



Canadian Tourism  
Commission

Commission canadienne  
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## Negotiated Request for Proposal

Name of Competition:	General Sales Agency India
Competition Number:	DC-2017-JW-09
Closing Date and Time:	August 21, 2017, 14:00 Pacific Time (PT)
Contracting Authority:	Jaymee Wurm 604-638-8330 procurement@destinationcanada.com

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## SECTION A – INTRODUCTION

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**Meet Destination Canada:** The Canadian Tourism Commission, doing business as Destination Canada ("DC"), is Canada's national tourism marketing organization. As a federal Crown corporation, DC supports the Canadian tourism industry by marketing Canada as a premier four-season tourism destination, and supports the Canadian economy by generating tourism export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, plus the provinces and territories, DC works with the tourism sector to maintain our competitiveness and position Canada as a destination where travelers can create their own unique and extraordinary personal experiences.

DC's approach focuses on those global markets where Canada's tourism brand leads and yields the highest return on investment. DC is active in 12 key geographic markets: Brazil, China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom, United States and Canada.

For further information, please visit <http://www.destinationcanada.com>.

### A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the "NRFP") is to solicit proposals from agencies that are able to provide general sales and marketing services in India. The agency should be able to stimulate, establish, and enhance awareness of the Canada brand in India through on-going travel trade education, travel trade key account management and media relations. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent(s) who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent(s) (the "Contractor") may be required to collaborate with DC's other service providers and partners to ensure that public relations ("PR") and communications services are consistent with DC's mandate, brand and corporate strategy.

This procurement process is not intended to create and does not create a formal binding bidding process whereby every proponent is deemed to have entered into a "Contract A" with DC. Instead, the process is intended to enable DC to learn what proponents can offer by way of goods or services in response to DC's Statement of Work. Depending on the number and variety of responses, DC will subsequently negotiate with those proposals that best serve its needs, as determined by DC.

By submitting a proposal, a proponent agrees to this negotiated process and agrees that they will not bring a claim against DC with respect to the award of a contract, failure to award a contract or failure to honour a response to this NRFP.

In summary, this NRFP is issued solely for the purpose of obtaining proposals. Neither the issuance of this NRFP nor the submission of a proposal implies any obligation by DC to enter into any agreement. The intent of this NRFP is to identify those vendors capable of meeting DC's requirements and with whom a final agreement may be negotiated.

### A.2 Contract Term

DC anticipates entering into negotiations with the selected proponent(s) for up to a three (3) year period, with an option to extend on an annual basis by DC for a total period not to exceed another four (4) years, at DC's sole discretion. DC does not grant exclusivity, guarantee business nor make any guarantee of the value or volume of work that may be assigned to the Contractor.

## **SECTION B – NRFP EVALUATION CRITERIA AND INSTRUCTIONS**

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### **B.1 Mandatory Criteria Evaluation**

To qualify for evaluation, proposals will first be checked against the mandatory criteria set out in Section D. Proponents failing to satisfy the mandatory criteria evaluation will be provided an opportunity to rectify any deficiencies (“Rectification Period”). Proposals satisfying the mandatory criteria during the Rectification Period will be further evaluated as outlined in Section B.2. All proposals failing to satisfy the mandatory criteria after the Rectification Period will be excluded from further consideration and notified as such. The Rectification Period will begin at the closing of the NRFP, and will end within a time period defined by DC in its sole discretion.

### **B.2 Desirable Criteria Evaluation**

Proposals meeting the mandatory criteria will then be evaluated and scored on the desirable criteria set out below. DC’s evaluation committee may be comprised of DC employees and consultants to DC who are bound by an agreement of confidentiality with respect to the NRFP process. The evaluation committee will be responsible for reviewing and evaluating proposals and making an award recommendation to DC Senior Executive(s).

All decisions on the degree to which proposals and/or presentations/demonstrations (if applicable) meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of DC.

B.2.1 Desirable Criteria Questionnaire (Section E) 40%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% or higher of the 40% (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing, Presentations.

B.2.2 Proposed Pricing (Section F) 30%

Following evaluation of Proposed Pricing, DC may limit further evaluation to a limited number of the top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Presentations.

B.2.3 Presentations (Section G) 30%

TOTAL 100%

B.2.4 Negotiations

DC intends to conduct concurrent negotiations, as defined in Section H.10 Negotiations, with a limited number of the top ranked proponent(s).

### **B.3 Proposal Submission, Intentions, and Questions Instructions**

B.3.1 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time (“Closing Time”) of **14:00 hours PT, August 21, 2017**.

Any proposal received after the Closing Time may not be reviewed by DC. The proponent has sole responsibility for the timely submission of their proposal.

Proposals should be in PDF format and should be submitted as per the instructions in B.3.4 below. All proposals received as a result of this NRFP shall become the property of DC. The time stamp of DC's email system shall be the official time for receipt of the proposal.

### B.3.2 Intentions

Proponents should indicate if they intend to submit a proposal ("Intent to Submit") via e-mail to the Contracting Authority by 14:00 hours PT, July 24, 2017. Please Note: The Intent to Submit is not a mandatory requirement and therefore does not prevent a proponent from submitting by the required closing date and time.

### B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, July 12, 2017. Questions submitted prior to this date will be responded to on or before July 19, 2017. Proponents will have the opportunity to submit any further questions via e-mail to the Contracting Authority until 14:00 hours PT, July 25, 2017. Questions submitted after this date and time may not be responded to.

If DC, in its sole discretion, determines that information generated from any question will be of interest to all, a summary of anonymous questions and answers will be made available to all proponents in the form of an amendment. The source of all questions will be kept confidential.

If a proponent believes that disclosure of a question and response would expose a proprietary aspect of its proposal, the proponent may submit the question with an advisory to DC explaining why it should not be included with the posted anonymous questions and answers. If DC concurs with the request, the question will be answered in confidence and will not be posted. If DC does not concur with the request, the proponent will be asked to restate the question, and if this is not possible, the proponent has the option to withdraw the question.

