Ontario that has the power to surprise at every turn.

The business objectives were to increase brand awareness in Ontario for short trips from 51% to 62% and to generate 15:1 return on advertising investment.

The campaign was launched in three distinct phases:

- Phase 1 ‘Intrigue’: during this 10-day phase, images and clues were presented without revealing Ontario as the destination, allowing consumers to guess the location at whereami.com.
- Phase 2 ‘Reveal’: Ontario was revealed as the destination and consumers were redirected to ontariotravel.net.
- Phase 3 ‘Sustain’: Major focus was on digital and social media marketing strategies to keep the conversation going.

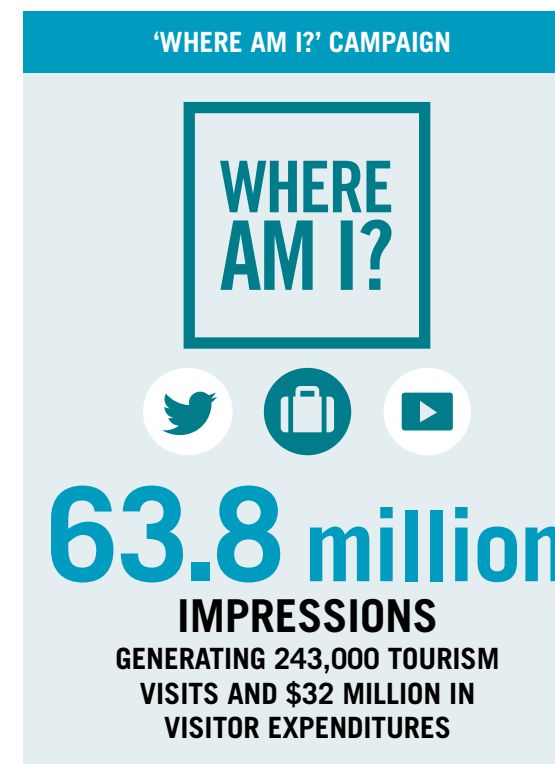
The results were impressive, generating:

- 63.8 million impressions
- 11.9 million video views
- 48,000 social comments and reactions
 - Twitter had the best performance overall with a view rate of 23%, exceeding benchmarks by 3X and an engagement rate of 39.5%, exceeding benchmarks by 42X
- Search had a click thru rate of 8%, well above the benchmark of 1.74%

- During the campaign, traffic to ontariotravel.net was 23% higher than in the same period the previous year

The first year of the campaign had a suppressed return on investment (ROI) due to initial production costs, resulting in an ROI: \$6.7:1. The awareness came in at 53%, and OTMPC will continue to build that in 2017–18.

The campaign positively generated 243,000 tourism visits (81% higher than in 2015) and \$32 million in visitor expenditures, a 101% increase over the previous year.



The ‘Where Am I?’ campaign also took top honours at the Canadian Tourism Awards winning Tourism Marketing Campaign of the Year.

Social Media

OTMPC is active on Facebook, Twitter, Instagram, YouTube and Pinterest. With aggressive goals set for community growth and engagement, OTMPC’s social media channels experienced a very successful year. For community growth across all social networks, OTMPC’s social community grew to 488,000, a 35% increase in community size over the previous year. Community engagements reached over 1.11 million, a 49% increase over the previous year, and reach increased to 82 million.

Instagram continues to emerge as a top channel with strong growth and 672,000 engagements due, in part, to partnerships with top-tier influencers. Influencers from a range of fields, including lifestyle, nature photography and urban photography helped OTMPC reach new audiences and create new authentic user-generated content for use in the channels. An influencer partnership with Ontario Parks generated a 3.5% engagement rate, well above the benchmark of 0.5%. The #DiscoverON hashtag had a 39% higher volume of content tagged, compared to 2015–16, enhancing the collection of Ontario consumer-generated imagery.

In May 2016, OTMPC, in partnership with Ottawa Tourism and Tourism Toronto, hosted the New York City (NYC) Travel Massive Chapter to an Ontario-branded evening. Activation included a Selfie Wall, Ontario VQA wines and Beau’s Craft Beer, a sampling of Ontario-inspired menu items and a grand prize Ontario trip getaway. The results were impressive with #DiscoverON trending number two on Twitter in NYC during the event.

Learnings across all social channels show that 70% of top posts were user-generated content, compelling photography generated the highest link clicks, 82% of top posts were photos and Instagram is where the majority of fans come to engage and be inspired.

Search

Search is a key component of the digital mix with paid search contributing 20% of visits to the website in 2016–17. As a result of its search engine audit, OTMPC enhanced its website content and has implemented technology changes to take best advantage of this channel.

Consumer E-mail

The 250,000 consumers in the OTMPC’s database who expressed interest to travel in Ontario received 25 e-mails with content ranging from brand messaging on the ‘Where Am I?’ campaign to partner co-branded content regarding regions and associations. The Attractions Ontario co-branded e-mail had a 15% open rate and a 3.8% click-through rate, well over the industry average of 2.4%.

International Marketing

In 2016–17, OTMPC international marketing activity generated more than 200,000 campaign leads, over 43,000 incremental visits with a resulting estimated visitor expenditure of \$46.3 million in international markets (excluding estimates provided for the

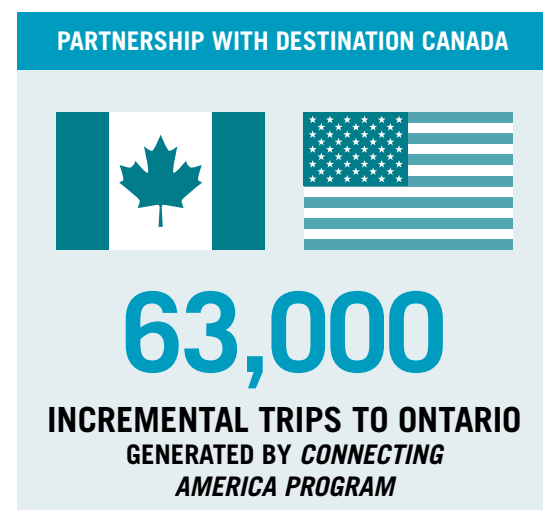
Connecting America program in the U.S. noted below). OTMPC trained more than 5,500 travel trade agents and organized eight sales missions with 37 Ontario suppliers. Over the course of the year, OTMPC hosted more than 240 travel trade agents through approximately 25 trade familiarization visits to Ontario, and hosted 495 international media. More than \$91.5 million in Advertising Value Equivalency (AVE) was generated and international consumer websites received more than 2.2 million visits.

