DESTINATION
CANADA

ANNUAL
REPORT
2024

TOURISM: POWERING CANADA'S PROSPERITY

Canada

CANADA

AS STORYTELLERS AND AMBASSADORS OF THE DIVERSE TOURISM SECTOR IN CANADA, WE DEEPLY APPRECIATE THE SIGNIFICANCE OF OUR ROLE IN REPRESENTING THE MULTITUDE OF VOICES AND PLACES THAT COLLECTIVELY SHAPE CANADA.

WE ACKNOWLEDGE THE INDIGENOUS PEOPLES OF ALL THE LANDS THAT WE WORK AND LIVE ON. WE DO THIS TO REAFFIRM OUR COMMITMENT AND RESPONSIBILITY IN IMPROVING RELATIONSHIPS BETWEEN NATIONS AND OUR OWN UNDERSTANDING OF LOCAL INDIGENOUS PEOPLES AND THEIR CULTURES. FROM COAST TO COAST TO COAST, WE ACKNOWLEDGE THE TERRITORY OF THE INUIT, MÉTIS, AND FIRST NATIONS PEOPLE WHO HAVE CALLED THIS PLACE HOME FOR GENERATIONS BEYOND MEASURE.

TABLE OF CONTENTS

MESSAGE

Marsha Walden
President & CEO

Liza Frulla
Chair of the Board of Directors

As we reflect on 2024, it is clear that Canada's tourism sector stands at a pivotal moment — one of both immense opportunity and ongoing transformation. Tourism is a resilient, fast-growing industry with far-reaching benefits for our economy, communities and businesses. Destination Canada remains committed to ensuring that Canada not only competes but leads in the global tourism marketplace. This means balancing short-term growth with long-term resilience, ensuring our industry remains a key driver of economic prosperity.

A major milestone this year was the launch of our strategy *Tourism 2030: A World of Opportunity*, a bold vision to elevate Canada's global tourism competitiveness. By working together, we have the potential to generate $160 billion in annual revenue for the Canadian economy and support over 240,000 thriving tourism businesses across 5,000 communities. No other industry in Canada has such a profound and far-reaching impact on people, places and prosperity.

Through strategic investments and collaboration, we are already seeing strong results. In 2024, the Government of Canada's $123 million investment in Destination Canada translated into $1.9 billion in direct impact, supporting more than 11,000 jobs and generating $223 million in federal tax revenue. These outcomes reinforce the power of tourism as a key pillar of Canada's economy and the importance of maintaining our competitive edge.

In 2023, we took a deep dive into understanding Canada's global competitiveness — where we are excelling and where we need to improve. This work informed our new strategy, which focuses on four strategic pillars: brand leadership, sector advancement, destination development, *In 2024, the Government of Canada's $123 million investment in Destination Canada translated into $1.9 billion in direct impact, supporting more than 11,000 jobs and generating $223 million in federal tax revenue.*

and collective intelligence. Key initiatives, such as the Data Collective and the *International Convention Attraction Fund*, are setting the foundation for future success, ensuring Canada is well-positioned to capture and sustain demand.

Looking ahead, we remain dedicated to facilitating entrepreneurial access to international audiences and to fostering a stronger, more resilient tourism industry. As we entered 2025, shifting economic and political dynamics introduced more uncertainty to the travel sector and many others. We will continue to closely monitor these developments and adapt our strategies to ensure sustained visitor demand from the US and other key markets across the world. With strong industry collaboration in both the public and private sector, data-driven insights, and a commitment to fostering a globally competitive tourism sector, Canada is well-positioned to navigate these complexities and strive toward its Tourism 2030 goals with confidence.

The results of our special examination reaffirm Destination Canada's excellence, with no significant deficiencies or areas for improvement identified—a testament to the dedication and professionalism of our team.

None of this would be possible without the collective efforts of our industry partners, government stakeholders, Board of Directors and the dedicated staff of Destination Canada – we are grateful for your unwavering commitment to advancing our sector. Together, we will continue to chart a path toward transformative growth by 2030 and beyond.

Marsha Walden

Liza Frulla

TOURISM IS BIG BUSINESS FOR CANADA.

Tourism is an economic powerhouse

... injecting over $355 million a day into the Canadian economy.

Tourism is an engine of entrepreneurship

... providing revenue for over 240,000 small businesses.

Tourism is a job creator

... providing income to almost 2 million households.

Tourism pays back

... delivering $38 million a day to the federal treasury.

Tourism is a top service export

... with travellers annually bringing in more than $31 billion in foreign spending into Canada.

Tourism is everywhere

... in all regions of Canada and across the country's 5,000+ communities.

Tourism fuels global connections

... attracting investments and talent that ignite Canada's leading industries.

ABOUT US

Our aspiration is to help tourism generate wealth and wellbeing for all of Canada and enrich the lives of our guests.

MANDATE

Destination Canada is a federal Crown corporation owned by the Government of Canada, reporting to the Minister of Tourism and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec (as at December 31, 2024).

Established under the *Canadian Tourism Commission Act* in 2001, our legislative mandate is to:

- sustain a vibrant and profitable Canadian tourism industry;
- market Canada as a desirable tourist destination;
- support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- provide information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

WHO WE ARE

Our mission is to influence supply and build demand for the benefit of locals, communities and visitors through strategic development, leading research, alignment with public and private sectors, and marketing Canada internationally to attract leisure travellers and business events.

Our work supports the growth of Canada as a premier four-season tourism destination that ensures economic vitality while contributing to the quality of life of Canadians.

In short, our aspiration is for tourism to generate wealth and wellbeing for all of Canada and enrich the lives of our guests.

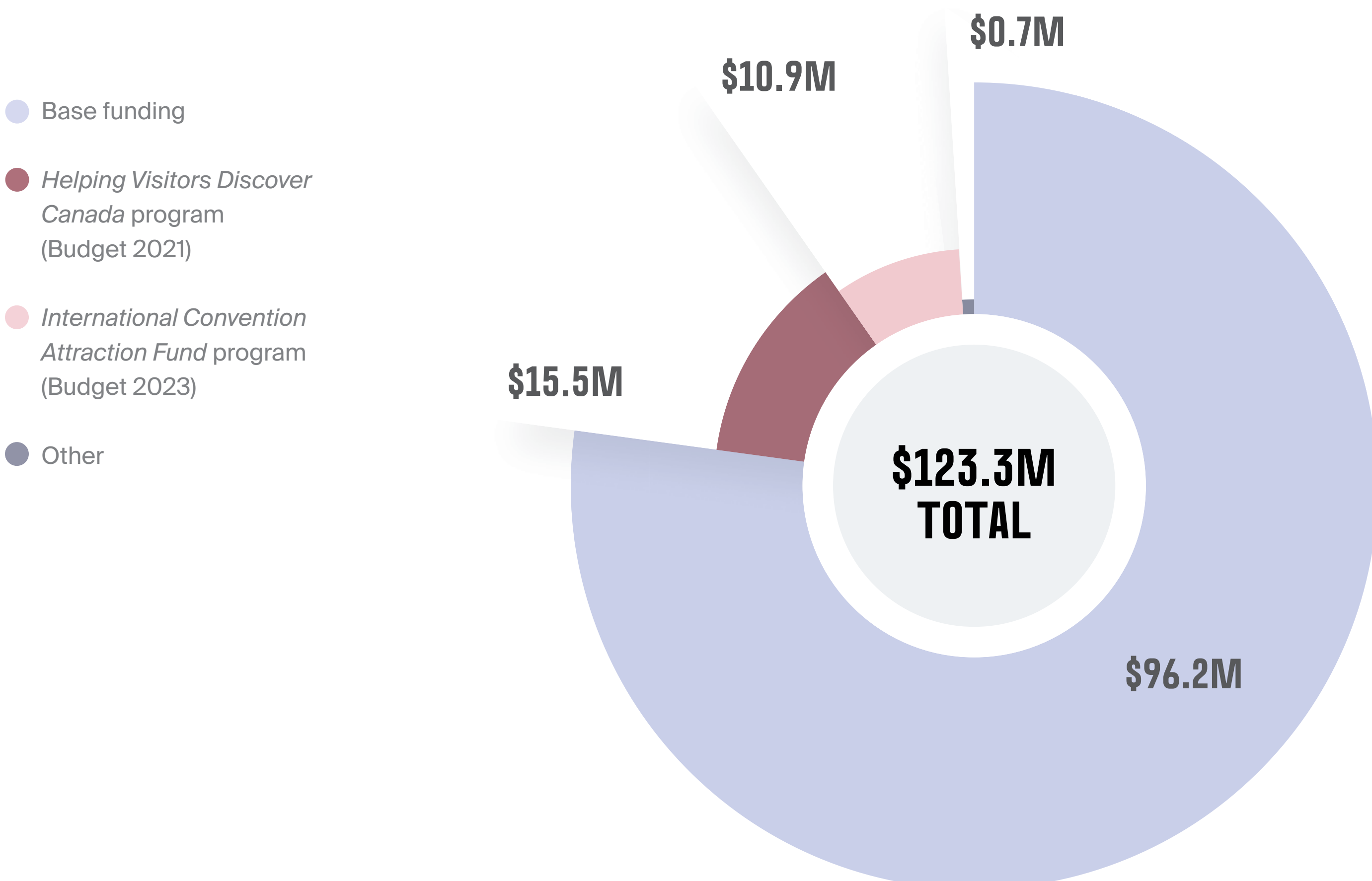
HOW WE WORK

In tourism, we all play for Team Canada.

Mutual success depends on working together, not independently, toward common goals. It is this collaboration with our tourism partners from across the sector—including destination marketing organizations, airlines, airports, the travel trade, government agencies and national associations—which provides a powerful competitive advantage for Canada. The coming together of private sector, industry stakeholders and governments at all levels generates stronger results and drives increased competitiveness.

SOURCES OF FUNDING

Destination Canada operates on a calendar fiscal year. In 2024, we were financed primarily through the parliamentary appropriations shown below.



STRATEGIC LANDSCAPE

STATE OF TOURISM

Global

For the last few years, the global tourism industry has experienced major structural shifts driven by evolving traveller behaviour, technological advancements, and economic and geopolitical factors. Following the worst crisis in the sector's history—the COVID-19 pandemic—2024 marked the near-full recovery of international tourism. Global tourist arrivals reached 99% of 2019 levels, with the Middle East emerging as the strongest-performing region.

Looking ahead to 2025, international arrivals are expected to rise by 3% to 5%. Consumers continue to exhibit strong travel intent, increasingly prioritizing spending on experiences over goods. However, this positive outlook is contingent on stable economic conditions, declining inflation, and the absence of further geopolitical escalations. Despite these gains, industry confidence remains tempered by ongoing risks, including economic uncertainty and shifting global power dynamics.

Canada

In Canada, the tourism sector has made notable progress in recovery, though long-term growth is increasingly shaped by underlying challenges and changing market dynamics. The United States (US) remains a powerhouse for Canadian tourism, serving as the primary driver of short-term growth and the largest source of incremental spending. Between 2019 and 2030, US visitors are expected to contribute an additional $9.1 billion in visitor spending, accounting for 44% of all international tourism spending in Canada. According to Oxford Economics, overall, Canada's tourism industry is set to outpace overall economic growth.

However, while the outlook remains optimistic, Oxford Economics forecasts that Canada will underperform against the global tourism growth rate. The industry's potential is constrained by accommodation availability and investment, air capacity limitations, and ongoing labor shortages affecting productivity. In response, Canada's tourism sector is focusing on improving infrastructure, leveraging digital innovation, and addressing capacity challenges to ensure long-term competitiveness.

Looking Ahead

At the time of writing in March 2025, shifting trade policies, diplomatic discussions, and evolving economic conditions have introduced new dynamics in Canada-US relations. While these factors may influence cross-border travel sentiment and behaviour, the US remains Canada's largest and most important international tourism market. Destination Canada will continue to closely monitor these developments and remains agile in adapting its strategies to ensure sustained visitor demand from the US and other key markets across the world. With strong industry partnerships, data-driven insights, and a commitment to fostering a globally competitive tourism sector, Canada is well-positioned to navigate these complexities and enter 2025 with confidence.

Strategic Overview

Canada has been facing intensifying competition from other countries aggressively vying for international visitors. Given Destination Canada's federal mandate, strategic global presence, and deep industry relations, we are uniquely positioned, in this challenging landscape, to steer the tourism industry towards a path of growth and resilience. Representing Canada on a global stage, we have the opportunity and responsibility to drive economic opportunity, foster entrepreneurship, and create a thriving tourism sector that benefits local communities nationwide.

Our goal is to build a more competitive, prosperous and future-ready tourism industry — one that supports innovation, empowers tourism entrepreneurs, expands investment opportunities, and fuels the growth of both leisure and business travel. Achieving this transformation requires unified action, with success hinging on true collaboration across a complex ecosystem that is shaped by multiple public and private entities, evolving market conditions, and government priorities.

Launched in 2024, our *Tourism 2030: A World of Opportunity* strategy charts a course for long-term industry success. Guided by four strategic drivers, we are tackling key challenges to enhance Canada's global competitiveness, support small and medium-sized tourism businesses, and cultivate a dynamic sector that attracts both leisure visitors and business events. These efforts will increase sector-wide prosperity — benefiting Canadians in every corner of Canada.


TIPS!

PERFORMANCE

STRATEGIC DRIVER: SECTOR ADVANCEMENT

Competitiveness matters.

It drives investment, job creation and long-term economic growth. It fuels innovation, enhances infrastructure and improves service quality—all essential to strengthening Canada's tourism sector. Most importantly, it underpins the economic prosperity of Canadians and entrepreneurs.

Canada's global competitiveness as a tourism destination has been declining for nearly two decades, struggling to keep pace with other countries' advancements in tourism development. As a key convenor within the sector, we spent much of 2024 working with industry and government partners to address barriers to growth and uncover opportunities to make Canada a top destination for both visitors and tourism investment.

National Tourism Sector Associations

Tourism is an interconnected industry, touching transportation, hospitality, arts, culinary and cultural industries. National associations representing these industries play a vital role in advocacy and professional development. By influencing policy, setting industry standards and fostering collaboration, these organizations are key partners in shaping a stronger and more competitive Canadian tourism sector.

In 2024, we deepened our engagement with more than 20 national associations. Through partnership and shared vision, we are aligning on strategic priorities and the collective actions needed to enhance Canada's global tourism standing and build a more competitive and resilient industry.

We're collaborating with industry and government partners to address barriers to growth and unlock opportunities that will secure Canada's place as a top global destination.