### B.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to [procurement@destinationcanada.com](mailto:procurement@destinationcanada.com) and should reference "**NRFP DC-2017-JW-09 General Sales Agency India - CONFIDENTIAL**" in the e-mail subject line. Include the following with your submission, intentions and questions:

- Company name
- Name and title of contact person
- Phone, mobile phone, fax and e-mail of contact person
- Reference to the corresponding NRFP section(s) if applicable

There is a maximum of eight megabyte ("MB") file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 8 MB) numbered files. In the e-mail the proponent should provide the detail for each section and how many e-mails they will send. Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Closing Time has passed.

## **B.4 NRFP Form of Response, Format and Depth**

### **B.4.1 NRFP Form of Response**

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form
- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire (if applicable)
- Section E – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (**separate file**)

### **B.4.2 NRFP Format and Depth**

This NRFP sets out DC's requirements, desired options and additional considerations. Proponents should prepare their proposals providing a straightforward and detailed description of their ability to satisfy the requirements set out in this NRFP. Emphasis in each proposal should be on completeness and clarity of content, and should correspond to the section numbering set out. Proposals that do not clearly address the requested requirements and/or do not reference the applicable section numbers may be refused for evaluation purposes.

References to hyperlinks or links to social media sites (e.g. LinkedIn) may not be considered by DC in the evaluation process and should not be used. Therefore, any information provided for evaluation should be included in your written proposal.

Only material supplied in response to this NRFP and any presentations or demonstrations (if applicable) will be considered and evaluated. Information, proposals or presentations previously supplied to DC and references to any material, information or presentations not included in your proposal response will not be considered. No assumptions should be made that DC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this NRFP.

## **B.5 Contractor Performance Management**

DC is committed to fostering and supporting strong positive relationships with its Contractors to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, the Contractor's performance during the term of any agreement may be assessed using key performance measures.

Any Contractor who has demonstrated poor performance during either a current or previous agreement with DC may be considered as an unqualified proponent and their proposal may be rejected. DC reserves the right to exercise this option as is deems proper and/or necessary.

## SECTION C – STATEMENT OF WORK

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### C.1 Overview: Meet Destination Canada

The Canadian Tourism Commission, doing business as Destination Canada (“DC”), has the legislative mandate to promote the interests of the tourism industry and to market Canada as a desirable tourist destination. More specifically:

- 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.

DC’s mission is to harness Canada’s collective voice in order to grow tourism export revenues. Tourism is a key driver of Canada’s economy, creating jobs and earnings to all levels of government. It accounts for more than 637,000 jobs across the country, 190,000 businesses and in 2015, generated \$17 billion in tourism revenue just from international arrivals which number just under 18 million. With nearly 20% of tourism revenue coming in from international travellers, tourism is Canada’s No. 1 service export.

As Canada's provinces, cities and regions largely invest in marketing to Canadians, DC’s focus is to maintain international tourism revenue streams flowing into our country. In 2015, DC’s international marketing activities generated \$437 million for Canada — that’s new money being injected directly into the Canadian economy. This spending further generated \$57 million in federal taxes and fees. By leveraging Canada’s tourism brand, *Canada Keep Exploring*, DC takes Canada’s most extraordinary tourism experiences and opportunities, and promotes a strong and consistent image of our country to the world in order to grow tourism revenue for Canada.

DC’s marketing approach is to create an environment in which travelers around the world are discovering, appreciating, and sharing content that speaks to their personal interests and makes them want to come to Canada now.

DC, along with its partner agency, key specialists, and industry partners, wishes to:

- Achieve DC’s five-year industry-wide goal of bringing 22 million international visitors to Canada, spending \$22 billion, by 2022 under current conditions;
- Employ a "whole of government" approach to creating winning conditions for international travellers coming to Canada;
- Reach today’s world travellers through technology and innovation — creating ground-breaking marketing programs to increase demand for Canada that include creating content for traditional and social media, in addition to directing media campaigns; and
- Continually test and learn, and move the needle on the performance of our strategic marketing initiatives.

## **C.2 Overview: GSA in India**

DC has been operating in the India market for over 10 years and, in consultation with the industry and DC's partners, we believe that Canada is ready to move past a measurement of volume of visitors to a more highly developed view of global market share. DC is poised to pursue an ambitious goal for Canada going forward — to increase visitation, market share, investment and economic growth to new heights. This ambition is a shared vision with the industry – an outlook rooted in collaboration, innovation and partnership with stakeholders and governments at all levels.

To achieve the goal of growing tourism export revenue for Canada's tourism economy, DC follows a strategy of focusing on markets where Canada's tourism brand leads and yields the highest return on investment. DC is active in the markets that account for more than 90% of all international arrivals to Canada. As a result, DC has been operating in the India market for over 10 years.

By harnessing the collective energy of different levels of government and the private sector, DC takes the lead in communicating a strong, consistent, global brand for Canada. Focused on both short- and long-term opportunities for maximizing return on investment as markets mature and evolve, DC is positioning itself to increase demand for Canada's visitor economy. Through a targeted, focused approach to marketing, DC develops and implements marketing strategies that are relevant to customers' needs. DC adjusts its marketing programs to reflect unique market conditions and to capitalize on new marketing opportunities as they arise.

DC continually conducts data on its markets. The results of which demonstrate the following:

- With more efficient access to visas, a growing middle class of high net worth individuals, and more direct air access availability, arrivals to Canada from India is set to grow by 7% in 2017;
- Over the first three (3) quarters of 2016, the share holiday travel among Indian visitors to Canada reached 20%, up from 8% year-over-year. According to the 2016 Global Tourism Watch study, 42% of potential travellers from India expect to spend more on long haul travel in the next 12 months, marking considerable opportunity to further increase holiday travels for Canada; and
- Indians are seeking more experiential travel, and Canada's natural attractions are high on their list of things to see and do.

DC's objectives in India specifically are to build awareness and consideration for travellers to Canada among prospective travellers and convert high yield customers to visit Canada.

More information about DC's operations and mandate in India and other key markets can be found in Appendix 6, Destination Canada 2017 Market Profile India and here: <https://www.destinationcanada.com/en>.

## **C.3 An Evolved Partnership: The Contractor**

DC seeks the ideal partner, the Contractor, to help it achieve its ambitious goals in India. The Contractor, acting as DC's partner, is an experienced General Sales Agent in India with the capability of growing active consideration of the Canada brand in the India market and driving leisure visitation through on-going travel trade education, travel trade key account management, and media and PR marketing activity.