Integrated Consumer/Trade

OTMPC partnered with Destination Canada on a number of international consumer campaigns. In the U.S. for example, a combined investment by OTMPC, Tourism Toronto and Ottawa Tourism in DC's Connecting America program generated approximately 63,000 incremental trips to Ontario, and an estimated \$43 million in visitor spending, according to a Longwoods study. These incremental trips and estimated expenditures are in addition to the metrics noted previously for International Marketing.

Twenty-eight Joint Marketing Agreements were executed throughout the year. For example, in partnership with Ottawa Tourism, OTMPC launched a non-traditional, six-week campaign with SportScheck (one of Germany's leading outdoor clothing retailers) through which nearly 30,000 consumers entered a competition for a prize trip to Ontario.

OTMPC also piloted the 'Where Am I?' campaign platform for the first time in an international market, the U.K. Informed by research, assets were developed specifically for the U.K. audience, and included recognizable icons such as the CN Tower and Niagara Falls. The creative, which ran from January through March, resonated with 740,000 visits to whereami.com and more than 3,600 leads were driven to tour operator partners.



Travel Trade

Rendez-vous Canada was held in April 2016 in Montreal. Ontario had 56 booths representing 84 companies and experiences, and OTMPC staff held more than 300 scheduled appointments. A post-event survey revealed that 92% of Ontario participants were satisfied or very satisfied.

A number of international sales missions were led with Ontario suppliers. For example, in September, a mission to the U.K. brought partners to Dublin, Glasgow, Manchester, London and Peterborough to meet with 35 tour operators and train 125 sales agents. In March, a mission to South Korea brought partners to Seoul and Busan to train 198 tour operators and sales agents and conduct interviews with 10 travel trade media.

OTMPC attended several international tradeshows, such as Focus Canada and Sales Mission Japan, ITB Asia, Society of American Travel Writers Annual General Meeting, International French Travel Market Top Resa, Showcase Canada Asia, World Travel Market in the U.K. and ITB Germany. These shows included the opportunity to host more than 250 meetings with travel trade and media.

Market development activities included four export readiness webinars, for which there were 132 participants. A September Cycling Product and Development Workshop was held in Toronto, where 35 partners (including RTOs and DMOs) presented their market-ready products to tour operators from Ontario and the U.S.

Media Relations

In the U.S., OTMPC participated in DC's Canada Media Marketplace in San Francisco in April, hosted a Travel Massive event in New York City in May (#DiscoverON trended number two for over an hour in NYC with over two million impressions), and attended the Travel Blogger Exchange (TBEX) in Bloomfield, Minnesota.

Ontario's China social media accounts on Weibo and WeChat experienced a combined increase of more than 83,000 followers over the course of the year, bringing the size of our social community to 246,000 in China.

Ontario was also recognized with two awards at the International Tourism Destinations Summit in China in April 2017:

- 2017 China Overseas Best Family Travel Destination, and
- 2017 China Overseas Best Self-Drive Destination.

At the city level, Toronto was given the title of Best Destination for Honeymoon Travel and Ottawa was given the title of Best Destination for Festival Travel. The International Tourism Destinations Summit was organized by Best Travel Media, which is the most influential trade media in the China tourism industry. The awards are given to countries and cities that have been the most actively promoted destinations in China.

OTMPC partnered with DC on several media relations activities. For example, as part of the 'Ahora es Cuando' campaign, a television crew from Mexico's Discovery Channel visited Ontario to record original segments for a mini telenovela featuring Toronto and Niagara Falls, resulting in \$121,156 in AVE. Also in Brazil, Ontario received coverage on the renowned Globo Reporter television program, which has more than 40 million viewers and earned \$14.1 million in AVE.

During the annual GoMedia Canada event for 131 media from 12 countries, OTMPC partnered with Ottawa Tourism to host a luncheon showcasing Canada's 150th birthday celebrations throughout Ontario and the Nation's Capital.

Northern Ontario Marketing

OTMPC, in collaboration with the Northern Tourism Marketing Committee, Tourism Northern Ontario (RTO 13) and Explorers' Edge (RTO 12) completed the "Strategic Direction for Marketing Tourism in Northern Ontario 2017-2020." The Strategic Direction will be used to align and coordinate marketing efforts for Northern Ontario in the years ahead.

In 2016-17, OTMPC Northern Partnerships led the development of the third year of the 'Explore the Possibilities' campaign for Northern Ontario in partnership with Northern partners. The 2017 campaign (February to June 2017) focused on providing consumers with engaging regional and urban content to stimulate travel to Northern Ontario during 2017. Results to March 31, 2017 indicate growth and consumer interest with a 37% overall increase in views.

Ontario's outdoor experiences were actively marketed to avid consumers in Ontario, near border U.S. states and Europe through the OTMPC angling, hunting, powersports touring and outdoor adventure programs.

The 'Go Fish in Ontario' angling program continued to build on successful partnerships with leading celebrity anglers, generating over 73 TV and radio shows featuring 46 Ontario lodges and resorts. One lodge attributed 15 bookings with a value of \$294,000 to hosting one of the angling shows. The angling program continued to target international markets supporting

U.K. and German TV celebrities at Northern Ontario lodges and targeting U.K. carp fisherman. OTMPC partnered in the DC - National Angling cooperative marketing program, led by Manitoba, featuring 'Ontario's Monster Muskies.'

The OTMPC hunting program focused on four U.S. outdoors shows that featured hunting, including The Great American Outdoor Show in Harrisburg, Pennsylvania that attracted 200,000 consumers over nine days. The hunting program supported partnerships with leading celebrity hunters that resulted in 10 celebrity hunting shows featuring 10 Ontario hunting outfitters. An outfitter who hosted one of the shows reported a direct impact of booking eight hunters, generating \$32,000 in revenue.

The 'Go Ride in Ontario' powersports touring program, which represents motorcycles, snowmobiles, all-terrain vehicles and boating, successfully focused on the development of online content and social engagements that resulted in excess of 225,000 leads to industry stakeholders from ontariotravel.net and northernontario.travel. The program partnered with 47 RTOs, DMOs and industry partners to undertake 30 media familiarization tours, two speciality TV shows and 14 powersports consumer shows.