Federation of Canadian Municipalities

Tourism touches nearly every Canadian and community across the country. Our new partnership with the Federation of Canadian Municipalities — which represents over 2,000 communities and 92% of all Canadians — is helping local leaders better understand and harness the potential of tourism to drive economic and social benefits in communities.

Through this powerful collaboration, we are working with communities of all sizes to integrate tourism into local economic strategies, ensuring that the benefits of a strong visitor economy reach every corner of Canada.

NorthStar Taskforces

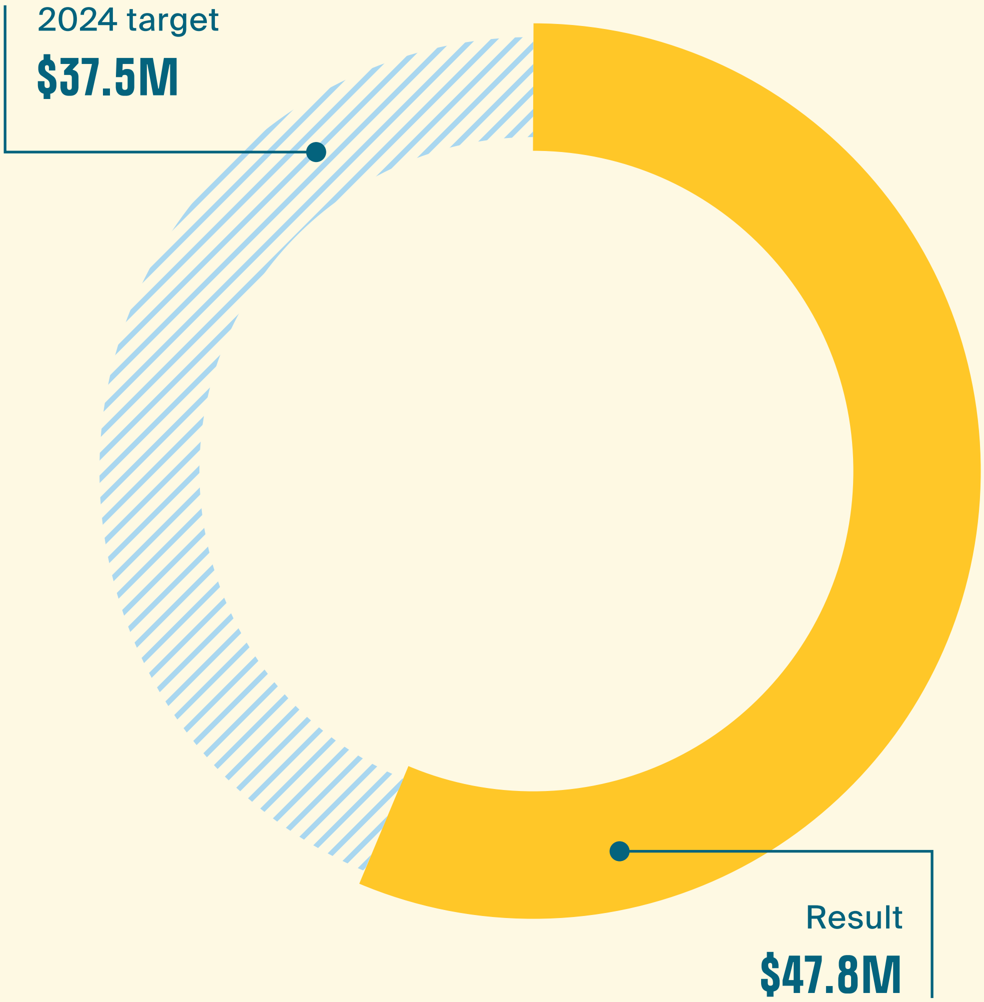
NorthStar is a national forum for destination marketing and management organizations, representing the provinces, territories, cities and resorts dedicated to strengthening Canada's global competitiveness. Over the past several years, Destination Canada and NorthStar partners have unified under a Team Canada approach, aligning marketing strategies and major investments in key international markets. Including Destination Canada, the collective marketing buying power of this group is close to $400 million.

In 2024, we elevated this collaboration by launching NorthStar Taskforces. These taskforces are designed to assess and address structural challenges, prepare for disruptions, and plan for long-term economic growth. Over the past year, these advisory bodies have been strategically focused on growing tourism revenue, enhancing Canada's global tourism brand, strengthening public and policy support for tourism, enhancing the productivity and digital transformation of the workforce, and attracting greater private sector investment in tourism.

Partner Alignment in International Programs

Partner alignment in international programs demonstrates how effectively we collaborate with industry and government partners to amplify Canada's global tourism presence. Alignment ensures that collective efforts are strategically coordinated to maximize marketing impact and resource efficiency. This insight helps strengthen partnerships, enhance competitiveness and drive sustainable growth in our key international markets.

Exceeding our target by 27% is largely driven by strengthened partner alignment across co-op marketing, the newly-launched Data Collective, and engagement with Business Events.


2024 target
$37.5M
Result
$47.8M

STRATEGIC DRIVER: BRAND LEADERSHIP

Canada has incredible stories to tell, and our role at Destination Canada is to share these stories with the world to inspire more visitors to choose Canada as their destination.

Our brand value proposition — our unique blend of open spaces, open hearts and open minds — sets Canada apart from others. It showcases our vast and breathtaking landscapes, welcoming people and innovative spirit to position our country as an ideal choice for travel and business events.

Data is at the core of this strategy. Not only does it enable us to identify and target high-value international visitors, it gives us strategic insights into the sector's ability to match what visitors are seeking, such as accommodation availability, transportation options, seasonal experiences and attractions. Given years of capacity constraints during peak seasons, we have been focused on extending visitation into the fall and winter months. Markets such as the US, Mexico and Australia play a key role in generating off-peak revenue. In parallel, increasing air connectivity from Europe and Asia remains essential for long-term success. Analytical insights ensure we reach the right audiences at the right time to help build a stronger, more sustainable tourism industry year-round.

Highly Engaged Travellers, High Impact Growth

Building future revenue starts with attracting high-value travellers — those who return, spend more, and drive long-term economic impact.

Our target audiences seek authentic, diverse, and enriching experiences, valuing local culture and aiming to leave a positive impact on the communities they visit. They spend three times more than domestic travellers and often explore multiple regions. By leveraging traveller insights on spending behaviour, motivations and seasonal demand, we can focus on visitors who contribute the most to Canada's tourism economy. Shifting from volume to value, we prioritize yield and revenue growth, ensuring that tourism businesses and communities across all regions and seasons benefit from a more resilient and sustainable visitor economy.

Leisure Marketing

Our marketing approach prioritizes peak summer travel — where arrivals, yield and direct air capacity are strongest — while strategically building demand for all seasons.

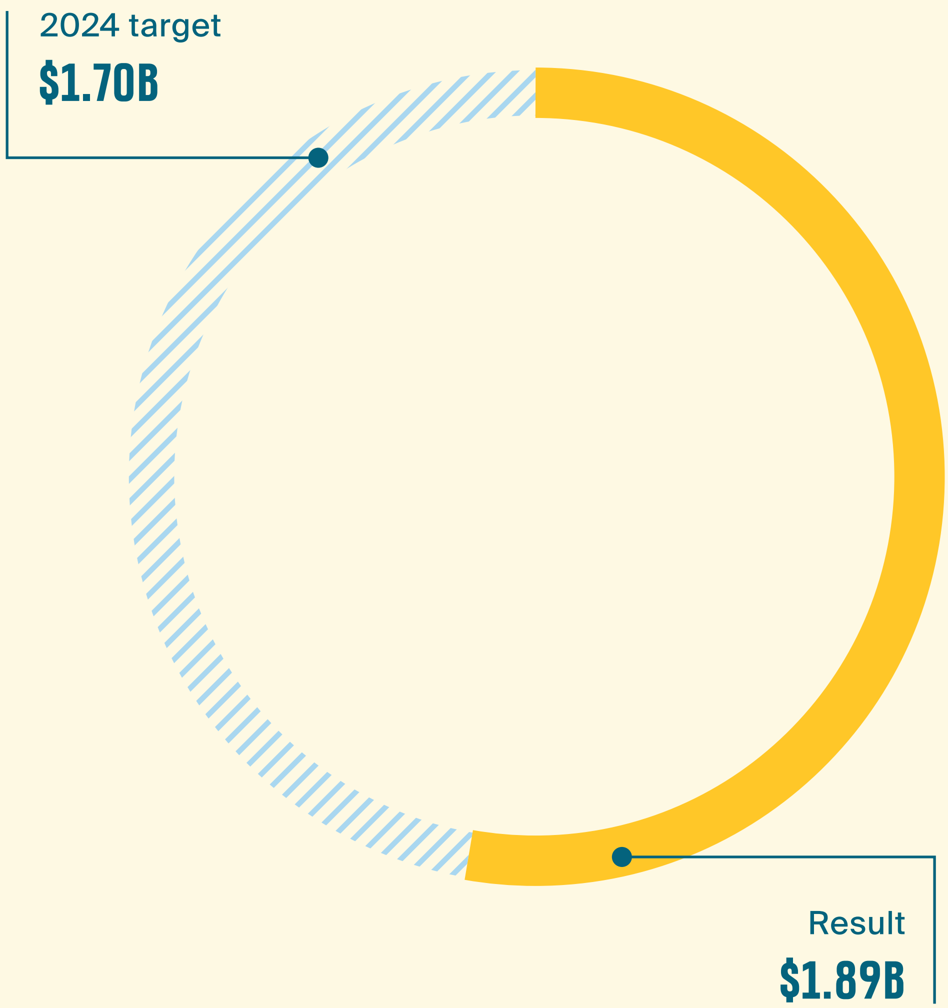
We carefully balance high-yield opportunities with a diversified portfolio of markets to address looming capacity constraints and ensure steady, long-term growth. Every market we engage with plays a critical role — filling strategic gaps, optimizing timing, and maximizing returns. By managing these dynamics effectively, we create sustainable demand, strengthen our competitive edge, and position Canada for year-round success.

Through strategic marketing and brand leadership, we inspire travel to all regions of Canada and through all seasons. Distributing visitation is crucial for supporting communities — big and small — to ensure sustainable economic prosperity.

Attributable Tourism Revenue

Attributable tourism revenue quantifies the influence that our marketing has on visitor spending. Understanding the direct impact of our work on the economy ensures that tourism investments maximize benefits for businesses and communities across Canada.

Exceeding our target by 11% is largely driven by strong performance in the US, underscoring the effectiveness of our marketing efforts to drive visitor spending and sustain Canada's competitive position.



Embrace the Off Season

In partnership with co-investing Team Canada partners, we invited Americans to 'Embrace the Offseason' and enjoy a fall trip to Canada.

Positioned as the ultimate remedy for stress, the campaign highlighted Canada's breathtaking fall landscapes and warm, welcoming people as the ideal setting for Americans to unwind, recharge, and reconnect with themselves and loved ones after a hectic summer.

Incorporating a multi-channel approach to maximize reach and impact, the campaign featured digital ads, out-of-home placements, and trade promotions, and was complemented by a segment on CBS Mornings.

Return to the Wild

Destination Canada teamed up with National Geographic to launch Fiennes: Return to the Wild, an epic 2-part series featuring legendary explorer Sir Ranulph Fiennes and renowned actor Joseph Fiennes. The series followed Sir Ranulph—dubbed 'the world's greatest living explorer'—as he revisited his 1971 expedition of Western Canada's adventurous and stunning landscapes.

The show marked the biggest branded series launch on Disney+, driving global interest and engagement, including across six of our target markets. Furthermore, the series was picked up for wider distribution on Sky, Hulu, Virgin and Air Canada's in-flight entertainment systems, expanding its reach to 14 additional markets and enhancing Canada's appeal as a travel destination to a broader global audience.

257M+
IMPRESSIONS

33
COUNTRIES

Priority Growth Sectors


Digital Industries


Natural Resources


Agribusiness


Life Sciences


Advanced Manufacturing


Finance & Insurance

Attracting International Business Events

Our International Business Events Attraction Strategy plays a vital role in fostering global connections, attracting foreign direct investment (FDI), and strengthening Canada's key industry sectors.

By positioning Canada as a premier destination for corporate meetings, incentive travel, and association conferences, our strategy leverages high-profile events – such as the *Insects Feed the World* conference – as catalysts for strategic partnerships, trade expansion and talent attraction. Beyond immediate economic benefits, hosting international business events enhances Canada's reputation as a hub for innovation and thought leadership, creating long-term opportunities for growth and investment.

The strategy is anchored in three core pillars to enhance Canada's competitive position globally:

- Marketing amplifies Canada's brand as a world-class business events destination, showcasing the country's innovators and thought leaders through strategic partnerships.
- Establishing Canada's presence at global sales events ensures sustained visibility for Canadian destinations and provides them with direct access to key decision-makers.
- Financial mechanisms, such as the *International Convention Attraction Fund*, offer critical support during the bidding process, providing incentives that strengthen Canada's value proposition and secure major international events.

Together, these pillars ensure Canada's continued success in the competitive global business events landscape.

Aligned with our brand values of open spaces, open hearts, and open minds, the strategy is driven by collaboration with destination partners, convention bureaus, industry stakeholders, and renowned publishers to influence business decision-makers. In addition to immediate economic impacts, business events bring 'beyond-tourism' benefits by attracting FDI, innovative businesses, and new talent in priority sectors crucial to Canada's future economy. By leveraging Canada's strengths in these sectors, we not only drive economic impact but also position Canada as a global leader in innovation and expertise, fostering knowledge exchange and ensuring long-term competitiveness in a rapidly evolving marketplace.

Pacing for Growth: Insights into Canada's Events Future

Our Team Canada model extends across all areas of our business, including our Business Events strategy.

Through collaboration among cities to share booking information, we gain unprecedented insight into where Canada is expected to pace over the next 5 to 7 years, allowing us to proactively address potential market softness or capacity constraints. By sharing proprietary booking data, cities contribute to a collective understanding of national trends and capacities, turning competitive information into a strategic advantage. This approach helps us identify areas where Canada is sold out, as well as communities with greater availability and need, ensuring that we can effectively manage future challenges and maximize opportunities across the country.

impact.economist.com/
projects/open-atlas

Marketing Canada as a Business Events Destination through *The Economist*

Destination Canada partnered with The Economist *to showcase Canada's unique blend of openness, innovation, and opportunity, positioning the country as the ideal destination for both business events and leisure travel.*

Through stunning, visually-driven storytelling, the Open Atlas campaign spotlighted Montreal, Toronto, Calgary, Vancouver, Ottawa, and Halifax as dynamic, knowledge-rich cities — places where visitors can reconnect, reset, and refresh, while experiencing destinations that are leading in key sectors and driving future progress.