## C.4 Scope of Work

The Contractor is capable of performing work under the strategic direction of DC's international office in London, UK and in collaboration with DC's Global Marketing and Communications business units in Vancouver, Canada ("DC HQ"). The Contractor shall develop an annual Country Plan in support of DC's Global Marketing and Sales. The Country Plan will outline a program calendar of marketing and sales tactics to maximise results. The objective of the Country Plan is to meet key performance indicators ("KPIs") targets which cascade down from DC's Corporate Balanced Scorecard. Examples of these targets include a measurable increase in video views from DC content marketing, sales numbers from DC work with tour operators, audience reach from DC media and PR, and the number of Indian travellers to Canada. The Contractor's performance is reviewed twice annually using the DC Contractor Performance Evaluation system.

The Contractor will also develop targeted strategies to trade and meetings, incentives, conferences, and exhibitions ("MICE") that will help DC align opportunities with provincial marketing organizations ("PMOs"), destination marketing organizations ("DMOs"), and DC activities, giving a clear framework for a more efficient team Canada approach

Finally, the Contractor will ensure partner engagement in the market. They will align with partners and select priority, high-impact events or media organizations in each market and will ensure brand alignment between Team Canada and partners.

### C.4.1 Travel Trade Development

The Contractor will be responsible for travel trade development in India, with a focus on key account management, the Canada Specialist Program ("CSP"), trade shows and events, and other travel trade services.

#### Key Account Management

- Use DC's Key Account Management model to identify tiered levels of tour operators in India (i.e. key, prospect, and tertiary) in terms of their potential for delivering business to Canada;
  - Key Account criteria includes but is not limited to: Volume of current sales to Canada, product mix, marketing quality, and tour operator registration for Rendez-vous Canada ("RVC") and completion of CSP.
- Develop and implement a sales plan for the top accounts to include a range of business development initiatives such as co-operative marketing activities, use of Brand Canada Library images to improve the positioning of Canada within tour operator brochures, and organise Trade Familiarization Tours ("FAM") to broaden Canada's product range;
- Maintain and manage relationships with key accounts and monitor their performance through bi-annual reviews; and
- Advise DC on opportunities to integrate key travel trade in DC's direct to consumer activities.
  - Typically includes liaising with key accounts for product offers, sharing insights, keeping the trade updated on DC's consumer marketing initiatives and ensuring that DC's trade co-operative marketing is aligned with DC's consumer activities.
  - May also require meeting with DC marketing teams to provide insights on market trends and trade activities, and work on the integration of marketing content in trade publications and with travel trade media, digital platforms, and off-line environments such as retail storefronts or events.



### Canada Specialist Program (“CSP”)

- With 2,000 qualified CSP agents in India targeting both retail agents and tour operator reservation staff, promote DC’s CSP in order to increase levels of engagement in the program, requalify agents within the program, and to facilitate continuous learning across the trade on their Canada product knowledge.
- Maintain the content in the local market CSP modules and provide feedback to DC on developmental opportunities for other content areas.
- Provide on-going education and engagement through activities such as webinars, seminars, presentations, and social media activities to fully mobilize the CSP network as an effective advocacy group and sales force for Canada.
- Further information regarding CSP can be found here: <http://www.canada.travel/>

### Trade Shows and Events

- Plan and organize the Triennial Canada tourism trade mission, which occurs every three years and includes the attendance of approximately 25 Canadian suppliers meeting with approximately 500 trade/media across India over a five (5) day period. This provides a unique opportunity of intense business to business (“B2B”) networking and relationship building for Canadian travel industry partners enabling them to successfully export new and existing Canadian products.
- Maximise attendance of India tour operators at RVC and other trade events in Canada, as directed. DC will advise the target number of trade attendance at RVC annually. Information on RVC can be found here: <http://rendezvouscanada.travel>.
- Identification of suitable trade shows/events in-market and the organisation of a Canada presence if approved.

### Other Travel Trade Services

- Proactively communicate DC’s marketing and sales plans with Canadian industry representatives to increase opportunities for partnership so to effectively leverage the platforms DC provides and in turn increase our collective alignment and impact in the market.
- Organize FAM trips to Canada for tour operator product buyers and CSP qualified travel trade in partnership with PMOs, DMOs, and airlines.
- Assist in maintaining the DC corporate brand as a leadership organisation by using, as an example, the global DC tools such as CSP, Brand Canada Library, Media Centre, and DC research.
- Produce quarterly market updates to cover market intelligence on sales performance from key accounts, updates in air capacity, emerging tourism trends, market development activities (trade, media, PR, social), the competitive environment, and future outlook for sales to Canada.
- Be the point of contact for servicing any India travel trade information enquiries.
- Provide liaison assistance to Canadian sellers interested in developing business from India.
- All other trade servicing related work as directed by DC and/or support required by DC to fulfill its sales and marketing commitments.

#### C.4.1.1 Travel Trade Development Deliverables

The Contractor will be responsible for Travel Trade Development deliverables including, but not limited to, the following.

- As part of the development of the Country Plan for India, the Contractor will produce and implement a Travel Trade Tactical Plan with quarterly progress updates for review by the DC London office.
  - The Travel Trade Tactical Plan will cover Trade, Media/PR, and Consumer channels and provide a quarterly calendar of the promotional activities with associated budget breakdown.
- Provision of quarterly variance and forecast reports for the travel trade budget for review by the DC London office. DC budget templates will be provided.
- Evaluation of key trade activities to assess impacts such as the review, twice yearly, of co-operative marketing return on investment (“ROI”) results. ROI is defined as the ratio of the co-operative campaign return to DC investment as measured by campaign sales results and reported by key accounts.
- Evaluate the performance of our trade shows through buyer and seller surveys using DC template evaluation analysis and make recommendations for future development of the mission. Typically the evaluation study measures the satisfaction level of partners with the DC event and the importance/value of the trade show to their sales in a market.
- Generate partnership agreements with industry partners to record partnership activity (plans, obligations, and timeframes) and to serve as a record of DC partnership income. DC template agreements will be provided to the Contractor for this purpose.
- Demonstrate and share best practice with DC London office, DC HQ and other General Sales Agents across the DC network as and when required. Typically, there is an annual planning meeting either in Vancouver, Canada or London, UK to facilitate this.
- Utilize the DC in-market portal to post updates on travel trade plans and gain access to latest travel trade assets developed centrally by DC HQ.