In 2016-17, the OTMPC Outdoor Adventure program developed and introduced the Canadian Canoe Culture program to position Ontario, Canada as the top-of-mind paddling destination. The campaign focuses on connecting industry partners and consumers to five themes that leverage the feelings and emotions that paddling Ontario's lakes and rivers evoke. The campaign is centred on "The Canoe," a documentary film that features the five campaign themes. The award-winning documentary was featured through paddling and outdoor film festivals across North America and Europe.

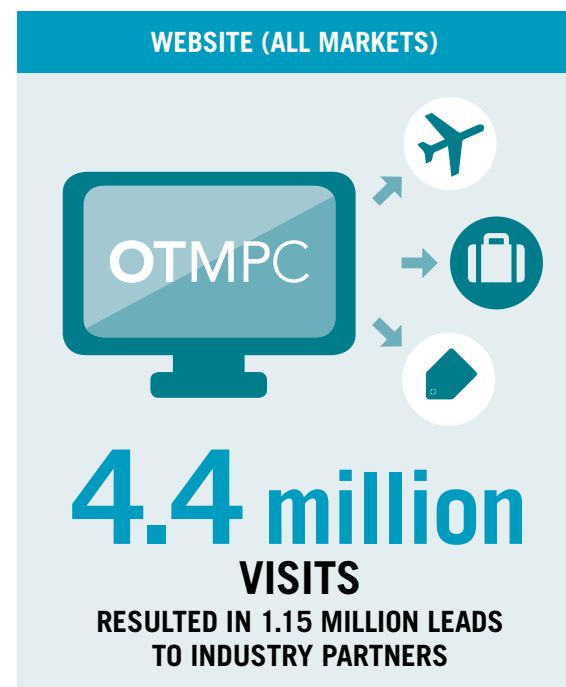
The Canadian Canoe Culture, in partnership with OTMPC International, four leading adventure businesses, RTO 12 and 13, attended the London Adventure Show to build upon previous efforts in the U.K. Attending the show resulted in 80 consumer leads and one immediate booking for a party of eight (valued at \$28,000) to Northwest Ontario.

The OTMPC Outdoor Adventure program has also been working to develop a marketing partnership to position Ontario as a top cycling destination. These efforts will result in a partnership with Ontario's RTOs and cycling stakeholders in the first quarter of 2017-18.

Digital Marketing

Consumers around the world are increasingly using digital channels (i.e., websites, search engines, e-mail, social networks and mobile) to select their travel destination and help them with tourism planning and to make travel purchase decisions. Increasingly social channels are accessed on mobile devices.

TCIS consists of: websites in multi-languages; a contact centre that responds to over 80,000 inquiries each year through phone, e-mail and online chat; a distribution service for Ontario brochures, magazines and maps; and a consumer database that allows OTMPC to stay in touch with 250,000 potential travellers. In 2016–17, the website (all markets) had 4.4 million visits, and 1.15 million leads to industry partners, an 18% increase over 2015–16.



TCIS Redevelopment

In 2012, OTMPC received approval to update and redevelop TCIS to better meet evolving consumer expectations. In 2016, this multi-year redevelopment of TCIS was completed on schedule and on-budget, including most recently the launch of an integrated and redesigned imageontario.com. The new solution provides OTMPC with an improved way to facilitate image and video management more efficiently. The custom interface is designed to be easy to use and provides users and organizations, such as RTOs and DMOs, with access to visual assets.

In addition, the social blog and video were integrated to ontariotravel.net and updates for *Accessibility for Ontarians with Disabilities Act* (AODA) and usability based on consumer research were completed.

The U.K. web site was integrated into TCIS and data driven marketing tools and tracking were added to the consumer website.

In 2016, the TCIS Redevelopment project received the ministry's Applause Award for Innovation and has been nominated for an Ontario Public Service-wide Amethyst Award in the Digital Disruption category.

Throughout the redevelopment process, OTMPC engaged consumers through research to provide feedback on the new website design, tools and features. As a result of consumer feedback and website usage, OTMPC has integrated social content more fully into the site to make it easily accessible and will continue to make changes to technology and content strategy to provide the best consumer experience.

LGBTQ+ Market

The Lesbian, Gay, Bisexual, Transgender and Queer travel market spends over \$170 billion U.S. on travel annually. The LGBTQ segment travels with greater frequency and demonstrates higher than average patterns of spending.

OTMPC has successfully positioned itself as a destination of choice for the LGBTQ traveller and Ontario has an opportunity to grow the share of this market even further by marketing the vast array of tourism products and destinations the province has to offer.

OTMPC developed and implemented a comprehensive LGBTQ strategy with a number of awareness programs to increase the number of visitors and revenue from the LGBTQ market.

OTMPC developed an Ontario LGBTQ collateral piece that was distributed to Pride events internationally and domestically. The magazine highlighted LGBTQ events and destinations within Ontario, giving a wide range of information for accommodations, and activities.

The media relations team highlighted Ontario during media familiarization tours for media from Ontario, the U.S., the U.K., Germany, Japan, Brazil and Mexico. Ontario was also showcased at tradeshow and consumer events such as International Gay and Lesbian Travel Association, ITB Berlin, ITB Asia, Travel Gay Canada and NLGJA (The Association of LGBTQ Journalists).

The OTMPC brand commercial 'Where Am I?' and other marketing efforts over the year contributed to OTMPC's success being awarded Travel Gay Canada's Best Destination Marketing Campaign by a Provincial Marketing Organization.

Ontario Signature Experiences Program

The Ontario Signature Experiences (OSE) program was established in 2014 to promote and market must-see travel experiences that will appeal to global target markets. The OSE program is designed to showcase the best and most unique tourism experiences in the province that will motivate more people to visit Ontario. OSE is linked with the Canadian Signature Experiences (CSE) collection, managed by DC, in order to act as a stepping stone for Ontario tourism operators who aspire to be included in Canada's international marketing and to highlight the diversity of Ontario experiences.

In August 2016, the application process was refreshed with the addition of a self-assessment tool. From August 2016 to March 2017, there were 41 industry inquiries into the program, with 12 of those completing self-assessments and requesting applications. As of spring 2017, there are 59 Ontario Signature Experiences of which 32 are also in the Canadian Signature Experiences collection. These 59 OSEs are highlighted and marketed by the OTMPC team through a number of activities and campaigns.