High-calibre partnerships like this amplify Canada's global brand presence and elevate the reputation of our destinations as hubs of knowledge, innovation, and business excellence.

14M+
Impressions

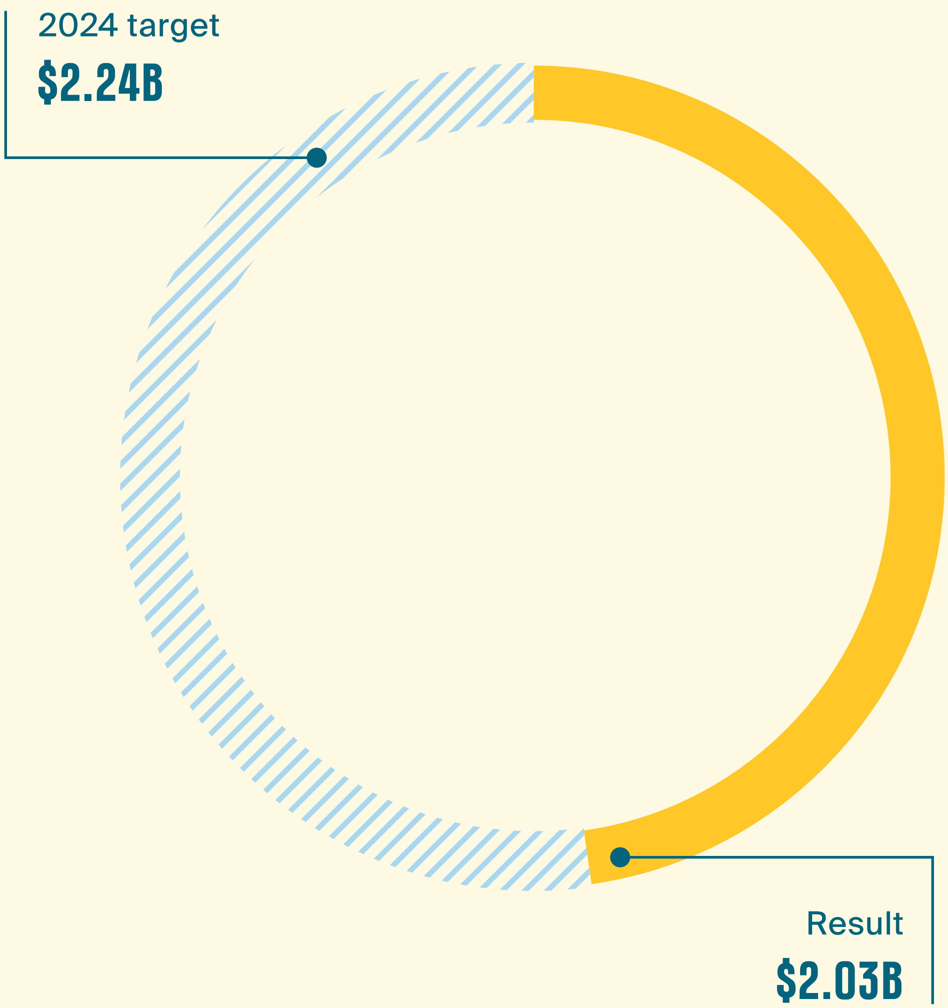
120,000
Visits

48%
Engagement rate

Value of International Business Events

Value of international business events booked by industry for future years underscores Canada's competitiveness as a destination for global conferences and conventions. In addition to driving long-term economic benefit for Canada's leading industries, these bookings provide insight into the future pipeline of business travel, helping industry partners plan for growth.

Economic uncertainty and corporate cost-cutting measures globally have resulted in the booking of smaller-sized events with fewer delegates, leading experts to forecast that full recovery of the meetings and events industry will take an additional year beyond initial projections. As a result, while the number of future events booked exceeded expectations and reflects strong market demand, overall revenue from booked events was lower than anticipated.



Elevating Canada's Competitiveness through Trade Shows

Participating in trade shows is essential for connecting with key decision-makers while showcasing Canada's unique value as a premier destination for business events.

A unified, branded presence under the Team Canada banner significantly amplifies visibility, ensures cohesive representation, and fosters meaningful business-to-business connections that drive high-value meetings and conferences to Canada. This strategic approach not only creates local business opportunities but also elevates Canada's global profile, positioning it as a leading destination for innovation, collaboration, and world-class events.

IMEX America

15,000+
Attendees

27
Team Canada partners

$28M
Potential business

American Society of Association Executives

5,000+
Attendees

22
Team Canada partners

$17M
Potential business

Financial Mechanisms through the *International Convention Attraction Fund*

In 2024, Destination Canada launched the International Convention Attraction Fund (ICAF) *to strengthen Canada's global competitiveness in attracting major international conventions, conferences, and events.*

As part of a broader $50 million investment from the 2023 Federal Budget, ICAF provides financial commitments for bid packages, helping Canada secure more high-value business events. With intense global competition for these events, the program levels the playing field against other nations already benefitting from comparable programs, allowing Canada to effectively compete for—and win—more of the world's major business events.

The majority of the federal investment has been allocated to the fund itself, with additional investments allocated for program marketing and to support an increased presence for Canada at global trade shows. Since program inception, ICAF-backed bids have significantly increased success rates of attracting more global gatherings to Canadian cities.

By securing major conferences and conventions, Canada not only drives high-yield business travel that extends tourism into shoulder seasons but also showcases the nation as the premiere destination for global thought leadership and industry advancement.

$11M
Of program funds spent (22%)

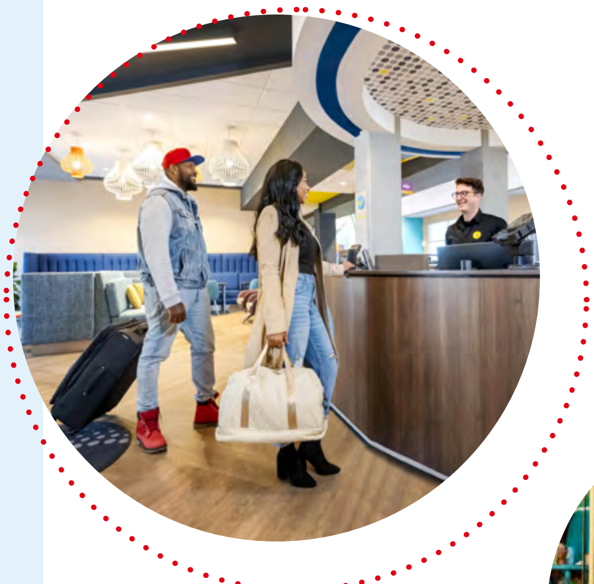
$165M
Economic impact

$11M
Federal tax

1,400
Jobs supported

STRATEGIC DRIVER: DESTINATION DEVELOPMENT

To remain globally competitive, Canada must offer experiences that meet the ever-changing expectations of travellers and the marketplace, while increasing our capacity to meet demand.



Our work in Destination Development to encourage product development and the expansion of off-peak travel drives near-term success to diversify revenue streams for communities across Canada.

At the same time, we are setting the course for long-term transformational growth. Our goal is to attract and influence strategic investments in tourism from the private sector and all levels of government, ensuring smart development that aligns with communities' broader aspirations. This work is crucial for improving the country's long-term competitiveness by fostering sustainable, innovative tourism experiences that reflect the essence of our country.

2025 Alzheimer's Association International Conference

8,000
Delegates

$19M
Economic impact

$1.3M
Federal tax

2027 World Road Congress

3,800+
Delegates

$10M
Economic impact

$665K
Federal tax

2028 International Geological Congress

6,000
Delegates

$15M
Economic impact

$1.0M
Federal tax

Thought Leadership

A fundamental aspect of our role in Destination Development is providing and sharing thought leadership to support the growth and evolution of Canada's tourism sector. Through partnerships, webinars, and speaking engagements, we bring together industry leaders, policymakers and community stakeholders to share knowledge and drive innovation in destination development.

Our participation in international and domestic forums—such those led by the OECD or the Federation of Canadian Municipalities—along with important collaborations with industry organizations, position destination development as an engine of entrepreneurship while enhancing its visibility within the investment community.

In addition, we offer resources, research, tools, guidance, and specialized content to inform and influence destination development efforts nationwide, including supporting policies and programs that shape the sector's future.

Knowledge Hub

Our Knowledge Hub *has emerged as a cornerstone for innovation and destination development within Canada's tourism sector.*

This dynamic platform serves as a central resource for sharing, discovering, and learning about all facets of destination development. It features thought-provoking content, including case studies and reports that spotlight best practices, showcase successful initiatives, and illuminate emerging trends, helping to drive continuous improvement and forward-thinking strategies across the sector.

Destination Dialogues

In late 2023, we launched Destination Dialogues, a series of webinars and online workshops crafted to empower rural destination development professionals with innovative strategies and practical insights.

Building on the success of our inaugural event, the 2024 edition expanded its focus, offering tailored support to rural communities aiming to create exceptional visitor experiences and foster sustainable tourism growth.

Strategy and Planning

Complimentary to providing and sharing thought leadership is our role in creating long-term destination development strategies. Fundamental to Canada's global competitiveness is strategically planning the development of Canada's tourism supply such that it addresses changing market trends while proactively meeting the needs of visitors and residents.

We have been working with communities and tourism corridors to create long-term destination development strategies that reflect the unique aspirations and strengths of each region. These strategies are designed to foster sustainable growth, enhance visitor experiences, and support the wellbeing of local communities.

A cornerstone of our practice in this field is also about identifying and nurturing public and private investment for new destination development. Over the last year, we have been assessing current barriers and industry challenges to investing in tourism in Canada and identifying investment pathways to support partners. In addition to commissioning a study to gain deeper insights, we are actively engaged with the investment community to better understand the investment landscape and facilitate connections with investors, corporate end-users, local authorities, hospitality professionals, and other real estate stakeholders. By participating in key forums, we are boosting visibility and cultivating strategic investments that will drive sustainable growth and development across Canada's tourism sector.

By bringing awareness to development opportunities across Canada, we are attracting and securing investments in Canada's tourism sector.

Tourism Corridor Strategy program

Created in 2023, the Tourism Corridor Strategy program accelerates the destination development of multiple corridors across Canada. It focuses on creating interconnected tourism routes that showcase Canada's diverse landscapes and cultural heritage. By working with communities along these corridors, we aim to develop cohesive travel experiences that drive economic growth and enhance regional tourism offerings.

With an emphasis on collaboration amongst varying stakeholders within a given corridor, including provinces and territories, this program empowers destinations to consider their participation in the visitor economy and intentionally plan across jurisdictional boundaries. It is designed to strengthen capacity and leadership to inspire transformative and positive change.

In its inaugural year, the program supported the following three corridors: Northern Indigenous Tourism Lodge Network Corridor, Atlantic Canada UNESCO Corridor and Sustainable Journeys Prairies to Pacific. In 2024, we welcomed four more high-potential tourism corridors to our program, expanding our support to new regions and communities. This growth not only benefits local businesses and attractions involved but also serves as a significant boost to Canada's overall competitiveness in the global tourism market.

Cycle Ontario and Quebec

This corridor links existing and new cycling routes between Ottawa, Montreal and Cornwall, creating a vibrant, year-round tourism experience that supports local businesses, including wineries, breweries, artisans, Indigenous tourism and agritourism.

Field to Fork: Saskatchewan Manitoba Agritourism

This corridor builds on Manitoba and Saskatchewan's agricultural strengths to boost tourism, expanding agritourism experiences like farm stays, festivals, farmers' markets, farm-to-table culinary dining, Indigenous tourism, and local breweries and distilleries.

Juan de Fuca Corridor (British Columbia, Washington State)

Spanning both sides of the Juan de Fuca Strait and crossing the Canada-U.S. border, this coastal corridor fosters collaboration to develop a sustainable visitor economy. It aims to support local communities, protect fragile ecosystems, and highlight the region's deep cultural and historical connections.

Northern Sky Corridor (Alberta, Northwest Territories)

This corridor connects Indigenous cultures and experiences from Edmonton to the Northwest Territories, blending art, history, and nature with Indigenous tourism. It offers a breathtaking northern road trip while identifying product gaps, transportation partnerships, and infrastructure needs for new export-ready itineraries.

STRATEGIC DRIVER: COLLECTIVE INTELLIGENCE

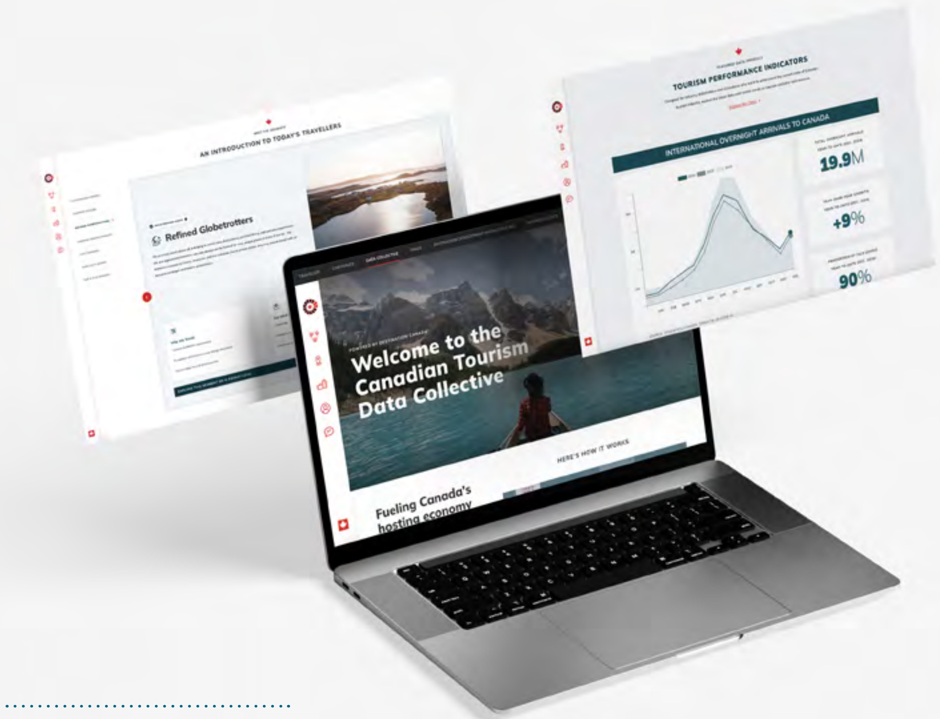
In today's fast-paced digital world, data is essential to staying competitive.