#### C.4.2 Media and Public Relations Services

The Contractor is responsible for media and PR services, including but not limited to the tasks as outlined below.

##### Media and Public Relations

- Develop media/PR plans that leverage the Global Marketing and Communications strategy and execute on the plans.
- Proactively pitch stories to key media optimising the impact of Canada’s unique stories and experiences and be guided by DC’s Explorer Quotient (“EQ”) segment profiles as a way to prioritize resources.
- Organise media visits to Canada securing partnerships with both provincial and commercial partners while also working in close collaboration with the DC global media relations team in Canada for support and advice when required.
- Develop and implement innovative and engaging media/PR events in-market as and when directed by the DC London office.
- Organize media/influencer attendance at DC GoMedia Canada as well travel trade media attendance at RVC events in Canada. DC will advise the target number of media attendance at GoMedia annually. Information on GoMedia Canada can be found here: [www.media.gomediacanada.com](http://www.media.gomediacanada.com)

- Manage press briefings and conferences when required.
- Disseminate relevant communication to travel trade media through press releases and announcements.
- Develop collateral materials such as press kits, video news releases, news releases leveraging existing assets, and content and research from DC HQ.
- Proactively communicate DC's media/PR plans with in-market Canadian industry representatives to increase opportunities for partnership and alignment.
- Liaise with DC HQ and adhere to any key messaging and approved processes regarding industry and corporate news such as DC announcements, industry announcements or news, requests for interviews with DC executives, etc.).
- Keep DC up-to-date with any corporate/industry coverage regarding DC or potential issues in the market.
- All other media and PR services related work as directed by DC such as providing advice, support for, and input into DC's marketing strategy development and implementation, including recommendations and activations for content, media, and non-traditional partnerships.

#### C.4.2.1 Media and Public Relations Deliverables

The Contractor will be responsible for media and PR services deliverables including but not limited to the following.

- As part of the development of the Country Plan for India, the Contractor will produce and implement a Media/PR Tactical Plan with quarterly progress updates for review by the DC London office and posted on the in-market portal.
- Provision of quarterly variance and forecast reports for the Media/PR budget for review by the DC London office. DC budget templates will be provided.
- Participate in monthly calls with DC Global Media Relations team to share best practice and insight on latest market trends, updates on key plans, and discuss support requests.
- Provide Media/PR reporting to DC HQ Global Communications on a monthly basis adhering to the reporting format set out by DC HQ. Reports include but are not limited to special events (GoMedia, RVC), specific initiatives (Canadian Signature Experiences ("CSE") coverage), and month-over month comparisons.
- Generate DC partnership agreements with industry partners on Canada Media Relations FAM trips and other key activities where a partnership occurs.

#### C.4.3 Consumer Marketing

The Contractor is not responsible for implementing consumer marketing, but will work in an advisory and support capacity as follows:

- Provide advice and input on consumer marketing strategies and tactics when required, including without limitation, content marketing, influencers, media, research and analysis, competitive analysis, interactive, video, promotions, social media and special events as requested by DC.
- Typically this would involve providing local insight towards the development and execution of content marketing, ensuring that plans developed by DC's global digital and creative agencies meet the needs of the Indian market.
- Provide support for content marketing campaigns in-market by developing and managing effective partnerships with key media.

- Coordinate and manage influencer visits to Canada to create inspirational content which aligns with DC's key content themes.
- The Contractor will also work to ensure channel alignment opportunities, such as trade and media activities, support DC's consumer direct efforts and vice versa.

#### C.4.3.1 Consumer Marketing Deliverables

The Contractor is not responsible for direct to consumer tactic, but will act as a market specialist providing DC consumer and market trend insights.

- The Contractor will participate in monthly calls with DC's Global Marketing team to share best practice and insights on latest market trends, updates on key plans, and discuss support requests.
- Work with DC and our global agency partner to identify and develop effective media partnerships and influencer strategies that resonate with our target audience.

#### C.4.4 Liaison with the Canadian High Commission in India

DC's impact and influence in the market relies in part on the successful collaboration with the team at the Canadian High Commission and their Consulates across India. The Contractor will be expected to attend quarterly meetings with key contacts in New Delhi, India to ensure DC's program plans are communicated in a timely and effective manner and to foster productive relations within the greater "Team Canada" environment.

#### C.4.5 Liaison with Canadian industry partners in-market

DC's impact, influence and reputation also relies on the successful collaboration with Canadian industry represented or active in the Indian market. The agency will therefore take an active role in building close relationship management with the key partners (airlines, hotels, receptive tour operators etc.) and to solicit co-investment activities accordingly. The agency will be expected to hold quarterly meetings with the in-market Canadian industry partners.

## **SECTION D – MANDATORY CRITERIA QUESTIONNAIRE**

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Full compliance with mandatory criteria is required in order for proposals to be further evaluated.

### **D.1 Mandatory Criteria**

D.1.1 The successful proponent must currently, or upon Contract award, be located in New Delhi, India. Are you able to comply with this requirement?

Yes

No

D.1.2 The successful proponent must not represent DC competitors at a national, regional, nor municipal level from the following countries: Australia, New Zealand, South Africa, and USA. Are you able to comply with this requirement?

Yes

No

## **SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE**

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Proponents should respond to the questions below clearly and concisely within the recommended page limit. If the proponent is attaching documents as part of their response to a specific question, the proponent should reference the attachments in their response.