Tourism Week

Tourism Week (May 29 to June 4, 2016) consisted of several regional events at travel centres including Toronto's/Union Station (May 27), St. Catharines (May 31), Windsor (June 1), Barrie (June 2) and Sault Ste. Marie (June 3). A total of 28 media outlets participated in the regional events across the province. All Tourism Week events consisted of a marketplace where tourism operators from that region highlighted local tourism attractions and establishments and distributed prizes to participants. Notably, 113 tourism industry partners participated in the events. The events kept with 'Ontario's Best Road Trips' spring theme and included stage performances, tourism activities, and live media coverage on City TV's Breakfast Television, plus additional mentions and stories on CBC Windsor, CTV News Barrie, 680 News, KX96 FM, Sunshine 89, Chay 93.1 and the Sault Ste. Marie Star. CHCH Morning Live also produced six segments and one in-studio segment promoting the Niagara event. The signature event of 2016 was the Toronto/Union Station first-ever regional event featuring over 23 partner activations and dignitaries' attendance.

Fun Pass

The *Fun Pass* is a collaboration between OTMPC and government agencies and attractions. In 2016, the Fun Pass was distributed to approximately 1.5 million school-aged children (4-14 years) in Ontario via school boards in print and online in June. The *Fun Pass* provides a free child's general admission with a paying adult to 18 Ontario government tourism and culture attractions, plus a discount for a daily vehicle permit at over 300 Ontario Parks.

Market Research

OTMPC worked throughout the year to provide tourism research, market intelligence and consumer behaviour analysis that assists tourism businesses and operators to make informed business decisions. Tracking results from marketing campaigns were conducted and results will be evaluated for ongoing planning of activities and programs.

DEVELOP AND EXECUTE AN EFFECTIVE PARTNERSHIP STRATEGY

Industry Relations

In 2016–17, staff continued to evolve and strengthen OTMPC's Partnership Strategy through the development of a Key Account Program; implementing a quarterly RTO Activity Dashboard, compiling and sharing an RTO Marketing Priorities Matrix; as well as continuing to secure new external and private sector partners to participate in OTMPC programs.

Cooperative marketing partnerships were established with traditional tourism partners such as RTOs, DMOs, associations and attractions, as well as with partners such as Porter Airlines and Best Western.

Stakeholder outreach activity was strong in 2016–17 with stakeholder consultations regarding partnership opportunities, collaboration meetings with tourism attraction agencies, product showcases for industry and 238 outreach meetings.

Broad outreach was undertaken in preparation to execute a marketing campaign to drive interest in Indigenous and Indigenous-related tourism experiences in the province. A digital campaign was implemented targeting the Ontario market with significant leads to Indigenous partners. OTMPC developed an inventory of 150 Indigenous tourism experiences. Eighty-five companies listed their products and experiences on ontariotravel.net. In addition, there were 13 Indigenous-related packages available for purchase.

The campaign, which was in-market from mid-June to August 31, generated 50,894 page views and 4,260 leads to partners. This represents a conversion rate of 8.37%.

After broad consultation with key RTO and sector association partners, new digital partnership opportunities were developed for 2017–18 to leverage the existing brand platform of 'Where Am I?' and facilitate industry alignment. These have been extremely well received.

Outreach, including speaking engagements at key events, continued and included participation in the Aboriginal Tourism Ontario Annual Conference, Tourism Industry Association of Ontario (TIAO) annual Ontario Tourism Summit, Ontario Golf Course Owners Association AGM, Resorts of Ontario Annual Conference as well as a number of RTO annual general meetings.

To inform marketing alignment with industry stakeholders, a Key Account activities dashboard was developed to track OTMPC's marketing and activities within each region of the province. On a quarterly basis, these regional results are communicated to RTO partners. In addition, regional page performance reports from the TCIS system are also provided on a quarterly basis. These reports have been well received by the RTOs.

Over 1,000 partner travel packages were also uploaded to ontariotravel.net to support OTMPC's themed and avid campaigns.

OTMPC Northern Partnerships worked in collaboration with RTOs 12 and 13 to continue to implement the direction of the "Northern Tourism Marketing Strategy 2012–17" and initiated the development of a refreshed "Strategic Direction for Marketing Tourism in Northern Ontario for 2017–20."

Northern Partnerships

OTMPC Northern Partnerships worked in collaboration with industry leaders to support and fund seven Northern Partnership initiatives in 2016–17. These included a digital marketing campaign with Porter Airlines and the five destination cities of Thunder Bay, Sault Ste. Marie, Sudbury, North Bay and Timmins to generate leisure air travel; a strategic review and enhancement of consumer shows; and Algoma Central Rail and Agawa Canyon Tour Train marketing programs. OTMPC invested \$483,000 and partners contributed \$1,143,000 for a total marketing spend of \$1,626,000.

In partnership with Tourism Northern Ontario (RTO 13), the Northern Portal (northernontario.travel) continued to grow, showing impressive results with a 57% year-over-year increase in visits at 2,234,748 and a 31.5% year-over-year increase driving 444,130 leads to partners based on organic searches and the 2017 'Explore the Possibilities' campaign.

The 2016–17 Northern Partnership budget of \$4.26 million triggered an additional \$3.54 million investment from Northern partners resulting in \$7.96 million of overall marketing activity supporting the north. This represents a 3% increase (\$214,500) over 2015–16.

Tourism Industry Partners Program

Through TIPP, the OTMPC approved a total of 14 grants to co-invest in various marketing campaigns undertaken by 68 tourism partners targeting the U.S., Quebec and international markets. The program co-invested \$1.1 million and leveraged \$2.9 million from consortium partners. These campaigns promoted visitation to Ontario destinations such as the 1000 Islands, Niagara-on-the-Lake, Ottawa and Manitoulin Island. The program requires a partnership of three or more entities and will fund to a maximum of \$200,000. OTMPC's contribution does not exceed 40 per cent of the out-of-province marketing costs.

For example, through TIPP, OTMPC provided funding to a consortium of theatre partners including Mirvish, Shaw Festival and Stratford Festival for a U.S. campaign targeting New York, Michigan and Ohio markets.

The consortium reported selling 4,710 overnight packages, 7,885 room nights and \$2.453 million in incremental expenditures from U.S. visitors.