For Canada's tourism sector to succeed, we need to quickly spot new trends, understand what motivates travellers, and ensure visitors have the best possible experience. It's also important to keep track of how tourism impacts local communities, making sure growth benefits everyone. By using data more effectively, we can make smarter decisions, improve how we market Canada to the world, and ensure we're delivering value for Canadians.

To support the long-term strength of the tourism sector and boost Canada's global standing, we're investing in better data and stronger analysis. Our new Canadian Tourism Data Collective, launched in 2024, brings together key information about who is visiting Canada, why they're coming, and how we can attract more travellers. It also helps us understand what's happening on the ground—where tourism is thriving, where there's room to grow, and how we can better support local businesses and communities. This gives us a clear picture of the entire tourism landscape, helping us make informed decisions that drive growth and create jobs.

Good data leads to good decisions. With better insights, we're not only improving how we promote Canada but also helping communities, businesses and governments plan for the future. Our focus on data-driven strategies ensures that the tourism sector remains strong, competitive and a key contributor to Canada's economic prosperity.

The Canadian Tourism Data Collective



tourismdatacollective.ca

25B
Rows of data

205
Datasets

5,000
Communities covered

18,000+
Users

60
Subscribed partners

$900K
In subscription fees

$4.5M
Value of insights per partner

Empowering Canada's Tourism Industry Through Data

Artificial intelligence (AI) is changing our world, and tourism is no exception.

The Canadian Tourism Data Collective is a groundbreaking platform designed to revolutionize how Canada's tourism industry accesses, shares and utilizes data. As a centralized and secure resource easily accessible to anyone, it arms industry leaders, communities, and governments with timely, actionable intelligence that strengthens decision-making and fosters collaboration.

AI plays an important role in this work, helping to manage large volumes of data effectively to surface predictive trends and generate meaningful and easy to understand insights.

The Data Collective has allowed us to bring together the best and brightest minds in the tech and tourism sectors to deliver a comprehensive picture of the state of the sector — from remote communities all the way to the national level.

By combining public and private sector data, the award-winning Data Collective delivers powerful data and insights into visitor spending, travellers psychographics, economic trends and industry performance—offering a competitive edge for Canada's hosting economy.

Integral to our 2030 Strategy, the Data Collective plays a vital role in elevating Canada's international competitiveness. Leveraging AI and advanced analytics, this first-of-its-kind initiative enables tourism businesses, policymakers, and investors to make critical decisions that fuel economic growth.

A partnership among Destination Canada, Statistics Canada, and the Department of Innovation, Science and Economic Development, the bilingual Data Collective ensures that stakeholders—from remote communities to national policymakers—have access to the insights they need to market smarter, invest strategically, and develop destinations that boost long-term economic growth.

The Data Collective provides a range of data products that offer comprehensive insights into Canada's tourism sector. These tools help industry professionals, communities, and governments make informed decisions that support planning and long-term growth of Canada's tourism sector.

Tourism Outlook
Projects growth of tourism visitation and spending for domestic and international travel.

Tourism Performance Indicators
Tracks and analyzes the health of Canada's tourism sector at a glance, with timely insights into indicators such as visitor arrivals, traveller spending and occupancy rates.

Lodging Aligned Spend Reporting
Detailed insights into visitor spending on lodging across Canada, including city-level estimates for a more granular analysis of urban travel trends.

Global Traveller Research Program
In-depth intelligence on traveller attitudes, behaviours and perceptions from Destination Canada's target markets. Insights inform targeted marketing strategies and tourism programming.

Wealth & Wellbeing Index

Our latest product featured on the Data Collective is the Wealth & Wellbeing Index, a first-of-its-kind tool that goes beyond traditional tourism metrics to assess the comprehensive benefits that tourism brings to Canadians.

By measuring factors such as job creation, tax revenue generation, and investment attraction, the index provides a clearer picture of tourism's role in strengthening Canada's economy and supporting long-term growth.

Drawing from more than 100 sources and 30 indicators, the index is built on interconnected components that drive revenue, expand the tax base, fuel reinvestment, and ultimately create greater demand to ensure long-term prosperity for communities across the country.

Designed as a practical resource for policymakers, industry leaders, and businesses, the index delivers data-driven insights at the national, provincial and territorial levels to support economic planning and inform strategic investment decisions. As tourism continues to be a high-growth sector, this tool ensures that resources are directed where they will have the greatest economic impact, helping Canada remain competitive in the global marketplace.

Traveller Segmentation Program

Unlocks deeper insights into visitor behaviours and preferences to enable more meaningful, targeted, and impactful marketing and destination management strategies.

Canadian Travel Insights

Regular and timely insights on Canadians' travel perceptions, attitudes, behaviours and motivators.

TourismScapes

Interactive mapping tool that profiles a community's tourism sector. Insights support strategic planning, highlight the value of tourism in local economies, and enable investors to quickly compare markets.

BUSINESS EXCELLENCE

Harnessing AI to Drive Innovation and Efficiency

AI is transforming the global tourism industry, reshaping interactions with travellers, enabling personalized travel experiences, and intelligently automating aspects of customer service.

Destination Canada is committed to experimentation, innovation and agility, ensuring that Canada remains a global leader in tourism. Partnering with NorthStar, Google, Expedia and others, we are testing AI-driven solutions to enhance marketing and communications, ultimately helping our industry connect with visitors in new and meaningful ways.

Beyond its impact on tourism programs, AI is revolutionizing how we work internally. By automating routine tasks, analyzing data for strategic decision-making and streamlining content creation, AI has been increasing organizational productivity and maximizing agility. Building on the success of ChatGPT Teams, in 2024 we integrated additional AI-powered solutions across our operations, including Microsoft CoPilot Enterprise. AI-powered document processing, as an example, is expediting administrative workflows, reducing manual data entry and minimizing errors. Such initiatives are optimizing workflows, enhancing collaboration, and fostering a culture of innovation, reinforcing our commitment to business excellence and data-driven decision-making.

As AI continues to evolve, our organization remains at the forefront, leveraging our power to strengthen Canada's tourism sector and maintain our competitive edge on the global stage.

Special Examination

As a Crown corporation, Destination Canada is subject to a special examination by the Office of the Auditor General of Canada (OAG) at least once every 10 years.

Our recent examination took place over 2023-2024 and assessed key areas including corporate governance, strategic planning, performance management, risk management, marketing, and insights and analytics. This audit independently confirmed that the systems and practices selected for examination at Destination Canada provided reasonable assurance that assets were safeguarded, resources were managed efficiently and economically, and operations were carried out effectively.

The results of the examination were outstanding, with no significant deficiencies or areas for improvement identified in the report. This rigorous process reinforces our commitment to accountability and responsible stewardship of taxpayer funds. The findings confirm that our organization has strong governance, prudent resource management, and effective operational processes in place to support the delivery of our mandate.

"We found no significant deficiencies or weaknesses to highlight for improvement. The corporation had good systems and practices in carrying out corporate management and in managing operations. We make no recommendations in this report."

— Office of the Auditor General of Canada

Audit of Professional Services Contracts

Stemming from a House of Commons standing committee study on consulting contracts awarded to McKinsey & Company by the Government of Canada and federal Crown corporations, Destination Canada underwent an independent examination by the OAG. The purpose of the examination was to determine whether professional services contracts were awarded to McKinsey & Company in accordance with applicable policies and whether value for money for those contracts was obtained.

The audit confirmed that Destination Canada consistently followed its procurement policy, including maintaining conflict-of-interest safeguards for competitive contracts. To further strengthen our processes, in 2024, we implemented conflict-of-interest declarations for all non-competitive contracts.

Pay Equity

The Government of Canada's Pay Equity Act aims to ensure that employees in jobs predominantly held by women receive equal pay for work of equal value. To comply with the Act, Destination Canada developed a Pay Equity Plan to identify and address any gender-based pay disparities.

The plan focuses on key areas including implementing compensation adjustments, strengthening pay equity compliance, and enhancing gender representation and career progression. These steps ensure that pay equity remains a priority while supporting fairness in compensation and career development.

Risk Management

As a Crown corporation operating in a dynamic global tourism market, Destination Canada continuously monitors trends, anticipates shifts, and adapts quickly to changing conditions, positioning us well to navigate uncertainties while driving sustainable tourism growth.

Our risk framework goes beyond standard business and financial risks and begins with first understanding the macro risks facing the economy, followed by the industry risks uniquely impacting the tourism sector.

Together, this knowledge provides a foundation for identifying the strategic risks facing our organization, categorized under the following four lenses:

- **Economic**
  This lens includes changes in macro-economic conditions, such as supply chain disruptions, recessionary or inflationary conditions, geopolitics and major global events, which could negatively impact business strategies, operations and investments.
- **Environmental**
  This lens includes monitoring climate change, reducing emissions and supply chain sustainability.
- **Social**
  This examines how the business manages socio-cultural aspects such as diversity and inclusion, customer values, public and policy support of tourism, and workforce development.
- **Governance**
  This assesses leadership, internal controls and ethics to promote greater accountability and transparency.

● High residual risk ● Medium-high residual risk ● Medium residual risk ● Low-medium residual risk ● Low residual risk

Economic	2024 ●	2023 ●

Overall Summary: There is a risk that the global economy, along with the markets where we invest, could face heightened uncertainty due to factors such as economic instability, trade disruptions and political changes, all of which could impact travel to and within Canada. Additionally, Canada could face competition from well-resourced international countries vying for travellers, while within Canada, Destination Canada could be competing with other sectors for limited labour and investment dollars. Continued economic uncertainty and a shifting geopolitical and policy environment are creating volatility that could reduce visitor numbers, lead to economic losses for the sector and impact how Destination Canada operates.

Mitigation Summary: Our efforts focused on elevating the international competitiveness of Canada's tourism sector. In collaboration with provincial, territorial and municipal partners, we concentrated our initiatives around seven key levers to synchronize activities, efficiently allocate resources, and enhance return on investment. Utilizing advanced research and data analytics, we strategically targeted the most advantageous opportunities for Canada in the global market, while also analyzing heightened evolving conditions, such as new visa rules for Mexican travellers to Canada and potential tariffs on goods traded with the US. We also empowered the industry by providing guidance on key elements of global competitiveness and navigating technological advancements, supplying valuable media resources, creating sales opportunities, and investing in research and analytics to support strategic decision-making.

● High residual risk ● Medium-high residual risk ● Medium residual risk ● Low-medium residual risk ● Low residual risk

Environmental

	2024	2023
Environmental	Medium residual risk	Medium-high residual risk

Overall Summary: There is a risk that our operations, and that of our tourism and travel industry, and the country at large, could be perceived negatively in terms of environmental sustainability and responsibility. Further, the effects of climate change could also negatively influence travellers' perception of the health and safety of our country. Both have the potential to cause reputational damage, loss of shareholder confidence and/or reduced tourism in Canada, creating a negative impact on the tourism assets that are being promoted.

Mitigation Summary: Our approach to destination development prioritizes local community leadership, environmental stewardship, and economic sustainability. This strategy has helped mitigate potential adverse effects on tourism destinations while emphasizing tourism's role in sustainably optimizing Canada's natural resources, such as parks and conservation areas, and creating diverse opportunities for communities nationwide. Recognizing the growing impact of climate events on tourism, we have been actively examining its effects and collaborating with partners to develop a more robust disaster response framework. Our commitment to sustainability is reflected in our efforts to reduce the environmental footprint of our activities and in our promotion of hosting sustainable business events. Additionally, we have made significant progress in our collaboration with UN Tourism to enhance sustainability metrics within the tourism sector, reinforcing Canada's leadership in responsible tourism development.

Social

	2024	2023
Social	Medium residual risk	Medium-high residual risk

Overall Summary: There is a risk that our operations and tourism promotion activities do not consider all stakeholders and are not equitable towards all affected peoples and local communities. There is a further risk that the workload challenges of recent years negatively impact the mental health of our employees.

Mitigation Summary: We pursue multiple initiatives to ensure that our activities reflect the diversity of Canada. This includes working with our agency partners to showcase all elements of diversity in our global marketing; refining our processes in human resource recruitment, procurement and other operational practices; training our staff to be aware of biases; working to support Indigenous reconciliation through tourism; and following a community economic empowerment strategy. We deployed an internal strategy to ensure that our work reflects the diverse people and places that Canada represents.

Governance

	2024	2023
Governance	Medium residual risk	Medium residual risk

Overall Summary: There is a risk that our corporate governance structure does not reflect fair and equitable practices while our activities do not respond to the rapidly changing global business environment, leading to lower overall organizational effectiveness, efficiency and compliance.

Mitigation Summary: We conducted scenario planning to align our strategy and governance with future industry conditions. Our Board, composed of expert leaders, guides strategic adjustments to meet rapid changes. We identify needed board expertise to support the Government of Canada's recruitment efforts and to reflect the diversity of Canada, while offering ongoing professional development for board members. Through broad industry consultation, we developed a robust business strategy, strengthened risk management, and implemented internal policies and audits. Additionally, we benchmarked performance, evaluated progress and fortified information technology (IT) controls to guard against contemporary cybersecurity risks. Furthermore, the results of our recent Special Examination reinforced our strong governance in terms of corporate and operational management, with the OAG making no recommendations for improvement.

FINANCIAL REVIEW

OVERVIEW

This financial overview provides supplementary discussion and analysis in support of the audited financial statements and accompanying notes for the year ended December 31, 2024. It should be read in conjunction with the enclosed Annual Report.

Our financial statements are prepared in accordance with Canadian Public Sector Accounting Standards (PSAS) and reflect our legal name, Canadian Tourism Commission.

In 2024, Canada's tourism sector surpassed pre-pandemic revenue levels, demonstrating a strong market recovery and the success of strategic investments, including additional investment from Budget 2021 for the *Helping Visitors Discover Canada* program, that reinforced the country's position as a premier global destination. Also, in 2024, Destination Canada launched the *International Convention Attraction Fund* (ICAF), introduced in Budget 2023, to enhance Canada's ability to secure major international conventions and business events.

Our strategy Tourism 2030: A World of Opportunity set a bold vision for the future, with targeted investments in business events, marketing, and collective intelligence delivering tangible results. The ICAF outperformed expectations, driving higher bid success rates and increased industry participation. Expanded marketing partnerships strengthened co-investment and partner revenues, amplifying the reach and impact of our campaigns. Additionally, the Canadian Tourism Data Collective was launched and recognized as a capital asset, reinforcing its long-term value in advancing data-driven decision-making and enhancing industry competitiveness. By prioritizing agility, strategic partnerships, and insights-driven decision-making, these initiatives strengthened Canada's global leadership in tourism.