### **E.1 Business / Technical Requirements**

- E.1.1 Describe your ideal working relationship with DC and the actions or steps that you will have in place to ensure deliverables are met and communications are maintained.  
Limit your response to 1 page, Arial 12 font. Question is worth 4%
- E.1.2 Provide two examples that demonstrate your ability to successfully market a tourism destination in India. Include how your marketing strategy used the key channels of digital marketing, media/PR, , as well as key travel trade as the call to action. Include targets and results.  
Limit your response to 4 pages, Arial 12 font. Question is worth 4%
- E.1.3 Explain which destinations you foresee as Canada's three (3) top competitors in the India market and how you would differentiate Canada from its competitors?  
Limit your response to 1 page, Arial 12 font. Question is worth 4%
- E.1.4 Describe the key challenges and opportunities you foresee in promoting Canada in the India market? What is your proposed plan to address these challenges and to take advantage of these opportunities?  
Limit your response to 2 pages, Arial 12 font. Question is worth 6%
- E.1.5 Please describe the most creative PR project that your company has delivered. Why do you feel it was the most creative?  
Limit your response to 2 pages, Arial 12 font. Question is worth 4%
- E.1.6 List five key media accounts and five social media influencers in India that your company believes would be best aligned with DC and describe the rationale for your selection.  
Limit your response to 2 pages, Arial 12 font. Question is worth 4%
- E.1.7 Provide a case study that demonstrates your ability to successfully develop key accounts of travel trade for your client in key cities in India.  
Limit your response to 2 pages, Arial 12 font. Question is worth 4%
- E.1.8 Tell us about your company. Include the following information:  
a) Organizational structure and additional resources, services, and support your company can provide to assist DC with its objectives;  
b) Years of experience, reputation, core competencies, and recognized expertise in the market; and  
c) Why your level of expertise and experience are a good fit for DC.  
Limit your response to 1 page, Arial 12 font. Question is worth 4%
- E.1.9 Provide information on the Account Manager and Team that would work with DC. Include the following information:  
a) Details of their relevant experience, education, and expertise; and  
b) Roles and responsibilities.  
Limit your response to 1 page, Arial 12 font. Question is worth 2%

E.1.10 In your expert opinion, how important is the co-ordination role between DC and PMOs, city destinations, and Canadian industry partners in-market? How would you work with them?

Limit your response to 1 page, Arial 12 font. Question is worth 2%

E.1.11 How will you prioritize and decide which travel trade events or market places are in the best interest of DC? How will you execute DC's presence within these events in order to be most effective? What measures will you use to measure success?

Limit your response to 1 page, Arial 12 font. Question is worth 2%

## **E.2 For Reference Only**

E.2.1 Please list any national/regional/municipal brands that you currently represent.

E.2.2 If applicable, the proponent should submit a list of sub-contractors it intends to use in providing the services described in this NRFP by completing the Declaration of Sub-Contractors form in Appendix 4, for approval by DC. DC reserves the right to withhold approval of such sub-contractors.

The proponent is responsible for supervising and coordinating all projects and/or services that they may delegate to the sub-contractors to ensure the services are provided to DC in a seamless manner.

If applicable, indicate the quality control measures and contract resolution processes you have in place for sub-contractors.

## SECTION F – PRICING

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Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the NRFP and name along with company information.

DC is constrained by a limited budget; therefore proponents are encouraged to present a best value for cost when submitting all pricing requests, while taking into consideration all of the requirements in this NRFP and as demonstrated through their response.

When evaluating proposed pricing, DC may consider the total cost of ownership (“TCO”) associated with the product or service over its lifetime including, but not limited to, acquisition cost, staffing resources, training, installation, support, maintenance, transportation and logistics, operating costs, and disposal costs. This may also include transition, migration or integration costs which DC would be expected to pay. There should be no hidden costs which DC discovers at the end of the term.

DC does not make a commitment or guarantee of any dollar value or volume of business for any proponent.

### F.1 Proposed Pricing Detail

Using the table provided below, provide your Total Hours Worked per Annum, Blended Hourly Rate, and Fixed Annual Fee.

For the purposes of calculating proposed pricing, proponents are to assume an annual operating budget of \$1,600,000 CAD for program costs (sales and marketing) and Contractor fees. Proponents are may use the below sample of an average monthly time commitment for guidance. Note that requirements and time commitments will fluctuate depending on program demands.

Average Monthly Time Commitment	
Roles	% FTE Hours*
Agency owner/strategic direction	20%
Account Director and Channel Alignment	100%
Travel Trade Manager New Dehli	100%
Travel Trade Manager Mumbai	100%
Media/PR Manager	100%
Finance	25%
MICE Manager	100%

\*Note 100% is equivalent to one (1) FTE

For all proposed pricing, travel related expenses (airfare, accommodation, meals, etc.) are to be excluded. All pricing is to be provided in **Canadian funds** and be exclusive of tax.

F.1.1 Total Work Hours per Annum – The Contractor to perform a number of activities per year for a fixed annual fee. With reference to question E.1.9, proponents are asked to identify the Account Manager and Team. Using the table provided, identify each individual’s level of commitment to the Statement of Work in Section C, over the course of one year.

\* FTE%: An estimate of each individual’s level of commitment to DC over the course of one year.

Calculation:  $(A)/1855 = (B)$

Example: The average employee works 1855 hours annually. John Doe is expected to commit 100 hours annually (A) to DC, then the FTE% is  $100/1855 = 5.39\%$  (B).



F.1.2 Blended Hourly Rate – Provide your blended hourly rate based on the level of commitment of each employee as shown by the FTE% above. **The blended hourly rate is to include all profit, overhead and any other management fees that the proponent will charge.** The blended hourly rate should not include any expenses or pass-through costs incurred by the proponent on behalf of DC.

Calculation: Average of all Hourly Rates (C) = (D)

F.1.3 Fixed Annual Fee – Provide your fixed annual fee derived from the Blended Hourly Rate multiplied by the total number of hours committed to DC.

Calculation: Blended Hourly Rate (D) x Total Number of Hours Committed to DC (E) = Fixed Annual Fee (F)

<b>*Table data is for example only Proponents are to complete the table their own data.</b>				
<b>Name</b>	<b>Title/Role</b>	<b>Estimated Hours per Annum (A)</b>	<b>*FTE% (B)</b>	<b>Hourly Rate (C)</b>
<i>Example: John Doe</i>	<i>Account Manager</i>	<i>1855</i>	<i>100%</i>	<i>\$120</i>
<i>Example: Jane Doe</i>	<i>Sales Manager</i>	<i>1200</i>	<i>64.7%</i>	<i>\$100</i>
<i>Example: Jack Smith</i>	<i>Creative Solutions</i>	<i>900</i>	<i>48.5%</i>	<i>\$80</i>
<i>Example: Joan Smith</i>	<i>Media Manager</i>	<i>600</i>	<i>32.3%</i>	<i>\$60</i>
<b>Blended Hourly Rate (D):</b> <i>(Average of all Hourly Rates (C) = D)</i>			<i>Example: \$90</i>	
<b>Total number of hours committed annually to DC (E):</b> <i>(Sum of A = E)</i>			<i>Example: 4555</i>	
<b>Fixed Annual Fee (F):</b> <i>(D x E = F)</i>			<i>Example: \$409,950</i>	

## F.2 Payment Discounts

DC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts. Please indicate your payment terms and explain any early payment discounts available to DC.

