

## Destination Canada's Annual Public Meeting

June 23, 2022

### Questions and Answers

**1. Q: What changes has Destination Canada made to refocus your strategy and how are you reimagining Destination Canada?**

**A:** We have published a high-level version of our corporate strategy on our website capturing all of the main points of what you have heard today with a little more detail, including the big shifts we have made from where we were in the past to how we are seeing the future. You can find all of that in our corporate strategy entitled [Canada's Tourism Renaissance](#).

To recap a bit of what is in there; obviously coming into the pandemic we, like every business in Canada, had a lot of changes to make, we redeployed staff into new areas that suddenly required a lot more effort from us. Areas like our research team which was called upon in a huge way to provide information right across the industry urgently. We reexamined all our budgets globally to understand where it makes sense to still be investing, if anywhere. Now, we have been looking for the best opportunities we can as things reopen across the country and have made our investments there. We have also taken on a role that we didn't have before, where our partners right across the country asked us to do more in the domestic marketplace because that was our nearest and best opportunity for revenue growth in these last 2 years. We uncharacteristically invested a lot in 2021 in the domestic market. Those are a couple of key points about how our strategy has changed but we encourage you to read our full corporate strategy linked [here](#).

**2. Q: Why such an investment in business events, when your research shows the best opportunities are with leisure?**

**A:** It is important to understand that business travel and business events are so central to the vitality and profitability of our major urban centres in Canada, and they are the gateways to the rest of our country. The more that we get a combination of leisure and business travellers coming back into our urban centres, the stronger our airline connectivity will be, the more our downtown accommodations will be able to re-staff to the levels that provide the kind of service our leisure travellers are accustomed to, and the more stable our overall environment will be. So, leisure and business are both an important mix to ensure we are maintaining.

The pipeline for business events is a lot longer than the pipeline for making a decision about coming to Canada for leisure purposes. Often the sales and marketing activity that we are doing for business events is looking 3-10 years out, ensuring that when we have big delegations coming to Canada (50,000+, city-wide events) that we really are in the hunt and are able to compete with the rest of the world in attracting those events to Canada.