Statement of Financial Position

For the year ended December 31, 2024, the accumulated surplus was $9.2 million, marking a significant improvement from the $7.9 million deficit in 2023. This positive shift was driven by key financial factors. Cash and cash equivalents totaled $14.9 million, largely due to the timely receipt of December 2024's funding, in contrast to 2023, when a $15.5 million drawdown was not received until the following fiscal year in January 2024. Unearned revenue reached $0.7 million, with $0.3 million attributed to subscription revenue from the Data Collective. Additionally, tangible capital assets increased to $1.7 million, reflecting the capitalization of the newly established Data Collective platform, which serves as a key industry resource for data-driven insights.

Statement of Operations

Destination Canada effectively balanced expenditures with available funding, ensuring responsible financial management. The reported surplus of $16.9 million was primarily driven by Government of Canada parliamentary appropriations. This includes the $15.5 million delayed receipt from 2023, which was received in 2024.

With the sunsetting of the 2021–2023 *Helping Visitors Discover Canada* program, Destination Canada prioritized investments in marketing, analytics, and industry initiatives, ensuring efficient resource allocation and continued support for the tourism sector.

Parliamentary Appropriations

Destination Canada is primarily funded by Government of Canada parliamentary appropriations. In 2024, base funding remained stable at $96.2 million, with total appropriations amounting to $123.3 million. This included $15.5 million from a $100 million investment spanning 2021–2023 for the now-sunsetted *Helping Visitors Discover Canada* program and $10.9 million from a $50 million investment spanning 2024–2026 for attracting business events under the newly established ICAF program. These appropriations provided critical support for our mandate, ensuring the organization can continue driving tourism growth while adapting to evolving industry priorities.

Partner Revenues

Of the $14.4 million in total revenues in 2024, $12.8 million was derived from partner revenues, reflecting increased industry collaboration and investment in key initiatives. Growth in partner revenue was driven by expanded co-investment in US leisure marketing programs and business events, strengthening Canada's visibility in global markets. The Data Collective introduced a new revenue stream, equipping industry stakeholders with valuable market intelligence to support data-driven decision-making and enhanced competitiveness. Through these collaborative efforts, Destination Canada maximized the impact of industry investments, ensuring broad sector benefits and sustainable growth.

Expenses

Total expenses for 2024 amounted to $120.9 million, a 17% decrease from 2023, and primarily attributed to the completion of the *Helping Visitors Discover Canada* program in 2023. By strategically leveraging partner co-investment, we effectively managed our expenditures. As a result, actual expenditures were aligned with approved funding, demonstrating responsible financial stewardship. With focus on high-impact initiatives and effective resource allocation, Destination Canada continued to deliver significant value to the industry.

Looking Ahead

Destination Canada enters 2025 well-prepared to adapt to changing conditions and sustain long-term tourism growth. The investments made in 2024 will continue to fuel tourism advancement, ensuring Canada remains a premier global travel destination.

MANAGEMENT RESPONSIBILITY STATEMENT

March 19, 2025

The management of the Canadian Tourism Commission (the "Commission") is responsible for the performance of the duties delegated to it by the Board of Directors. These include the preparation of an Annual Report together with audited financial statements. Management is responsible for preparation of these financial statements in accordance with Canadian public sector accounting standards. Other financial and operational information appearing elsewhere in the Annual Report is consistent with that contained in the financial statements.

Management is responsible for maintaining internal accounting control systems designed to provide reasonable assurance that relevant and reliable financial information is produced and that transactions comply with the relevant authorities.

Management is also responsible for maintaining financial and management control systems and practices designed to ensure the transactions are in accordance with Part X of the *Financial Administration Act* and regulations, the *Canadian Tourism Commission Act*, and by-laws of the Commission. These systems and practices are also designed to ensure that assets are safeguarded and controlled, and that the operations of the Commission are carried out effectively. In addition, the Audit and Risk Committee, appointed by the Board of Directors, oversees the internal audit activities of the Commission and performs other such functions as are assigned to it.

The Commission's external auditor, the Auditor General of Canada, is responsible for auditing the financial statements and for issuing her report thereon.

Marsha Walden
President & Chief Executive Officer

Meaghan Ferrigno
Senior Vice President,
Chief Financial Officer and
Chief Data & Analytics Officer

Office of the Auditor General of Canada | Bureau du vérificateur général du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Innovation, Science and Industry

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Canadian Tourism Commission (the Commission), which comprise the statement of financial position as at 31 December 2024, and the statement of operations, statement of remeasurement gains and losses, statement of change in net financial assets (debt) and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Commission as at 31 December 2024, and the results of its operations, its remeasurement gains and losses, changes in its net financial assets, 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. 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 Commission 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.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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 Commission'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 Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Commission'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 generally accepted auditing standards 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 generally accepted auditing standards, 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 Commission'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

- Commission'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 Commission 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.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the Canadian Tourism Commission coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Canadian Tourism Commission Act*, the by-laws of the Canadian Tourism Commission, and the directives pursuant to section 89 of the *Financial Administration Act*.

In our opinion, the transactions of the Canadian Tourism Commission that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public section accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the Canadian Tourism Commission's compliance with the specified authorities named above and for such internal control as management determines is necessary to enable the Canadian Tourism Commission to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.

Sophie Bernard, CPA, CGA

Principal
for the Auditor General of Canada

Vancouver, Canada
19 March 2025

STATEMENT OF FINANCIAL POSITION

As at December 31, 2024
(in thousands of Canadian dollars)

	Note	Dec. 31, 2024	Dec. 31, 2023
Financial assets			
Cash and cash equivalents	4	14,892	5,745
Accounts receivable	13		
Government of Canada		709	1,448
Partner		703	500
Other		12	211
Accrued benefit asset	8	2,373	2,172
Portfolio investments	5	1,061	994
		19,750	11,070
Liabilities			
Accounts payable and accrued liabilities	13		
Trade		8,919	16,281
Employee compensation		2,351	2,439
Government of Canada		780	807
Accrued benefit liability	8	2,105	2,330
Unearned revenue	18	691	384
Asset retirement obligation		112	112
Deferred lease inducements		90	188
		15,048	22,541
Net financial assets (debt)		4,702	(11,471)
Non-financial assets			
Prepaid expenses	2	2,795	2,653
Tangible capital assets	7	1,655	931
		4,450	3,584
Accumulated surplus (deficit)	10	9,152	(7,887)

Contractual Obligations, Contingencies, Contractual Rights (Notes 14, 15 and 17); the accompanying notes form an integral part of these financial statements.

Approved on behalf of the Board of Directors

Liza Frulla   Randy G. Garfield

Liza Frulla
Director

Randy Garfield
Director

STATEMENT OF OPERATIONS

For the year ended December 31
(in thousands of Canadian dollars)

	Note	Budget 2024	2024	2023
Revenues	18			
Partner revenues		7,000	12,805	8,753
Interest Income		500	873	1,041
Other		600	749	760
		8,100	14,427	10,554
Expenses	12			
Marketing and sales	11	88,096	94,705	114,824
Analytics		11,673	13,079	14,870
Corporate services		10,409	10,136	10,999
Destination stewardship		2,800	2,429	3,824
Amortization of tangible capital assets		319	530	373
		113,297	120,879	144,890
Net cost of operations before funding from the Government of Canada		(105,197)	(106,452)	(134,336)
Parliamentary appropriations	9	105,017	123,329	106,423
Surplus (Deficit) for the year		(180)	16,877	(27,913)
Accumulated operating (deficit) surplus, beginning of year		5,342	(7,844)	20,069
Accumulated operating surplus (deficit), end of year	10	5,162	9,033	(7,844)

The accompanying notes form an integral part of these financial statements.

STATEMENT OF REMEASUREMENT GAINS AND LOSSES

For the year ended December 31
(in thousands of Canadian dollars)

	Note	2024	2023
Accumulated remeasurement loss, beginning of year		(43)	(69)
Unrealized gain (loss) attributable to foreign exchange		119	(43)
Amounts reclassified to the statement of operations		43	69
Net remeasurement gain for the year		162	26
Accumulated remeasurement gain (loss), end of year	10	119	(43)

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (DEBT)

For the year ended December 31
(in thousands of Canadian dollars)

	Note	Budget 2024	2024	2023
Surplus (Deficit) for the year		(182)	16,877	(27,913)
Acquisition of tangible capital assets	7	(40)	(1,254)	(549)
Amortization of tangible capital assets	7	319	530	373
		279	(724)	(176)
Effect of change in other non-financial assets				
(Increase) Decrease in prepaid expenses		–	(142)	705
		–	(142)	705
Net remeasurement gain		–	162	26
Increase (Decrease) in net financial assets		97	16,173	(27,358)
Net (debt) financial assets, beginning of year		1,390	(11,471)	15,887
Net financial assets (debt), end of year		1,487	4,702	(11,471)

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

For the year ended December 31
(in thousands of Canadian dollars)

	Note	2024	2023
Operating transactions:			
Cash received from:			
Parliamentary appropriations used to fund operating and capital transactions	9	123,329	106,423
Partners		12,909	9,476
Other		651	661
Interest		873	1,041
Cash paid for:			
Cash payments to suppliers		(107,477)	(119,774)
Cash payments to and on behalf of employees		(19,979)	(18,827)
Cash provided by (used in) operating transactions		10,306	(21,000)
Capital transactions:			
Acquisition of tangible capital assets	7	(1,254)	(549)
Cash used in capital transactions		(1,254)	(549)
Investing transactions:			
Acquisition of portfolio investments		(204)	(338)
Redemption of portfolio investments		137	195
Cash used in investing transactions		(67)	(143)
Net remeasurement gain for the year		162	26
Net increase (decrease) in cash during the year		9,147	(21,666)
Cash and cash equivalents, beginning of year		5,745	27,411
Cash and cash equivalents, end of year		14,892	5,745

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2024

1. Authority, Objectives and Directives

The Canadian Tourism Commission (the "Commission") was established on January 2, 2001 under the *Canadian Tourism Commission Act* (the "Act") and is a Crown corporation named in Part I of Schedule III to the Financial Administration Act. The Commission is for all purposes an agent of his Majesty in right of Canada. As a result, all obligations of the Commission are obligations of Canada. The Commission is not subject to income taxes.

As stated in section 5 of the Act, the Commission's mandate is to:

- sustain a vibrant and profitable Canadian tourism industry;
- market Canada as a desirable tourist destination;
- support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- provide information about Canadian tourism to the private sector and the governments of Canada, the provinces and the territories.

In December 2014, the Commission was issued directive PC 2014-1378 pursuant to section 89 of the *Financial Administration Act* directing the Commission to implement pension plan reforms. These reforms are to ensure that pension plans of Crown corporations provide a 50:50 current service cost-sharing ratio between employee and employer for pension contributions by December 31, 2017. The 50:50 cost-sharing ratio was fully implemented as of December 31, 2017.

In July 2015, the Commission was issued directive PC 2015-1109 pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditures policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the Commission's next corporate plan. The Commission implemented its new Travel, Hospitality, Conference and Event Expenditures Policy ("THCEE") on August 21, 2015 which complied with the requirements of the directive. The Treasury Board issued revised directives and guidelines in 2017. On November 29, 2018, the Commission approved an updated THCEE policy to align with the new requirements.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian public sector accounting standards ("PSAS"). Significant accounting policies are as follows:

a) Parliamentary appropriations

The Commission is mainly financed by the Government of Canada through parliamentary appropriations. Parliamentary appropriations used to fund core operations and capital expenditures are considered unrestricted and recognized as revenues when the appropriations are authorized and any eligibility criteria are met. Parliamentary appropriations used to fund one-time activities are considered restricted when they have eligibility criteria and stipulations that give rise to an obligation that meets the definition of a liability. Restricted appropriations are recognized as deferred appropriations when the stipulation gives rise to a liability. Restricted appropriation revenue is recognized as the stipulation liabilities are settled.

As a result of the Commission's year-end date (December 31) being different than the Government of Canada's year-end date (March 31), the Commission is funded by portions of appropriations from two government fiscal years. *Refer to Note 9.*

The Commission will have a deferred parliamentary appropriations balance at year-end when the restricted funding received for the period exceeds the restricted appropriations recognized for the related fiscal period. When restricted appropriations recognized exceed the restricted funding received, the amount will be included in the parliamentary appropriations receivable balance.

The Commission does not have the authority to exceed approved appropriations.

b) Partner revenues

The Commission provides various goods and services to a diverse group of payors, including both Canadian and foreign organizations. Revenues from transactions with performance obligations occur when there is an enforceable promise to transfer goods or services directly to a payor in return for promised consideration. For each performance obligation, the Commission evaluates whether the performance obligations are satisfied over a period of time or at a point in time. Where a performance obligation is satisfied over time, the Commission measures its progress of satisfying the performance obligation considering the characteristics of the services being provided and the pattern of benefit to the payor. Where a performance obligation is satisfied at a point in time, the Commission recognizes revenue when the payor obtains control of the benefits associated with the promised service. Where consideration is received prior to the provision of services or delivery of goods, it is recorded as unearned revenue, provided the definition of a liability is met, and recognized as revenue as each performance obligation is completed.

The Commission does not have any revenue sources generated from non-recurring activities.

Revenue from exchange transactions

Leisure Consumer Marketing

The Commission performs services such as managing paid media campaigns to promote Canadian tourism, targeting high-value guests, and measuring the impact on awareness, bookings and visits to Canadian destinations. This also involves working with marketing organizations to utilize their various media channels (digital, print, social media, etc.) for displaying the creative content and stimulating bookings for Canadian tourism activities in the payor's designated region.

The Commission is also involved with creating or facilitating the creation of content such as photos, videos, articles and other social media materials that present the unique features of Canadian destinations to increase engagement.

Revenue from Leisure Consumer Marketing is typically recognized over a period of time as the services are provided over the duration of the contract. In certain scenarios where the payor must approve the content created before it is delivered, revenue is recognized at a point in time, specifically when the payor grants approval, thereby fulfilling the performance obligation associated with that content.

Business Events

Business event services consist of organizing and promoting events, conferences, and press trips. Revenue is recognized over a period of time as the contracted services are rendered. This encompasses activities such as coordinating and promoting press trips, tourism-related conferences, and events that involve various prominent media outlets. These efforts aim to highlight the diverse attractions and experiences available at Canadian destinations and to facilitate collaboration and networking opportunities.

Leisure Travel Trade

Leisure travel trade includes photo assignment management, which involves organizing and managing photo assignments for media photographers to document various seasons and regions of Canada. The Commission assigns photographers to specific regions and directs them on the required content to ensure diverse and comprehensive coverage of Canada's landscape and experiences. Revenue is recognized over a period of time as the services are provided over the duration of the contract.