## F.3 Pricing Strategies

DC may be open to other pricing strategies, incentives, volume discounts, or other offerings (e.g. rebates, single volume purchase, credit for returnable product, etc.) that would benefit DC. DC, at its sole discretion, may or may not review or consider any such offerings that are proposed. Please indicate any other pricing strategies that your company may be willing to discuss with DC.

## **SECTION G – PRESENTATION REQUIREMENTS**

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### **G.1 Presentations Requirements**

DC will require proponents that have made the Shortlist to give a presentation of their capabilities to provide the services described in Section C – Statement of Work.

Proponents may be expected to highlight the following:

- Meet account representatives - The Account Manager and Team that will be working on DC's account should be present and active in delivering the presentation;
- Capabilities in providing the Services as outlined in Section C - Statement of Work; and
- Proposed strategy to grow tourism for Canada in India.

Presentations will take place in New Delhi, India, at a venue yet to be determined. All costs associated with the presentation will be the responsibility of the proponent.

## SECTION H – NRFP PROCESS AND TERMS

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### H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit	July 24, 2017, 14:00 hours PT
Deadline for Initial Questions	July 12, 2017, 14:00 hours PT
Deadline for Final Questions	July 25, 2017, 14:00 hours PT
Closing Date and Time	August 21, 2017, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	week of October 9, 2017
Timeframe for Contract Negotiations	20 days following notification by DC
Notification: DC will endeavour to notify all proponents of its selection by:	November 30, 2017

Note: The schedule is subject to change at DC's sole discretion.

**(\* Please note the intent to submit is not a disqualifying criterion. If you miss the above date, you can still submit your proposal within the closing date.**

### H.2 Interpretation of the NRFP

If a proponent is in doubt as to the intended meaning of any part of this NRFP or finds errors, omissions, discrepancies or ambiguities, questions may be submitted and, if deemed necessary by DC, an amendment to the NRFP may be issued.

It is the proponent's responsibility to understand all aspects of the NRFP requirements. Should any details necessary for a clear and comprehensive understanding be required, it is the proponent's responsibility to obtain clarification before submitting a proposal.

### H.3 Inquiries and Communication

No individual other than the designated Contracting Authority identified on the NRFP cover is authorized by DC to comment on any portion of this NRFP or the requirements described in this NRFP. DC will not be bound by, and the proponent agrees not to rely upon, any information given or statements made by persons other than the designated DC Contracting Authority.

Making inquiries to an unauthorized person or any attempt to influence the outcome of this process by contacting DC employees (other than the Contracting Authority), the Board of Directors or government officials will result in immediate disqualification and may result in exclusion from future competitions.

### H.4 Accuracy of Information

While the information set out, or referred to, in this NRFP has been prepared and included in good faith, DC does not give any representation or warranty whatsoever that it is all-inclusive or that it is free of error. Some items may change at any time due to business circumstances.

## **H.5 Amendments**

Information, instructions, modifications, and/or questions and answers may be incorporated by DC in an amendment to the NRFP. If this NRFP was posted on the Government of Canada BuyandSell.gc.ca website ("BuyandSell"), DC may post amendments to BuyandSell, provide to all proponents who received an invitation, or provide to all proponents who submitted an Intent to Submit a proposal.

It is the proponent's responsibility to regularly review [www.buyandsell.gc.ca](http://www.buyandsell.gc.ca) for amendments to the NRFP that DC in its discretion may post prior to Closing Time. Such amendments may contain important information, including significant changes to this NRFP. Proponents are responsible for reviewing all amendments and confirm that all amendments issued have been read and included in the Proponent's response (see Appendix 3).

## **H.6 Modification and Withdrawal**

Modifications to, or withdrawals of, a submitted NRFP will be accepted by DC by e-mail notice provided that such e-mail is received by DC before the Closing Time. Modifications or additional information received after the Closing Time will not be accepted except upon invitation and request from the Contracting Authority.

## **H.7 Period of Validity**

Proposals must remain open for acceptance for a period of not less than 120 days from the Closing Time.

## **H.8 Proposal Expenses**

All costs, including travel, incurred by the proponent in the preparation of its proposal, participation in this NRFP, presentations, demonstrations, or the negotiation of any resulting contract, will be the sole responsibility of the proponent and will not be reimbursed by DC, unless otherwise indicated. All such costs are taken at the sole risk of the proponent. By participating in this NRFP, the proponent agrees to absolve DC of any responsibility for the same.

## **H.9 Language**

Proposals may be submitted in either French or English. The working language for the NRFP process and subsequent contract will be English.

## **H.10 Negotiations**

DC reserves the right to negotiate contract scope and terms with the top-ranked proponent(s) whose expertise, experience, vision and reputation are judged to best serve the interests of DC, hereafter the "Preferred Proponent(s)". Proponents are cautioned not to assume that the lowest priced proposal will result in a contract award.

DC will enter into discussions and negotiations with the Preferred Proponent(s) to reach agreement on the final terms of the Agreement. Negotiations may include requests by DC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or confirm the conclusions reached in the evaluation and may include requests by DC for improved pricing from the proponent.

Concurrent Negotiations: The Preferred Proponent(s), as established under the evaluation, will be invited to enter into contract negotiations with DC. DC intends to conduct negotiations within the Timeframe for Concurrent Negotiations.

At any point in the Timeframe for Concurrent Negotiations, DC may elect to unilaterally terminate one or more negotiation(s). Final selection of one or more Preferred Proponents will be determined following DC's receipt of best and final offers (BAFO). Final selection will be based upon best overall value to DC. There will be no legally binding relationship created with any proponent prior to the execution of a written agreement.

#### **H.11 Contract Award**

If a contract is subsequently negotiated and awarded to a proponent as a result of this NRFP process, the contract;

- i. should be negotiated within the Timeframe for Contract Negotiations;
- ii. may include, but not be limited to, the general contract terms contained in Appendix 5; and
- iii. will commence upon signature by the duly authorized representatives of DC and the successful proponent.