Sector/Association Partnerships

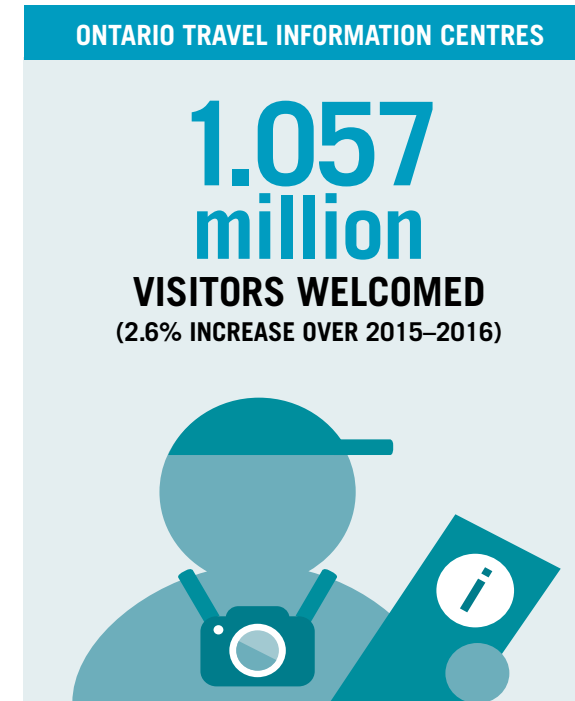
OTMPC partnered with Festivals and Events Ontario to produce more than 225,000 copies of the 2016–17 *Festivals and Events in Ontario* guide; with Attractions Ontario to produce and distribute more than 700,000 copies of the 2016 *Attractions Ontario Passport* magazine and coupon book; and with Resorts of Ontario for print ads in daily publications and digital advertising. OTMPC also supported TIAO in the execution of the Ontario Tourism Summit in Ottawa in November 2016.

Ontario Tourism Awards

OTMPC collaborated with TIAO, the Ontario Culinary Tourism Association and Attractions Ontario to present the Ontario Tourism Awards at the Ontario Tourism Summit. OTMPC specifically presented the Tourism Marketing and Travel Media Awards of Excellence.

Ontario Travel Information Centres

2016–17 was a very busy and positive year for the 11 OTICs and their visitor information services programs. The OTICs welcomed over 1.057 million visitors, an increase of 2.6% over the previous year generating a total of \$1.1 million in gross revenue and facilitating hotel reservations for 1,483 room nights worth \$303,902.



Twenty new electronic visitor information kiosks were installed in ONroute service centres across 400-series highways in partnership with the Ministry of Transportation. Each kiosk houses three screens where visitors can engage directly with ontariotravel.net to find tourism and highway information in either English or French. During the first six months, the kiosks saw 5 million impressions and 885,000 interactions with an average engagement time of 2.2 minutes.

Strong industry stakeholder partnerships continued in the OTICs' regions and were further enhanced by travel centre staff attending product tours, annual general meetings and regional meetings to engage with operators, DMOs and RTOs.

The OTIC-specific social media and media relations program activities achieved:

- 48,253 – total broadcasts (TV and radio) with 37 media outlets such as Shaw TV, CTV, Breakfast Television, CBC, FreshFM, Rogers, B101 Radio, the Weather Network, 680 News, CHCH Morning Live and Bell Media, and
- 1.8 million – Twitter views through OTMPC's nine social media ambassadors.

In October 2016, the OTICs hosted the annual Travel Information Services Conference in Mississauga designed as a training opportunity to enhance tourism welcome services. The conference brought together representatives from across Ontario and several from elsewhere in Canada, attracting 130 delegates, five federal, provincial and territorial delegates and 10 tourism industry exhibitors at the marketplace.

Tourism Week in Ontario 2016 generated significant interest and participation by industry partners and media with regional events held at the Barrie, St. Catharines, Windsor, Sault Ste. Marie and Toronto's/Union Station OTIC locations.

Links to Ministry Priorities

OTMPC worked with MTCS to support and undertake marketing activities that are joint priorities of the ministry and OTMPC.

Tourism and Cultural Agency Promotion

OTMPC worked with the Government of Ontario's tourism and cultural agencies and attractions – including St. Lawrence Parks Commission, Ontario Heritage Trust, Fort William Historical Park, Niagara Parks Commission, Royal Botanical Gardens, Science North, McMichael Canadian Art Collection, Ontario Parks, Ontario Science Centre and Huronia Historical Parks – to promote Ontario's tourism and cultural assets.

150th Anniversary of Canada and Ontario

In 2017, Canada and Ontario are celebrating their 150th anniversaries. OTMPC worked in partnership with the Ontario150 Secretariat, Ottawa 2017, and other partners to collaborate on promotion of the 150th anniversaries leading up to and throughout 2017. 2017 is poised as the year to visit Canada and OTMPC will be capitalizing on this, inviting Ontarians and international visitors to travel in Ontario and join in the celebrations.

Live Music Strategy

OTMPC supported the ministry's strategy to strengthen Ontario's position as a global leader for live music. Ontario's live music scene is promoted in marketing publications and on ontariotravel.net.

EMBRACE ORGANIZATIONAL INNOVATION AND EFFECTIVENESS

Board

The OTMPC Board of Directors met four times throughout the year to provide advice, strategic direction and oversight related to agency activities. The Board meeting cycle highlighted the following at each meeting: February – Marketing Strategy, June – Audit and Annual Report, September – Industry Update, and December – Business Plan and Budget.

The Board members represented OTMPC and the industry at-large to demonstrate support for the tourism industry and championing tourism’s importance to the economy.

Additionally, OTMPC staff continued to build government and industry collaboration and alignment to develop strong partnerships.

Corporate Services

OTMPC Corporate Services continued to provide quality oversight of the agency’s corporate services – financial, human resources, administrative, information technology equipment and facilities management.

Work is underway, under the leadership of an internal Strategic Planning Team, to develop a new strategic plan for OTMPC for 2018–2021.

OTMPC Corporate Services completed the year-end financial and accounting processes necessary to prepare for the annual end-of-year audit, facilitated multiple training and recruitment projects, and coordinated contract management and procurement processes for many projects. Amendments in realty management policies mean that tenant rights for some of OTMPC’s office space require transfer from Infrastructure Ontario to OTMPC. The process is underway to initiate transfer and to work with ministry staff on inter-ministry and Order-in-Council approvals.

A new learning and development plan is being developed with a renewed focus on career development and growth that will help staff remain current with the strategic directions of the organization.

Team and Staff Meetings

OTMPC regularly held team meetings throughout the year including the Senior Management Team, Directors’ Table, ongoing team meetings, Health and Safety Committee, Local Employee Relations Committee and Town Hall meetings implemented by the new President.