The Commission also provides services such as guided tours, travel packages and promotional merchandise to payors. Revenue from tourism-related services is recognized over a period of time as the payor receives services.

Analytics

The Commission provides data collective subscription services, for which revenue is recognized over a period of time based on the length of the subscription. This platform provides access to comprehensive tourism data, research, and insights in one location, reducing the need to consult multiple data sources and supporting collaboration and innovation.

Refer to Note 18.

c) Other revenues

Other revenues consist of cost recoveries from co-location partners, capital asset sales and other miscellaneous revenues. These items are recognized as revenue in the period in which the transaction or event occurred that gives rise to the revenue.

d) Foreign currency translation

Monetary assets and monetary liabilities denominated in foreign currencies are translated into Canadian dollars at the applicable year-end exchange rate. Non-monetary assets and non-monetary liabilities denominated in foreign currencies are translated into Canadian dollars at historical exchange rates. Revenue and expense items are translated during the year at the exchange rate in effect on the date of the transaction. Amortization expenses of tangible capital assets are translated at historical rates to which the assets relate. Realized gains and losses are considered operating expenses and are included in the Statement of Operations as Corporate services. Unrealized gains and losses are reported in the Statement of Remeasurement Gains and Losses and in the Statement of Change in Net Financial Assets (Debt). The Commission does not hedge against the risk of foreign currency fluctuations. *Refer to Note 6.*

e) Cash and cash equivalents

Cash and cash equivalents include cash in bank and mutual funds. These items are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. *Refer to Note 4.*

f) Portfolio investments

Portfolio investments are measured at amortized cost. Interest income related to these investments is calculated based on the effective interest method. *Refer to Note 5.*

g) Prepaid expenses

Payments made prior to the related services being rendered are recorded as a prepaid expense. Prepaid expenses are recognized as an expense as the related services are rendered. Prepaid expenses consist of program and operating expenses such as subscriptions, marketing activities with provincial and territorial marketing organizations and tradeshow expenditures.

h) Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization and the amount of any write-downs or disposals. Tangible capital assets are written down when conditions indicate they no longer contribute to the ability to provide services and are accounted for as expenses in the Statement of Operations.

Tangible capital assets are amortized on a straight-line basis over the estimated useful life of the assets as follows:

Refer to Note 7.

Leasehold improvements	Remaining term of lease
Office furniture	5 years
Computer hardware	3 years
Computer software	5 years

i) Unearned revenue

Unearned revenue consists of consideration from payors that do not yet qualify for revenue recognition. When revenues are received from payors in advance of the Commission fully satisfying a performance obligation in an exchange transaction, they are recognized as unearned revenue until the performance obligation has been satisfied by the Commission.

j) Deferred lease inducements

Deferred lease inducements consist of various office lease inducements including reimbursement of leasehold improvement costs and free rent periods. These inducements are deferred and recognized as a straight-line reduction to office lease expenses over the term of the lease.

k) Asset retirement obligation

Asset retirement obligation consists of costs to restore leasehold improvements for various office leases. The Commission recognizes asset retirement obligations as a result of legal obligations to restore leased office spaces back to their original states at the end of the lease term. Asset retirement obligations are measured using undiscounted future cash flows based on management's best estimates, with the resulting amount capitalized into the carrying amount of the related asset. The capitalized asset retirement cost is amortized on a straight-line basis over the term of the lease and is included as amortization expense in the Statement of Operations. *Refer to Note 7.*

l) Employee future benefits

The Commission offers a number of funded and unfunded defined benefit pension plans, other unfunded defined benefit plans (which include post-employment benefits, post-retirement benefits and non-vested sick leave), as well as defined contribution pension plans. The pension plans include a statutory plan, a supplemental plan and a plan to cover certain employees working outside of Canada. Other benefit plans include post-employment severance benefits and post-retirement health, dental and life insurance benefits and non-vested sick leave. The defined benefit pension plans provide benefits based on years of service and average pensionable earnings at retirement.

The defined benefit component of the statutory plan and the supplemental plan has been closed effective December 30, 2017 and benefits and service of plan participants were frozen as of that date. The Commission funds certain pension plans annually based on actuarially determined amounts needed to satisfy employee future benefit entitlements under current benefit regulations. Cost of living adjustments are automatically provided for retirees in accordance with Consumer Price Index increases.

The costs and obligations of the defined benefit plans are actuarially determined using the projected benefit method prorated on service that incorporates management's best estimates of the rate of employee turnover, the average retirement age, the average cost of claims per person, future salary and benefit levels, expected return on plan assets, future medical costs, and other actuarial factors. For the purpose of calculating the expected return on plan assets, those plan assets are based on the market value of plan assets.

Past service costs arising from plan amendments are recognized in the years in which the plan amendment occurred.

The unamortized actuarial gains and losses incurred prior to the plan settlement that relate to the obligation settled are recognized in the period of settlement. This amount is included as part of the gain or loss arising on settlement. Gains and losses determined upon a plan settlement are accounted for in the Statement of Operations in the period of settlement.

Actuarial gains and losses are amortized over expected average remaining service lifetime ("EARSL") of active employees. If no active employees are remaining, actuarial gains and losses are amortized fully in the next fiscal year. For 2024, EARSL has been determined to be 0 years (0 years – 2023) for the Supplementary Retirement Plan for certain employees of the Commission ("SRP"), 10 years (12.4 years – 2023) for the Pension Plan for Employees of the Commission in Japan and China ("WWP"), 0 years (0 years – 2023) for non-pension post-retirement benefits, 14 years (14 years – 2023) for severance benefits and 14 years (14 years – 2023) for sick leave benefits.

Employees working in the United Kingdom (UK) participate in the Global Affairs Canada defined benefit pension plans administered by the Government of Canada. The assets of these plans cannot be allocated among participating employers, and as such, these plans are deemed "multi-employer" plans and accounted for as defined contribution plans. The Commission's contributions to these plans reflect the full benefit cost of the employer. These amounts vary depending upon the plan and are based on a percentage of the employee's gross earnings. Contributions may change over time depending on the experience of the plans since the Commission is required under present legislation to make adjustments for the rate of contributions to cover any actuarial deficiencies of these plans. Contributions represent the total pension obligations of the Commission for these employees and are recognized in the Statement of Operations during the year in which the services are rendered.

Gains and losses determined upon a plan curtailment are accounted for in the period of curtailment. *Refer to Note 8.*

m) Financial instruments

Financial assets consist of Cash and cash equivalents, Accounts receivable and Portfolio investments, while financial liabilities consist of Accounts payable and accrued liabilities. Financial assets and financial liabilities are measured at amortized cost, which approximates their fair value. *Refer to Note 13.*

n) Measurement uncertainty

The preparation of financial statements in accordance with PSAS 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 amounts of income and expense during the reporting periods. Actual results could differ significantly from those estimates. The most significant estimates involve the determination of the employee future benefits liability and related accrued benefit asset, contingencies, accrued liabilities and partner revenues. There is uncertainty regarding partner revenue recognized as management may not be able to estimate if all performance obligations have been satisfied at the date of the financial statements.

o) Related party transactions

Through common ownership, the Commission is related to all Government of Canada created departments, agencies and Crown corporations. The Commission's transactions with these entities are in the normal course of operations and are measured at the exchange amount. *Refer to Note 16.*

Related parties also include key management personnel (KMP) having authority for planning, controlling, and directing the activities of the Commission, as well as their close family members. The Commission has defined its KMP to be members of the Board of Directors and management employees at the Senior Vice-President level and above.

p) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. The Commission records inter-entity transactions at the exchange amount except the following:

- Audit services received without charge between commonly controlled entities.
- In-kind contributions received from commonly controlled entities.

The value of the audit services is considered insignificant in the context of the financial statements as a whole and inter-entity in-kind contributions are not recognized in the financial statements.

3. Adoption of New Accounting Standards

PS 3400 – Revenue

The Commission adopted Public Sector Accounting Standard 3400 — Revenue (PS 3400) as of January 1, 2024, in accordance with its required application for fiscal years beginning on or after April 1, 2023. PS 3400 establishes general guidance for how entities recognize, measure, present and disclosure revenue transactions that include performance obligations (exchange transactions) and transactions that do not include performance obligations (non-exchange transactions). There are two approaches to recognizing revenue with performance obligations: at a point in time or over a period of time. This determination is made based on when a performance obligation is satisfied.

The Commission applied PS 3400 prospectively as permitted by the transitional provisions, meaning it is only applied to transactions and events occurring on or after January 1, 2024, as well as any related outstanding balances as of that date. No cumulative catch-up adjustment has been recognized, and prior-year financial statements, including comparative information, have not been restated.

The adoption of PS 3400 had no recognition and measurement impact on the Commission's financial statements, but resulted in additional disclosures as described in Note 2(b) and Note 18.

4. Cash and Cash Equivalents

(in thousands of Canadian dollars)	**2024**	**2023**
Cash in bank	14,892	5,712
Mutual funds	–	33
Total cash and cash equivalents	14,892	5,745

5. Portfolio Investments

The Commission holds portfolio investments consisting of Canadian provincial governmental bonds with maturity dates staggered between 2025 and 2031 and guaranteed investment certificates with maturity dates staggered between 2025 and 2029. The carrying value at December 31, 2024 was $1,061,000 ($994,000 – 2023).

Issuer *(in thousands of Canadian dollars)*	**Maturity date**	**Cost**	**Interest accrued to date**	**Carrying value**	**Market value**	**Maturity**
Province of Ontario Bond	02-Dec-25	52	30	82	81	84
Province of BC Bond	18-Dec-28	32	21	53	52	59
Province of Ontario	02-Dec-31	33	24	57	55	70
Royal Bank of Canada	03-Nov-25	100	1	101	101	115
RBC Mortgage Corp	02-Nov-27	100	1	101	101	125
Royal Trust Corp	02-Nov-26	100	1	101	101	120
Home Equity Bank	02-Nov-27	100	1	101	101	125
Versabank	24-Jan-28	100	4	104	104	122
Fairstone Bank	07-Dec-28	100	–	100	100	125
Canadian Tire Bank	08-Dec-28	100	–	100	100	124
Equitable Bank GIC	10-Dec-29	100	–	100	100	119
ICICI Bank Canada	10-Dec-29	61	–	61	61	73
		978	83	1,061	1,057	1,261

6. Foreign Currency Translation

The Commission is exposed to currency risk as a significant portion of its revenues and expenses are earned or incurred, and subsequently received or paid in currencies other than Canadian dollars. Currency risk arises due to fluctuations in foreign exchange rates, which could affect the Commission's financial results. The Commission does not hedge against fluctuations in foreign exchange rates and accepts the operational and financial risks associated with any such fluctuations.

The undernoted accounts excluding Canadian-denominated balances comprise the following currencies as at December 31, 2024:

Currency *(in thousands of Canadian dollars)*	**Cash**		**Accounts receivable**		**Accounts payable & accrued liabilities**	
	Currency units	**Canadian equivalent**	**Currency units**	**Canadian equivalent**	**Currency units**	**Canadian equivalent**
Australian Dollars	177	158	–	–	775	691
Chinese Yuan	806	159	–	–	1,028	203
Euros	185	277	–	–	65	96
Great Britain Pounds	108	194	–	–	99	178
Japanese Yen	–	–	14,405	132	17,395	160
United States Dollars	546	786	5	7	95	137
Total Canadian equivalent		1,573		139		1,465

At December 31, 2024, if the above foreign currencies had strengthened by 10% against the Canadian dollar, with all other variables held constant, the unrealized foreign exchange gain would have increased by approximately \$25,000 (\$14,000 – 2023). If the above foreign currencies had weakened by 10% against the Canadian dollar, with all other variables held constant, the unrealized foreign exchange gain would have decreased by approximately \$25,000 (\$14,000 – 2023). The amount of realized foreign exchange losses recorded under Corporate services on the Statement of Operations in 2024 is \$112,000 (\$50,000 – 2023).

7. Tangible Capital Assets

(in thousands of Canadian dollars)	Computer hardware	Computer software	Leasehold improvements*	Office furniture	2024 Total
Cost of tangible capital assets, opening	1,000	–	1,824	654	3,478
Acquisitions	87	1,096	34	37	1,254
Disposals	(11)	–	–	–	(11)
Cost of tangible capital assets, closing	1,076	1,096	1,858	691	4,721
Accumulated amortization, opening	727	–	1,462	358	2,547
Amortization expense	152	110	191	77	530
Disposals	(11)	–	–	–	(11)
Accumulated amortization, closing	868	110	1,653	435	3,066
Net book value	208	986	205	256	1,655

(in thousands of Canadian dollars)	Computer hardware	Computer software	Leasehold improvements*	Office furniture	2023 Total
Cost of tangible capital assets, opening	825	–	1,824	337	2,986
Acquisitions	232	–	–	317	549
Disposals	(57)	–	–	–	(57)
Cost of tangible capital assets, closing	1,000	–	1,824	654	3,478
Accumulated amortization, opening	652	–	1,272	307	2,231
Amortization expense	132	–	190	51	373
Disposals	(57)	–	–	–	(57)
Accumulated amortization, closing	727	–	1,462	358	2,547
Net book value	273	–	362	296	931

** Asset retirement costs are included in the cost of tangible capital assets and accumulated amortization.*

Most of the Commission's tangible capital assets are located in Canada. There are no assets legally restricted for the purpose of settling asset retirement obligations.

8. Accrued Benefit Asset/Liability

The Commission offers a number of employee future benefit plans covering its employees in Canada and abroad. The following table summarizes these plans and the benefits they provide:

Employees covered	Name of the plan	Nature of the plan	Contributors	Accounting treatment
Canada	Registered Pension Plan for the Employees of the Commission – Defined Contribution component	Combination of Defined Contribution Plan and Group RRSP	● The Commission & Plan Members	● Defined Contribution Plan
	Supplementary Retirement Plan for Certain Employees of the Commission – Defined Benefit component	Funded, Defined Benefit Plan	● The Commission & Plan Members	● Defined Benefit Plan
	Supplementary Retirement Plan for Certain Employees of the Commission – Defined Contribution component	Defined Contribution Plan	● The Commission	● Defined Contribution Plan
	Non-Pension Post-Retirement Benefit Plan for Canadian Employees	Unfunded, Defined Benefit Plan	● The Commission & Plan Members	● Defined Benefit Plan
China and Japan	Pension Plan for Employees of the Commission in China and Japan	Unfunded, Defined Benefit Plan	● The Commission	● Defined Benefit Plan
US	Non-Pension Post-Retirement Benefit Plan for Certain US Employees	Unfunded, Defined Benefit Plan	● The Commission & Plan Members	● Defined Benefit Plan
UK	Canadian High Commission Locally Engaged Staff Pension Scheme	Funded Multi-employer Defined Benefit Plan	● The Commission & Plan Members	● Defined Contribution Plan
Canada, China, Japan, US, UK	Severance Benefits for certain Canadian and Locally Engaged Employees	Unfunded, Defined Benefit Plan	● The Commission	● Defined Benefit Plan
	Non-Vested Sick Leave Benefits for certain Canadian and Locally Engaged Employees	Unfunded, Defined Benefit Plan	● The Commission	● Defined Benefit Plan

● The Commission ● The Commission & Plan Members ● Defined Benefit Plan ● Defined Contribution Plan

Defined Contribution Plans

Canada

The Commission established a defined contribution pension plan for non-unionized employees in Canada, hired on or after August 1, 2005. On January 30, 2007, the Canadian unionized employees of the Commission agreed to participate in the defined contribution plan effective March 8, 2007. This decision impacted unionized employees hired on or after August 1, 2005.