#### **H.12 Debriefing**

Upon request, and at DC's sole discretion, DC will only provide a debriefing to proponents who met or exceeded the minimum Threshold or Shortlist. All requests must be in writing to DC Contracting Authority and should be made within 30 days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a stronger proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

#### **H.13 Material Circumstances**

A material circumstance means any circumstance or relationship which may lead to an unfair advantage including but not limited to: being associated to or related to a DC employee or Board member of DC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the NRFP process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a DC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the NRFP process (each a "Material Circumstance").

DC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and DC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that DC considers in its opinion would give rise to unfair advantage in the NRFP process, or would otherwise prejudice the integrity of the NRFP process.

#### **H.14 Proponents Not to Promote Their Interest**

Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this opportunity.

#### **H.15 Confidentiality**

DC recognizes the proprietary nature of information that may be contained in response to this NRFP. Proponents must clearly mark and identify those areas of their proposals which contain confidential information. DC will not use or disclose such confidential information, except for the purposes of evaluating the proposals submitted under this NRFP or as may be required by law, including but not limited to the *Access to Information Act* and the *Privacy Act*.

Proponents shall keep confidential all information received from DC and other information developed for DC in connection with this competition. Proponents shall not use DC's confidential information except as required to develop a proposal and presentation in response to this NRFP.

Except as required by law, DC will not disclose or publish the identity of proponents, nor reveal in any way the substantive information and financial terms contained in any proposal. Only the name of the Contractor will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

**H.16 Publicity**

Proponents must not refer, expressly or by implication, to DC, or to this competition, in any advertising or other publicity release unless otherwise approved in advance and in writing by the Contracting Authority.

**H.17 No Collusion**

By submitting a proposal the proponent represents that its proposal has been prepared without collusion or fraud and in fair competition with proposals from other proponents.

**H.18 Law**

This NRFP process and any subsequent agreement will be governed by the laws of the Province of British Columbia and any dispute will be subject to the jurisdiction of the courts of British Columbia and all applicable federal laws.

**H.19 Indemnities**

The proponent shall be responsible for and shall indemnify DC from all claims, loss and damages that relate to or arise out of errors, omissions or negligent acts of the proponent, its employees or agents associated with this NRFP process and all costs associated with those claims, loss and damages.

**H.20 Rights of Destination Canada**

In addition, DC reserves the right, in its sole and absolute discretion, to:

H.20.1 accept any proposal in whole or in part, with the exception of proposals that fail to comply with mandatory criteria, whether or not it is the lowest priced proposal and without prior negotiation;

H.20.2 reject any, all or part of any proposal that:

- i. is incomplete, obscure, irregular or unrealistic;
- ii. fails to meet the objective of the NRFP;
- iii. fails or omits any mandatory information; or
- iv. is non-compliant with any requirement of this request;

H.20.3 not accept any deviations from the stated terms and conditions;

H.20.4 terminate the process at any time and/or re-issue this NRFP at any time;

H.20.5 obtain information from the proponents to seek clarification or to verify any or all information provided by the proponent at any time throughout this NRFP process;

H.20.6 contact references;

H.20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to DC;

H.20.8 incorporate all, or any portion of the Statement of Work, the NRFP, and the successful proponent's proposal into a resulting contract document;

H.20.9 to make an award in whole or in part, including the right to select and contract with more than one proponent to meet the requirements of the NRFP;

H.20.10 not enter into any contract at all with any proponents responding to this NRFP.

## **SECTION I: LIST OF APENDICES**

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<b>APPENDIX</b>	<b>FILE NAME</b>
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1	Proponent Information and Acknowledgement Form
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2	Material Circumstances Disclosure
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3	Amendments
---	------------

4	Declaration of Sub-Contractors
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5	General Contract Terms
---	------------------------

6	Destination Canada 2017 Market Profile - India
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## APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

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### 1) PROPONENT INFORMATION

- a) Company Information - For identification and information purposes only, provide the following information about your company:

Complete legal company name and address:	
Primary business and length of time business established:	
Number of direct employees:	
Nature of company (i.e. sole proprietorship, corporation, partnership, joint venture):	
Primary contact for the NRFP (name, title, phone number and e-mail):	

- b) References - List three customers with similar requirements to those described in this NRFP who we may contact as references. For each reference include the name of the organization, key contact information (name, title, address, phone, e-mail), and a brief description of the service provided/performed. Proponent agrees that DC may contact any of these references. It is requested that proponents refrain from using DC as a reference in their proposal.

#### Reference #1:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

#### Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	



**Reference #3:**

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

2) PROPONENT ACKNOWLEDGEMENT

The proponent agrees that the information provided in their proposal is accurate and declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. By signing below, the proponent specifically acknowledges that it has read, understood and agrees to the terms of this NRFP.

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

Authorized Signature:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title/Position:

\_\_\_\_\_

Company Name:

\_\_\_\_\_

City:

\_\_\_\_\_

Address:

\_\_\_\_\_

Phone Number:

Fax Number:

\_\_\_\_\_

E-mail Address:

\_\_\_\_\_

## **APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM**

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MATERIAL CIRCUMSTANCE:

DC requires proponents to disclose all Material Circumstances (as defined in H.13) as an attachment to their proposal.

Check ONE:

No, there are no Material Circumstances to disclose; OR

Yes, there is/are one or more Material Circumstance(s) to disclose and a disclosure statement is attached.

**APPENDIX 3: AMENDMENTS**

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Please confirm that any amendments to this NRFP issued have been read and included in proponent response. List the Amendments included in the response (if applicable).

Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:

**APPENDIX 4: DECLARATION OF SUB-CONTRACTORS**

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The goods and or services in this proposal will be provided solely by the company named in Appendix 1 – Proponent Information and Acknowledgement.

Sub-contractors will be used to provide the goods and/ or services described in this proposal.

Companies called on as Sub-Contractors to collaborate in the execution of the proposed services.