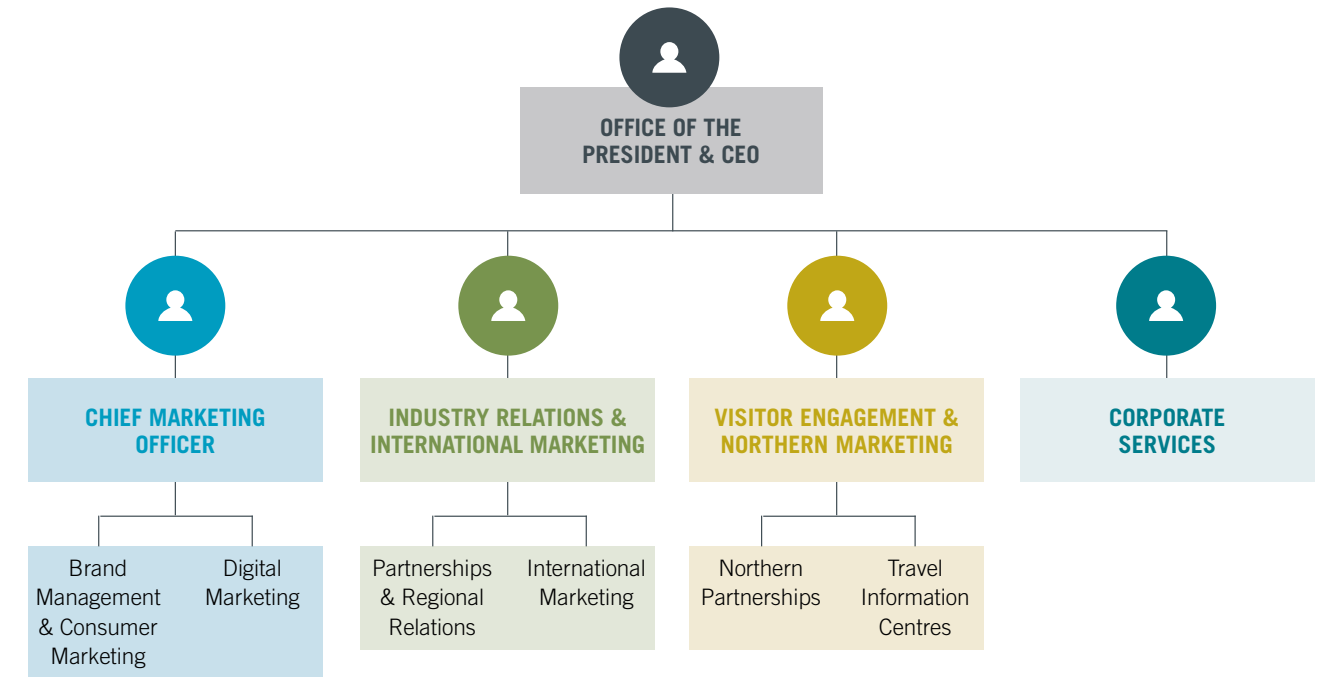
Compliance with Accessibility for Ontarians with Disabilities Act

Following the successful March 2016 file review of OTMPC’s compliance 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, 2005* by the Accessibility Directorate of Ontario, Corporate Services submitted OTMPC’s 2017 Accessibility Compliance Report as part of an online pilot project.

OTMPC’s multi-year Accessibility Plan and policies, as well as documentation on training, public notification and individualized workplace emergency response information for employees who have a disability, are available on both OTMPC’s public websites.

OTMPC continues to ensure corporation-wide compliance and that all staff are trained and aware of the obligations under the AODA.

Organizational Structure 2016–17  89 Total



Performance Measures

	2015-16 Actual	2016-17 Goal	2016-17 Actual
Brand Health			
Unaided Destination Awareness - Short Trip			
Ontario	50%	62%	53%
U.S. – Detroit	13%	13%	13%
U.S. – Mid-market (NYC)	2%	2%	2%
Overall rating of Ontario as a destination (Average Rating)*			
Ontario	7.9	7.9	8.1
U.S. – Detroit	7.3	7.3	7.2
U.S. – Mid-market (NYC)	7.2	7.2	7.3
*Scale 1 to 10			
Marketing Campaign Return on Investment (Summer Campaign)			
Ontario	\$25.80 : 1	\$15.00 : 1	\$6.70 : 1
U.S. – Near markets	\$5.20 : 1	\$10.00 : 1	N/A*

*Near U.S. not available for 2016-17, focussed on Connecting America digital campaign.

	2015-16 Actual	2016-17 Goal	2016-17 Actual
TCIS			
Website traffic – # of visits	4,835,669	4,000,000	4,438,233
Lead generation – # of clicks off ontariotravel.net and all verticals to industry plus clicks from direct emails and mobile app	974,721	1,000,000	1,152,760
Call Centre – # of calls	66,978	65,000	63,866
Live Chat – # of chats	12,993	12,500	13,498
Mobile			
Discover Ontario mobile app – # of downloads	80,841	28,000	39,002
Discover Ontario mobile app – # of event views (incl. events, attractions, lodging, dining & OTICs)	411,987	1,250,000	1,558,054
Discover Ontario mobile app – external link clicks	7,113	8,000	9,576

DEFINITIONS:

Brand Health

Unaided Destination Awareness – Short Trip (From the Brand and Advertising Tracking Study: When you think of taking a short getaway trip of one to three nights away from home, which destination first comes to mind? Where is this destination located? What other destinations, if any, come to mind for a short getaway trip of one to three nights away from home?)

Destination rating (From the Brand and Advertising Tracking Study: On a scale from 1 to 10, where 10 is excellent and 1 is poor, how would you rate each of the following places as a pleasure travel destination?)

Marketing Campaign ROI

ROI Summary (From the Brand and Advertising Tracking Study – Return to Sample: Converted Revenue / Total Campaign Expenditure = ROI)

TCIS

Website Traffic includes: # of visits to main consumer site + verticals + overseas on ontariotravel.net plus external

Lead Generation: # of clicks from website to industry partners from main website, verticals, overseas, direct e-mails and mobile app

Mobile

Discover Ontario downloads: total combined app downloads to iPhone, iPad, Android and BlackBerry devices via the three corresponding app stores

Discover Ontario event view: total overview page views that include event overviews, dining overviews, lodging overviews and OTIC overviews

Discover Ontario external link clicks: total combined leads to partners from listings (packages, events, etc.) from mobile app