The total cost for the Commission's defined contribution pension plans was $897,000 in 2024 ($848,000 – 2023).

In addition, the Commission provides a defined contribution supplemental plan to cover senior employees whose contributions under the defined contribution plan are impacted by the *Income Tax Act*. The benefits accrued are paid out each year and deemed immaterial for the Commission's financial statements.

UK

The Commission also participates in multi-employer defined benefit plans providing pension benefits to employees working in the UK. In 2024, the total cost was $134,000 for the UK plan ($155,000 – 2023). The plans are accounted for as defined contribution plans.

Defined Benefit Plans

Canada

The Commission has a number of defined benefit plans in Canada which provide post-retirement and post-employment benefits to its employees.

Effective January 2, 2004, pension arrangements include a registered pension plan as well as a supplemental arrangement which provides pension benefits in excess of statutory limits. The Commission provides pension benefits based on employees' years of service and average earnings at the time of retirement. The registered pension plan is funded by contributions from the Commission and from the members. In accordance with pension legislation, the Commission contributes amounts determined on an actuarial basis and has the ultimate responsibility for ensuring that the liabilities of the plan are adequately funded over time. The supplemental retirement plan liabilities arising on and after January 2, 2004 are funded annually on a hypothetical plan termination basis according to the valuation report prepared by the actuary.

In 2016, the Commission offered former members of the defined benefit component of the registered plan who were entitled to a deferred pension the option to transfer the value of the pension benefits out of the registered plan. There were no related settlements in 2019 or 2018. The defined benefit component of the registered plan and the supplemental agreement was closed effective December 30, 2017, and benefits for participants were frozen as of that date.

In May 2019, the Commission purchased a group annuity buy-out from a third-party insurer for the defined benefit component of the *Registered Pension Plan* ("RPP") for a premium of $30,195,000 and transferred substantially all assets and obligations of all members of the defined benefit component of the RPP to the insurer. The insurer began making payments to the members in August 2019 and the transaction was finalized in October 2019, the date after which premium adjustments were no longer allowed. The form and amount of the benefit payments for the members did not change and are fixed, subject to an annual increase that reflects the same terms and conditions that would have applied under the RPP. The transaction resulted in a plan settlement and a plan settlement cost of $8,936,000 was recognized in the Statement of Operations in the period of settlement.

Amendments proposed to the *Pension Benefits Standard Act* ("PBSA") 1985 under section 17.2 permit an administrative discharge on the purchase of a life annuity in lieu of providing a pension benefit. This proposed section of the PBSA received Royal Assent on June 21, 2019 but is not yet in force. The plan settlement is a significant transaction requiring the use of judgment in applying accounting policy. Key judgments made by management include the expectation that section 17.2 will come into force in the future and that the federal regulations, once developed, will provide a retroactive application to this transaction.

China and Japan

The Commission has a defined benefit pension plan for certain locally engaged staff in China and Japan. The Pension Scheme for Employees of the Government of Canada Locally Engaged Outside Canada, 1996 (known as the World Wide Plan, "WWP"), provides retirement benefits based on employees' years of service and average earnings at the time of retirement. These liabilities are funded on a pay-as-you-go basis.

In March 2012, the Commission received $1,000,000 from Treasury Board Secretariat ("TBS") relating to locally engaged staff pension benefits under the WWP for service prior to January 2, 2001. Prior to this, TBS had been reimbursing the Commission for amounts related to the past service period. The funds are held by the Commission in bonds and a money market term deposit and are recorded as portfolio investments (Note 5) and Cash and cash equivalents (Note 4). The Commission continues to be responsible for the service accruing on and after January 2, 2001.

Severance and post-retirement benefits

Severance benefits are provided for certain current employees in Canada, China, Japan and the UK. The cost of the benefits is fully paid by the Commission. The severance benefit plans are unfunded.

Post-retirement benefits which may include health, dental and life insurance are provided for certain retired employees in Canada and the US. US employees hired prior to 2001 were eligible for post-retirement benefits. These plans are administered by Global Affairs Canada and provided by United Healthcare. The cost of these benefits is shared by the Commission and the retirees. The post-retirement benefit plans are unfunded.

Measurement date and date of actuarial valuation

The most recent actuarial valuation of plans accounted for as defined benefit plans was as at December 31, 2024.

The Commission measures its accrued benefit obligations and the market value of plan assets of its pension plans and post-retirement non-pension benefits for accounting purposes at September 30th of each year.

Change in accrued benefit obligation

(in thousands of Canadian dollars)	Pension		Other benefit plans	
	2024	2023	**2024**	2023
Accrued benefit obligation, beginning of year	3,013	2,919	1,748	1,895
Current period benefit cost (employer portion)	30	31	30	32
Interest cost on average accrued benefit obligation	87	84	66	59
Benefits paid	(140)	(132)	(165)	(46)
Actuarial loss (gain)	(160)	111	(342)	(192)
Accrued benefit obligation, end of year	2,830	3,013	1,337	1,748

Change in plan assets

(in thousands of Canadian dollars)	Pension		Other benefit plans	
	2024	**2023**	**2024**	**2023**
Market value of plan assets, beginning of year	4,702	4,389	–	–
Actual return on plan assets net of actual investment expenses	755	401	–	–
Employer contributions	48	44	165	46
Benefits paid	(140)	(132)	(165)	(46)
Market value of plan assets, end of year	5,365	4,702	–	–

Reconciliation of funded status

Detailed pension plan information *(in thousands of Canadian dollars)*	**2024**	**2023**
Supplementary Retirement Plan for Certain Employees of the Commission		
Accrued benefit obligation	(2,155)	(2,391)
Plan assets	5,365	4,702
Surplus	3,210	2,311
Pension Plan for Employees of the Commission in China and Japan		
Accrued benefit obligation	(676)	(623)
Deficit	(676)	(623)

The accrued benefit obligation and market value of assets at year-end are the following amounts in respect of plans that are unfunded:

Funded status *(in thousands of Canadian dollars)*	Pension		Other benefit plans	
	2024	**2023**	**2024**	**2023**
Accrued benefit obligation	(676)	(623)	(1,337)	(1,748)
Funded status – deficit at end of year	(676)	(623)	(1,337)	(1,748)

Reconciliation of funded status to accrued benefit asset (liability)

(in thousands of Canadian dollars)	Pension		Other benefit plans	
	2024	**2023**	**2024**	**2023**
Funded status – surplus (deficit), end of year	2,535	1,689	(1,337)	(1,748)
Unamortized actuarial (gains) losses	(843)	(196)	(87)	96
Accrued benefit asset (liability)	1,692	1,493	(1,424)	(1,652)

The cumulative excess of pension contributions on the Registered Pension Plan and Supplementary Retirement Plan over pension benefit cost is reported as an accrued benefit asset. The Pension Plan for Employees of the Commission in China and Japan, the post-retirement, post-employment benefits and sick leave are reported as an accrued benefit liability.

Accrued benefit asset (liability)

(in thousands of Canadian dollars)	2024	2023
Defined benefit component of the Supplementary Retirement Plan for Certain Employees of the Commission	2,373	2,172
Pension Plan for the Employees of the Commission in China and Japan	(681)	(679)
Non-pension Post Retirement Benefit Plan	(951)	(1,082)
Post Employment Severance Plan	(263)	(364)
Non-Vested Sick Leave Plan	(210)	(205)
Total accrued benefit liability	(2,105)	(2,330)
Total net accrued benefit asset (liability)	268	(158)

The weighted-average asset allocation by asset category of the Commission's defined benefit pension plans is as follows:

Asset allocation	2024	2023
Equity securities	63%	58%
Cash	1%	1%
Receivable from Government of Canada	36%	41%
Total	100%	100%

Net benefit cost recognized in the period

(in thousands of Canadian dollars)	Pension		Other benefit plans	
	2024	2023	2024	2023
Current period benefit cost	30	31	30	32
Interest cost	–	–	66	59
Amortization of net actuarial (gain) loss	(145)	411	(159)	(247)
Retirement benefits expense	(115)	442	(63)	(156)
Interest cost on average accrued benefit obligation	87	84	–	–
Expected return on average pension plan assets	(123)	(124)	–	–
Retirement benefits interest income	(36)	(40)	–	–
Total pension expense	(151)	402	(63)	(156)

Significant actuarial assumptions used are as follows (weighted average)

	Pension		Other benefit plans	
	2024	2023	2024	2023
Accrued benefit obligation				
Discount rate				
• Defined benefit component of the Supplementary Retirement Plan for Certain Employees of the Commission	3.30%	2.65%		
• Pension Plan for the Employees of the Commission in China and Japan	2.84%	4.08%		
• Non-pension post retirement			3.11%	3.88%
• Post employment severance			2.84%	4.08%
• Non-Vested Sick Leave Plan			2.84%	4.08%
Consumer price index				
• Defined benefit component of the Supplementary Retirement Plan for Certain Employees of the Commission	2.00%	2.00%		
• Pension Plan for the Employees of the Commission in China and Japan	1.25%	1.08%		
Rate of compensation increase				
• Canadian	–	–	2.50%	2.50%
• Locally engaged	2.75%	2.75%	3.40%	3.40%
Pension expense				
Discount rate				
• Defined benefit component of the Supplementary Retirement Plan for Certain Employees of the Commission	2.65%	2.85%		
• Pension Plan for the Employees of the Commission in China and Japan	4.08%	3.20%		
• Non-pension post retirement			3.88%	3.14%
• Post employment severance			4.08%	3.20%
• Non-Vested Sick Leave Plan			4.08%	3.20%
Expected long-term rate of return on plan assets				
• Defined benefit component of the Supplementary Retirement Plan for Certain Employees of the Commission	2.65%	2.85%		
Rate of compensation increase				
• Canadian	–	–	–	–
• Locally engaged	2.75%	2.75%	3.40%	3.40%

Assumed health care cost trend rate for other benefit plans

Net benefit cost	Other benefit plans			
		2024		2023
	CDN	US	CDN	US
Initial health care trend rate	6.24%	6.53%	5.67%	6.75%
Ultimate health care trend rate	4.00%	4.50%	4.00%	4.50%
Year ultimate rate reached	2040	2033	2040	2033

Accrued benefit obligation	Other benefit plans			
		2024		2023
	CDN	US	CDN	US
Initial health care trend rate	6.25%	8.21%	6.24%	6.53%
Ultimate health care trend rate	4.00%	4.45%	4.00%	4.50%
Year ultimate rate reached	2040	2035	2040	2033

Total cash amounts

Total cash amounts for employee future benefits, consisting of cash contributed in the normal course of business by the Commission to its funded and unfunded defined benefit pension plans, cash payments directly to beneficiaries for its unfunded other benefit plans, cash contributed to its defined contribution plans and cash contributed to its multi-employer defined benefit plan, is $1,267,000 ($1,239,000 – 2023).

9. Parliamentary Appropriations

The schedule below reconciles the amount of funding available to the Commission during the year with the amount actually used in operations:

(in thousands of Canadian dollars)	2024	2023
Amounts provided for operating and capital expenditures		
Amounts voted:		
Main estimates 2023/24 (2022/23)	111,153	156,160
Supplementary estimates	11,509	66
Less: portion recognized in prior year	(71,776)	(121,579)
Amounts recognized in current year	50,886	34,647
Amounts voted:		
Main estimates 2024/25 (2023/24)	115,968	111,153
Less: portion to be recognized in following year	(43,525)	(39,377)
Amounts recognized in the current year	72,443	71,776
Parliamentary appropriations used for operations and capital in the year	123,329	106,423

There were no deferred appropriations as at December 31, 2024.

During the year, the Commission used $10,851,000 of the funding received towards a new program, the *International Convention Attraction Fund*; refer to Note 19.

10. Accumulated Surplus (Deficit)

The accumulated surplus (deficit) comprises:

(in thousands of Canadian dollars)	**2024**	**2023**
Accumulated operating surplus (deficit)	9,033	(7,844)
Accumulated remeasurement gain (loss)	119	(43)
Accumulated surplus (deficit)	9,152	(7,887)

11. Marketing and Sales Expenses

The Commission carries out its activities in a variety of countries. These countries are supported by the Commission's Corporate Marketing and sales units, including Global Programs, located at headquarters. Program breakdown information is as follows:

(in thousands of Canadian dollars)	**2024**	**2023**
North America	34,681	48,870
Global Programs	22,731	29,655
Business Events	19,756	13,004
Europe	9,859	11,809
Asia Pacific	7,675	9,900
Domestic Program	3	1,586
	94,705	114,824

12. Expenditures by Object

The following is a summary of expenditures by object:

(in thousands of Canadian dollars)	**2024**	**2023**
Program expenses		
Leisure consumer marketing	54,935	66,898
Business events	16,987	10,498
Leisure travel trade	10,913	25,432
Analytics	9,247	12,025
Travel and hospitality	1,988	2,628
Destination development	1,193	2,620
Total program expenses	95,263	120,101
Salaries and benefits	19,465	18,884
Operating expenses		
Professional services	1,691	1,588
Information technology	1,400	1,245
Rent	824	894
Office	591	610
Travel and hospitality	528	607
Other	475	538
Realized foreign exchange loss	112	50
Total operating expenses	5,621	5,532
Expenses before amortization	120,349	144,517
Amortization	530	373
Total expenses	120,879	144,890

13. Financial Instruments

Credit risk

The Commission is exposed to credit risk resulting from the possibility that parties may default on their financial obligations and from concentrations of third-party financial obligations that have similar economic characteristics such that they could be similarly affected by changes in economic conditions. There is no concentration of credit risk with any one customer. Financial instruments that potentially expose the Commission to credit risk consist of Cash and cash equivalents, Portfolio investments and Accounts receivable.