Name:

---

Contact Person:

Title:

---

Phone Number:

Fax Number:

---

E-mail Address:

---

Address:

---

City:

Province:

Postal Code:

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Description of services provided:

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% of services the Sub-Contractor will be providing: \_\_\_\_\_%

## **APPENDIX 5: GENERAL CONTRACT TERMS**

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The following general terms may be required by DC in order to be awarded the Work under this NRFP. Specific language for each of these terms will be negotiated between the parties:

1. Non-exclusive contract;
2. Contract term as provided in the NRFP;
3. The Contractor will designate key personnel assigned to the DC file who cannot be changed without the approval of DC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to DC work, if applicable;
5. Service levels for typical work (e.g. commitments for timing from planning stages to campaign launch);
6. All intellectual property created by the Contractor will be the property of DC. Contractor will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Contractor will undertake to ensure that all campaigns and other activities conducted on behalf of DC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, including their sub-contractors, indemnifies DC for any breach of the contract, in particular claims relating to breach of privacy, third party intellectual property claims, compliance with laws, etc.;
9. Contractor to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Contractor to be passed through to DC without markup, including media placements;
12. Confidentiality clauses to be included;
13. DC shall be entitled to terminate for convenience upon 60 days written notice and upon payment for any work completed or committed to the date of termination. If DC terminates the contract or a particular work order for breach, then DC is not required to pay for the work;
14. DC approval required prior to Contractor sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.

## APPENDIX 6: DESTINATION CANADA 2017 MARKET PROFILE – INDIA

### VISITOR FORECAST



**227,500**  
Arrivals (Target)

Source: DC Research Estimates

### Arrivals growth set for 2017

With more efficient access to visas, a growing middle class of high net worth individuals and more direct air access availability, arrivals to Canada from India is set to grow 7% in 2017.

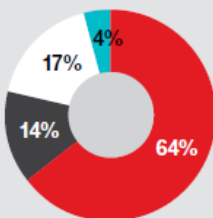
### Indians expect to spend more in 2017

Over the first three quarters of 2016, the share holiday travel among India visitors to Canada reached 20%, up from 8% year-over-year. According to the 2016 Global Tourism Watch study, 42% of potential travellers from India expect to spend more on long haul travel in the next 12 months, marking considerable opportunity to further increase holiday travels for Canada.

### Indians are seeking experiential travel

Indians are seeking more experiential travel, and Canada's natural attractions are high on their list of things to see and do.

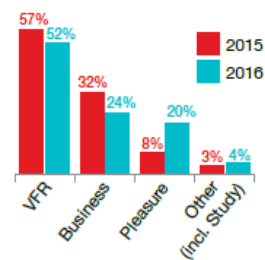
### MODE OF ENTRY



■ Direct from Overseas  
■ Air via US  
■ Land (from US)  
■ Sea

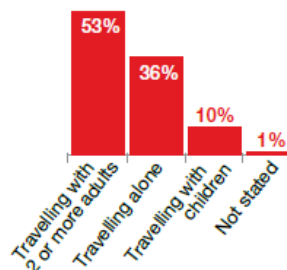
Source: Statistics Canada, Frontier Counts, 2016

### MAIN TRIP PURPOSE



Source: Statistics Canada, International Travel Survey

### LEISURE TRAVEL PARTY COMPOSITION, 2015



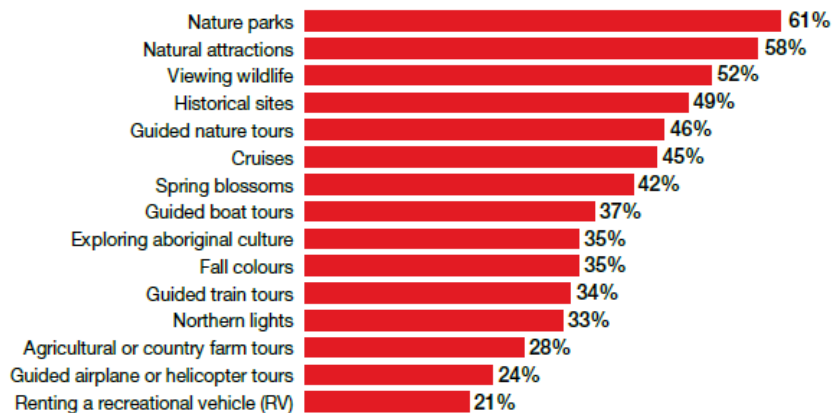
### AGE DISTRIBUTION, 2015

Age Groups	Total	Business	Leisure*
<19	5%	3%	6%
20-34	25%	34%	20%
35-44	26%	50%	14%
45-54	13%	9%	15%
55-64	15%	1%	21%
>65	16%	1%	23%
Not Stated	1%	1%	1%

\*Leisure\* is defined as travellers who stated their main trip purpose was either for pleasure/recreation, visiting family & friends, or other personal reasons (incl. study, medical and transit).

### ACTIVITIES TRAVELLERS ARE INTERESTED IN – THINGS TO SEE & DO

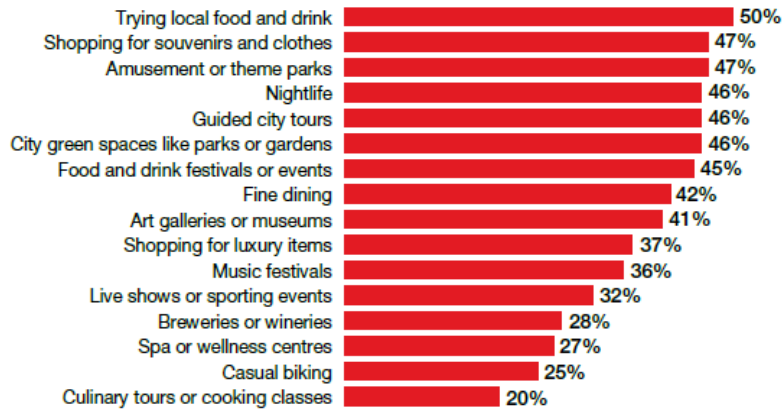
Source: Global Tourism Watch, 2016. Long-haul pleasure travellers (past 3 years or next 2 years) (n=1,502)



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### ACTIVITIES TRAVELLERS ARE INTERESTED IN – CITIES

Source: Global Tourism Watch, 2016. Long-haul pleasure travellers (past 3 years or next 2 years) (n=1,502)



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### ACTIVITIES TRAVELLERS ARE INTERESTED IN – OUTDOORS

Source: Global Tourism Watch, 2016. Long-haul pleasure travellers (past 3 years or next 2 years) (n=1,502)