	2015-16 Actual	2016-17 Goal	2016-17 Actual
Social Media – Consumer Engagement			
Viewership (Clicks)	N/A (new measure)	264,000	336,098
Community Size (New Fans Only)	95,000	118,000	151,538
Community Engagement (Applause, Amplification, Conversion)	783,568	800,000	1,113,658
Reach (Impressions)	40,147,372	25,000,000	81,986,824
Media Relations			
Earned Media/Ad Equivalency (North America, Overseas)	\$75.9 million	\$50 million	\$91.5 million
Travel Trade			
# of Travel Trade Trained (North America, Overseas)	3,969	3,900	5,555
# of New Products Developed (North America, Overseas)	37	33	39
Trips Booked Via Tour Operators (Overseas only)	N/A (new measure)	20,000	43,194
Estimated expenditures from trips booked via tour operators (Overseas only)	N/A (new measure)	\$20 million	\$46,320,000

	2015-16 Actual	2016-17 Goal	2016-17 Actual
Industry Partnerships			
Cash	\$3.0 million	\$2.4 million	\$2.8 million
Leverage	\$12.0 million	\$10.3 million	\$11.3 million
Leverage in-kind	\$1.4 million	\$400,000	\$800,000
# of Visitors – OTICs	1,026,000	1,050,000	1,057,975

	2015-16 Actual	2016-17 Goal	2016-17 Actual
Industry Partnerships			
Industry satisfaction with OTMPC programs and services	7.2/10	N/A	To be conducted in 2017-18
Measure degree to which employees feel engaged	OPS Survey conducted every two years	73.2%	81.8%

Social Media

Consumer engagement is measured by Applause (likes), Amplification (shares), Conversation (comments)

Media Relations

Advertising Value Equivalency (AVE) is at a 1:1 ratio

Travel Trade

Travel Trade Trained: # of tour operators and travel agents trained by OTMPC

New Product Developed: new additional overnight in Ontario, new itinerary / fly-drive or new product is developed

Industry Partnerships

Cash – dollar amount received by OTMPC from a partner for participation in OTMPC-delivered programs and advertising sales and revenue sales generated at OTICs

Leverage – dollar amount that OTMPC's investment in a partner's program (private and public) triggers in additional investment

Leverage in-kind – the dollar amount that OTMPC partners contributed to partnerships



FINANCIAL STATEMENTS

For the Year Ended March 31, 2017

Management Report	23
Independent Auditor's Report	24
Financial Statements	
Statement of Financial Position	25
Statement of Operations	26
Statement of Changes in Net Assets	27
Statement of Cash Flows	28
Notes to Financial Statements	29

Financial Statements

Ninety-three per cent (\$37.2 million) of OTMPC's \$40.1 million operating revenue was received from the Ontario government. Most of the remaining \$2.9 million revenue was earned from advertising and product sales to marketing partners and consumers.

OTMPC recorded an operating deficit of \$2.7 million after non-cash expenditures of \$1.9 million for depreciation on capital assets, mostly TCIS. One-time costs were incurred to develop, produce and market the new Ontario tourism brand campaign platform, 'Where Am I?' launched in June 2016.

OTMPC will draw down the remaining balance of \$0.7 million in its Special Projects Fund for any future enhancements to TCIS.

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 BDO Canada LLP, a firm of independent external auditors appointed by the Board of Directors, whose report follows.



Lisa LaVecchia
President and CEO
June 14, 2017



Ronald Ting
Treasurer
June 14, 2017

Independent Auditor's Report

To the Board of Directors of
Ontario Tourism Marketing Partnership Corporation

We have audited the accompanying financial statements of Ontario Tourism Marketing Partnership Corporation, which comprise the statement of financial position as at March 31, 2017, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ontario Tourism Marketing Partnership Corporation as at March 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

BDO CANADA LLP

Chartered Professional Accountants, Licensed Public Accountants

Mississauga, Ontario
June 14, 2017

Statement of Financial Position

	March 31 2017 (\$ 000)	March 31 2016 (\$ 000)
ASSETS		
Current		
Cash	4,997	6,811
Accounts receivable	635	651
Due from the Province of Ontario	–	2,084
Prepaid expenses	124	88
	<u>5,756</u>	<u>9,634</u>
Capital assets (Note 3)	<u>6,326</u>	<u>6,861</u>
	12,082	16,495
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	3,563	4,440
Deferred revenue (Note 4)	86	157
	<u>3,649</u>	<u>4,597</u>
Obligation for retirement benefits (Note 2k)	<u>1,722</u>	1,783
Deferred capital contributions (Note 5)	<u>449</u>	589
	<u>2,171</u>	<u>2,372</u>
	<u>5,820</u>	6,969
Net assets		
Unrestricted fund (deficiency)	(338)	757
Special projects fund (Note 2h)	723	2,497
Investment in capital assets (Note 2g)	5,877	6,272
	<u>6,262</u>	<u>9,526</u>
	12,082	16,495

Approved on behalf of the Board:



Peter C. Fullerton
Director



Jim Marchbank
Chair

The accompanying notes are an integral part of these financial statements

Statement of Operations

For the year ended March 31	2017 (\$ 000)	2016 (\$ 000)
Revenues		
Province of Ontario Grant (Note 6)	37,097	51,866
Advertising sales	1,458	1,672
Travel Information Centres – sales and rentals	1,098	1,040
Trade promotions	183	188
Interest income	51	65
Amortization of deferred capital contribution	201	205
	40,088	55,036
Expenses		
Advertising and marketing	22,413	33,842
Administration (Note 7)	7,222	7,219
Travel Information Centres (Note 8)	6,005	5,901
Tourism Consumer Information System	3,734	3,513
Amortization of capital assets	1,942	1,518
Research	818	783
Partnerships and sales	608	613
Board and committee expenses (Note 9)	44	43
Events marketing program	–	1,942
	42,786	55,374
Deficiency of revenues over expenses	(2,698)	(338)

The accompanying notes are an integral part of these financial statements

Statement of Changes in Net Assets

	Unrestricted Fund (Deficiency) (\$ 000)	Special Projects Fund (\$ 000)	Investment in Capital Assets (\$ 000)	2017 Total (\$ 000)	2016 Total (\$ 000)
Net assets , beginning of year	757	2,497	6,272	9,526	10,811
Excess (deficiency) of revenues over expenditures for the year	(957)	–	(1,741)	(2,698)	(338)
Interest income	(23)	23	–	–	–
Reserve for TCIS redevelopment project	(115)	115	–	–	–
TCIS redevelopment expenses (Note 2h)	–	(556)	–	(556)	(947)
Purchase of capital assets, net	–	(1,346)	1,346	–	–
Net assets (deficiency) , end of year	(338)	723	5,877	6,262	9,526