At December 31, 2024, the exposure to credit risk for Cash and cash equivalents was $14,892,000 ($5,745,000 – 2023) (Note 4) and for Portfolio investments was $1,061,000 ($994,000 – 2023) (Note 5).

The Commission minimizes credit risk on Cash and cash equivalents and Portfolio investments by dealing only with reputable and credit-worthy financial institutions. At December 31, 2024, the Commission held $14,380,000 in Cash and cash equivalents and Portfolio investments with federally regulated chartered banks and $1,573,000 in cash at foreign institutions.

The federally regulated chartered banks and foreign institutions with which the Commission holds Cash and cash equivalents and Portfolio investments have the following long-term bank deposit credit and financial strength ratings:

Credit Ratings

Moody's	Aa3	A1	Aa1
Standard & Poor's	A+	A	A+

In March 2012, the Commission received $1,000,000 from Treasury Board Secretariat relating to locally engaged staff pension benefits under the WWP (Note 8). The Commission's policy is to invest these funds with well-established financial institutions in investments composed of low-risk assets. Currently the Commission has invested these funds in Canadian provincial governmental bonds and guaranteed investment certificates (Note 5). All investments are monitored by management on a monthly basis.

Accounts receivable credit risk is minimized by the fact that many of the partners that work with the Commission are federally, provincially or municipally funded. The Commission measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the Commission's historical experience regarding collections.

At December 31, 2024, there is no impairment allowance ($0 – 2023). The amounts past due at year-end are as follows:

Accounts receivable *(in thousands of Canadian dollars)*

	Total	Current	Days 1 – 30	31 – 60	61 – 90	91 – 120	> 120
Government of Canada	709	648	61	–	–	–	–
Partner	703	660	17	26	–	–	–
Other	12	12	–	–	–	–	–
Total	1,424	1,320	78	26	–	–	–

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the credit risk.

Liquidity risk

Liquidity risk is the risk that the Commission will not be able to meet all cash outflow obligations as they come due. To mitigate this risk, the Commission monitors cash activities and expected outflows through monthly and quarterly budget and forecast analysis. In addition, investments are maintained in assets that may be converted to cash in the near term if unexpected cash outflows arise. The amounts of financial liabilities past due at year-end are as follows:

Accounts payable and accrued liabilities *(in thousands of Canadian dollars)*

	Total	Current	Days 1 – 30	31 – 60	61 – 90	91 – 120	> 120
Trade	8,919	3,102	5,145	379	232	52	9
Employee compensation	2,351	2,351	–	–	–	–	–
Government of Canada	780	780	–	–	–	–	–
Total	12,050	6,233	5,145	379	232	52	9

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the liquidity risk.

Currency risk

Currency risk arises because the Commission operates in several different currencies and translates non-Canadian revenue and expenses to Canadian dollars at different points in time. The Commission does not hedge against fluctuations in foreign exchange rates and accepts the operational and financial risks associated with any such fluctuations. At December 31, 2024, the exposure to currency risk based on the year-end monetary balances denominated in a foreign currency for financial assets was $1,712,000 ($1,632,000 – 2023) and for financial liabilities was $1,465,000 ($1,501,000 – 2023) (Note 6). The impact of a 10% change in foreign exchange rates would not have a material impact on net operations.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the currency risk.

Interest rate risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates. The Commission is exposed to this risk through its interest-bearing portfolio investment balances. The Commission does not hedge against fluctuations in market interest rates and accepts the operational and financial risks associated with any such fluctuations. A variation of 1% in the interest rate would not have a material impact on the financial statements. At December 31, 2024, the exposure to interest rate risk for portfolio investments was $1,061,000 ($994,000 – 2023).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the interest rate risk.

14. Contractual Obligations

The Commission has entered into various agreements for marketing and consulting services and leases for office premises and equipment in Canada and abroad. The total contractual obligations of the Commission as at December 31, 2024 were $78,332,000 ($116,292,000 – 2023). Also included in the contractual obligation amount are purchase orders issued for which the Commission has not yet received the goods or services.

(in thousands of Canadian dollars)	**2025**	**2026**	**2027**	**2028**	**2029**	**Total**
Contractual Obligations	66,520	7,618	2,630	912	652	78,332

15. Contingencies

In the normal course of business, various legal claims and lawsuits have been brought against the Commission. Where in the opinion of management, losses, which may result from the settlement of the matters, are determinable within a reasonable range and such losses are considered by management as likely to be incurred, they are charged to expenses. In the event management concludes that potential losses are indeterminable, no provision is recognized in the accounts of the Commission. There are no significant legal claims against the Commission.

16. Related Party Transactions

The Commission enters into transactions with all Government of Canada created departments, agencies, and Crown corporations in the normal course of business. Details of these transactions are provided in Note 9 and Note 13.

There were no significant transactions with KMP and their close family members, nor were there any transactions that have occurred at a value different from which would have been arrived at if the parties were unrelated.

17. Contractual Rights

The nature of the Commission's activities can result in some multi-year contracts and agreements that result in the Commission having rights to both assets and revenue in the future. These arrangements typically relate to marketing services. Where the terms of contracts and agreements allow for reasonable estimates, the major contractual rights are summarized in the table presented below.

(in thousands of Canadian dollars)	**2025**	**2026**	**2027**	**Total**
Partner Revenue	691	–	–	691
Other Revenue	606	556	–	1,162
	1,297	556	–	1,853

18. Partner Revenues

The following is a breakdown of revenue recorded in the Statement of Operations by type:

	2024	2023
Leisure Consumer Marketing	9,608	6,970
Business Events	1,274	89
Leisure Travel Trade	1,040	1,589
Analytics	883	–
Destination Development	–	105
Total Revenue	12,805	8,753

Unearned revenue

The Commission recognized a corresponding liability for unsatisfied or partially satisfied performance obligations within Unearned Revenue. The Commission expects to fully satisfy its remaining performance obligations (unsatisfied or partially satisfied) within one year. The transaction price allocated to the remaining performance obligations at year-end are as follows:

	2024	2023
Within one year:		
Leisure Consumer Marketing	397	284
Leisure Travel Trade	–	100
Analytics	294	–
Total	691	384

Revenue deemed uncollectable

The Commission has not recorded revenue for the year ended December 31, 2024, for which the Commission does not expect to collect payment.

19. International Convention Attraction Fund

In 2024, the Commission launched the *International Convention Attraction Fund* (ICAF), a program to attract major international conventions, conferences and events to Canada. The ICAF is directed through three areas to strengthen Canada's presence: global sales events, marketing and communications, and partnership incentives for Canadian destination marketing organizations (DMOs) that bid on eligible major international conventions.

A DMO must meet certain conditions to receive partnership incentives under the ICAF program; these conditions must also be met for the Commission to recognize the amount in the Statement of Operations:

1. The DMO must meet the eligibility criteria established by the Commission to receive the fund; and
2. The transfer to the DMO must be authorized by the Commission by the financial statement date.

During the year, the Commission recognized $10,851,000 under Marketing and sales in the Statement of Operations.

20. Subsequent Events

Subsequent Event: US-Canada Economic and Trade Developments

The duration and economic severity of tariffs on the economy and trade between the US and Canada on the Commission's operations is currently unknown. As a result, an estimate of the financial impact of these developments on the Commission's future results of operations and financial position cannot be made at this time.

Management continues to monitor the situation and assess potential implications for tourism demand and cost structures. Any material impacts will be reflected in future reporting periods as more information becomes available.

GOVERNANCE

Stephen Avenue Walk Calgary Alberta

LEGISLATIVE FRAMEWORK

As an agent of the Crown, we are a federal Crown corporation wholly owned by the Government of Canada. We are provided with overarching public policy priorities, broad strategic goals and expectations.

The *Canadian Tourism Commission Act* and various regulations provide the legislative basis for our establishment and our activities. Through the Minister of Tourism and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec (as at December 31, 2024), we are accountable to Canada's Parliament through the submissions of an Annual Report, a five-year Corporate Plan and an Operating and Capital Budget annually to Parliament.

BOARD OF DIRECTORS

Our Board of Directors consists of up to 12 members who oversee the management of the organization and provide strategic guidance and effective fiduciary oversight.

The Board ensures that appropriate systems of governance, leadership and stewardship are in place while at the same time empowering management to deliver on its mandate.

Board membership comprises the Chair and the President and CEO of Destination Canada which are Governor-in-Council appointments, and the Deputy Minister of Innovation, Science and Economic Development Canada (ex officio). Further, up to nine additional directors, appointed by the Minister with Governor-in-Council approval, make up the remainder of the Board. Directors are appointed based on the full range of skills, experience and competencies required to add value to our decisions on strategic opportunities and risks.

Members with expired terms continue to serve on the Board until replacements have been appointed.

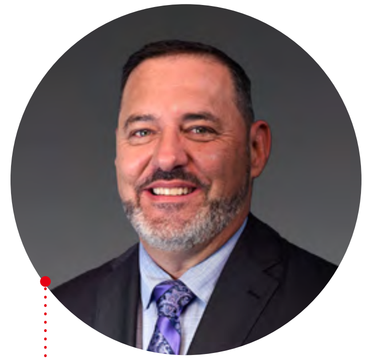
Over the course of 2024, the Board met six times and average attendance at meetings was 88%.

Membership

As at December 31, 2024

The Honourable Liza Frulla, P.C., C.M., O.Q.
Chairperson of the Board of Directors

Marsha Walden
President & CEO, Destination Canada



Sony Perron (ex officio)
Deputy Minister of Economic Development, President of the Economic Development Agency of Canada for the Regions of Quebec

Julie Canning
Cowgirl & Operating Partner, Banff Trail Riders

Stan Cook
Founder, Rock + Water Travel

Randy Garfield
Former President, Walt Disney Travel

Benjamin Ryan
Chief Commercial Officer, Air North

Natalie Thiesen
Vice President, Tourism, Economic Development Winnipeg (Tourism Winnipeg)

Andrew Torriani
President, CEO and General Manager, Ritz-Carlton Montréal

Committees of the Board

The Human Resources and Governance Committee advises and supports directors in applying our corporate governance principles, assists in evaluating potential board candidates and develops recommendations to the Minister on board appointments (excluding the Chair, the President and CEO and the ex officio director). Additionally, the committee reviews and advises on the President and CEO's annual objectives and our human resources policies, plans and processes, including succession, compensation and benefits plans.

The committee met four times in 2024 and average meeting attendance was 85%.

In addition to the duties and functions mandated by the *Financial Administration Act*, the Audit and Risk Committee reviews and recommends to the Board processes for identifying and managing risk, internal control systems and processes for complying with related laws and regulations. The committee also oversees the administration, investment activities and financial reporting of our pension plans.

The committee met four times in 2024 and average meeting attendance was 87%.

EXECUTIVE TEAM

The President and CEO is accountable to the Board and has responsibility for the day-to-day operations.

Senior Management plays a vital role in strategic leadership, working closely with the Board to set objectives, develop strategies, implement actions and manage performance. Senior management also recommends to the Board sweeping changes, identifies business risks and manages the complex intellectual, capital and technical resources of Destination Canada.

Membership

As at December 31, 2024

Marsha Walden
President & CEO,
Destination Canada

Gracen Chungath
Senior Vice President,
Destination Development

Meaghan Ferrigno
Senior Vice President,
Chief Financial Officer and
Chief Data & Analytics Officer

Richard Gagnon
Senior Vice President,
Talent, Culture & Corporate
Services

Gloria Loree
Senior Vice President,
Marketing Strategy and
Chief Marketing Officer

Caroline Séguin
Senior Vice President,
Industry Advancement and
Corporate Secretary

Maureen Riley
Vice President,
Industry Engagement

DESTINATION CANADA

700 – 1045 Howe Street
Vancouver, BC
V6Z 2A9 Canada

IMPRINT

Photos

Cover, top to bottom:
Travel Alberta/Mike Seehagel (Lake Louise Ski Resort), Travel Alberta/Roth and Ramberg (Edmonton Folk Music Festival), Destination Canada (Souris, Prince Edward Island), Mural 'Dazzle my heart' by Michelle Hoogveld - Photo by Jean-François Savaria/Tourisme Montréal, Travel Alberta/Asim Haque (Bow Tower, Calgary), Destination Canada (Whitecap, Dakota Dunes Resort), Tourism Calgary/Kayla Lafrance, Destination Canada (Blanc-Sablon, Quebec);
Inside Pages:
Destination Vancouver/Suzanne Rushton (02); Tourisme Montréal/Eva Blue (06); Tourism Victoria/Kevin Light Photography (07 left); Tourism Victoria/Matt Shannon Photography(07 right); Destination Canada (08); Destination Canada (10 left); Northern BC Tourism/Abby Cooper (10 center); Tourism Nova Scotia/Rove Productions (10 right); Destination Canada (11); Destination Canada (12); Destination Canada (14 left); Tourism Whistler/Oisin McHugh, Audain Art Museum (14 right); Tourism Ontario/Ryan Lee (15 top left); New Brunswick Tourism (15 top right); Destination Canada (15 center left, bottom right); Tourism Victoria (15 center right); Tourism Saskatchewan/Chris Hendrickson (15 bottom left); Newfoundland and Labrador Tourism/Dru Kennedy (16); Destination Canada (17); Destination Canada (18 top); Tourisme Montréal/Simon Lanciault (18 bottom); Destination Canada (18); Tourism Whistler/Justa Jeskova (22); Destination Canada (20, 21); Tourism Calgary/Colin Way (23 left); Tourism Saskatchewan/Chris Hendrickson Photography (23 center); Tourisme Montréal/Cindy Boyce(23 right); Tourisme Montréal/Marc Cramer (24); Destination Canada (25, 28); Tourism Victoria/Brett Ryan (29 left); Destination Canada (30); Destination Canada (32, 33 left); Destination Vancouver/Hubert Kang (33 right); Tourism Vancouver Island/Jordan Dyck, Tofino Sea Kayaking (34 right); Tourism Nova Scotia/Dean Casavechia (34 left); Tourisme Montréal/Susan Moss (34 bottom); Destination Canada (35); Destination Toronto (36 top); Destination Ontario (36 bottom); Laurentides © GouvQc Gaëlle Leroyer (37 left); Destination Canada/ROAMCREATIVE.CA (37 center left); Tourism Victoria/Matt Shannon Photography (37 center right); Northwest Territories Tourism/Pat Kane (37 right); envato.com (38); Destination Canada (36); Handcraft Courtesy of Travel Manitoba (48); Côte-Nord © GouvQc Marc Loiselle (49); Travel Alberta/Roth and Ramberg (82, Stephen Avenue Walk/ Calgary); Destination Toronto (85); Tourism Victoria (86)

destinationcanada.com