The accompanying notes are an integral part of these financial statements

Statement of Cash Flows

For the year ended March 31	2017 (\$ 000)	2016 (\$ 000)
OPERATING		
Deficiency of revenues over expenses	(2,698)	(338)
Add (less) non-cash items:		
Amortization of deferred capital contributions	(201)	(205)
Amortization of capital assets	1,942	1,518
Obligation for retirement benefits	(61)	192
	<u>(1,018)</u>	<u>1,167</u>
TCIS Redevelopment Expenses – Special Project Fund	(566)	(947)
Change in non-cash working capital	(1,116)	(2,402)
	<u>(468)</u>	<u>(2,182)</u>
CAPITAL		
Capital asset additions	(1,407)	(3,237)
Deferred capital contributions	61	–
	<u>(1,346)</u>	<u>(3,237)</u>
Decrease in cash during the year	<u>(1,814)</u>	<u>(5,419)</u>
Cash , beginning of year	<u>6,811</u>	<u>12,230</u>
Cash , end of year	<u>4,997</u>	<u>6,811</u>

The accompanying notes are an integral part of these financial statements

Notes to Financial Statements

March 31, 2017

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. The objects of the Ontario Tourism Marketing Partnership 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 4,200 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 Centres – sales and rentals

Revenue from Advertising sales and Travel Information Centres – 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.

Interest Income

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

Other

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

(c) Partner Support

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

(d) Inventory

Inventory held from time to time is comprised of merchandise available for sale at the Travel Information Centres.

Inventory is stated at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

(e) 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.

(f) Deferred Capital Contributions

Deferred capital contributions represent amounts received from the Ministry of Tourism, 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.

(g) Investment in Capital Assets

Investment in capital assets represents funds provided for capital assets. The financing of investment in capital assets is transferred from operations and the Special Projects Fund on an annual basis.

(h) Special Projects Fund

The Board approved the creation of an internally restricted Special Projects Fund to provide for longer term special projects. At March 31, 2017, \$723,000 (2016 – \$2,497,000) is being held for the Tourism Consumer Information System redevelopment project. Work on this project commenced in the summer of 2013 (Note 10a). During the year, the Board approved \$566,000 (2016 – \$947,000) of redevelopment costs to be charged directly to the fund. Interest earned on these funds is being added to the fund.

(i) 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.

(j) Financial Instruments

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

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

(k) Retirement Benefits

The costs of any legislated severance under the *Public Service Act of Ontario* and earned by employees are recognized when earned by eligible employees. During the year, the obligation was reduced by \$61,000 (2016 – increased by \$192,000) based on assumptions derived from the March 31, 2016 actuarial valuation completed by the Province of Ontario. The liability is calculated using management's best estimate of future inflation rates, employee salary levels and other underlying assumptions. The liability calculated using the projected benefit method and the following assumptions approximates \$1,722,000 (2016 – \$1,783,000).

3. CAPITAL ASSETS

	2017 (\$ 000)		2016 (\$ 000)	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Furniture	396	396	396	389
Leasehold improvements	2,495	2,050	2,434	1,871
Tourism Consumer Information System	15,261	9,380	13,915	7,624
	18,152	11,826	16,745	9,884
Cost less accumulated amortization		6,326		6,861

4. DEFERRED REVENUE

	2017 (\$ 000)	2016 (\$ 000)
Ministry of Tourism, Culture and Sport		
OTICs – Capital assets	67	98
Fun Pass	–	30
Advertising programs	19	29
	86	157

Due to the curtailment of the obligation, there was no assumption for wage and salary escalation (2016 – 1.86%). The discount factor used was 0.76 (2016 – 0.71) and the estimated average years to retirement was 15.07 years (2016 – 16.72 years).

(l) 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 income in the current period.

5. DEFERRED CAPITAL CONTRIBUTIONS

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

	2017 (\$ 000)		2016 (\$ 000)	
	Contributions	Accumulated Amortization	Contributions	Accumulated Amortization
Contributions received	1,749	1,300	1,688	1,099
Contributions less accumulated amortization		449		589

6. REVENUE: PROVINCE OF ONTARIO

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

	2017 (\$ 000)	2016 (\$ 000)
Core funding	36,968	39,868
PanAm/Parapan American Games – Celebration Zone	–	7,786
Media Buys	–	4,002
Ontario Travel Centres Capital	–	41
Fun Pass	–	40
Summer Experience Program	129	129
	37,097	51,866

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:

	2017 (\$ 000)	2016 (\$ 000)
Salaries and benefits	6,099	6,114
Services	972	932
Transportation and communications	128	155
Supplies and equipment	23	18
	7,222	7,219

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 \$423,000 (2016 – \$435,000).

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 CENTRES

The expenditures for the Travel Information Centres are as follows:

	2017 (\$ 000)	2016 (\$ 000)
Salaries and benefits	3,235	3,182
Accommodation	1,402	1,382
Merchandise for sale	687	600
Services	474	530
Transportation and communications	131	143
Supplies and equipment	76	64
	6,005	5,901

Included in salaries and benefits are contributions to the PSPF and OPSEU pension funds for the year of \$180,000 (2016 – \$184,000).

9. BOARD AND COMMITTEE EXPENSES

Board and committee members are reimbursed for travel expenses incurred to attend board of directors and related committee meetings. Board and committee members do not receive per diems to attend board and committee meetings.

10. TOURISM CONSUMER INFORMATION SYSTEM REDEVELOPMENT AND COMMITMENTS

- a) After a competitive procurement process in 2013, Hewlett Packard has been awarded a five year contract as the service provider for hosting, operations, maintenance and redevelopment of the Tourism Consumer Information System. Total committed amount to Hewlett Packard as at March 31, 2017 is \$27,547,000. During the year \$5,379,000 was paid out for a total payment of \$23,720,000 against the contract. The estimated payment for next year is:

	(\$ 000)
2018	3,827

- b) During the year, total costs incurred for the Tourism Consumer Information System amounted to \$5,646,000 (2016 – \$7,686,000) of which \$566,000 (2016 – \$947,000) was charged directly to the Special Projects Fund (Note 2h) and \$1,346,000 (2016 – \$3,237,000) was capitalized to the Investment in Capital Assets. The remaining \$3,734,000 (2016 – \$3,513,000) is recorded in the statement of operations.

- c) The Corporation has various operating leases for its premises and advertising. The operating lease for the head office expires in 2019. The minimum annual payments for the next two years are as follows:

	(\$ 000)
2018	1,042
2019	422
	1,464