



**NEGOTIATED REQUEST FOR PROPOSAL - ADDENDUM 3**

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**NRFP # DC-2019-PO-05 Media and Public Relations Agency Services – North America**

**Close Date/Time:**

September 20, 2019  
14:00 hours  
Pacific Time

<b><u>Issue Date:</u></b>	September 11, 2019	<b><u>From:</u></b>	CTC Procurement
<b><u>To:</u></b>	All Vendors	<b><u>E-mail:</u></b>	procurement@destinationcanada.com

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**Below are the answers to the questions submitted in regards to the above noted NRFP as of August 23, 2019.**

- Q1. Are you and your team/decision makers available to have a call prior to us diving in to this work and determining if it is a fit for us to proceed with submission?  
Answer: no, as part of the NRFP process we are unable to arrange calls with potential proponents during the submission period. We can, however, answer questions that you may have that are submitted to [procurement@destinationcanada.com](mailto:procurement@destinationcanada.com) ahead of the deadline of 9:00 PT, August 23, 2019. Please refer to section B.3.2, Questions, in the NRFP for further details.
- Q2. Whether companies from outside Canada can apply for this?  
Answer: as per section D.1.1 of this NRFP, only if they have an office based in any of the major US cities: New York, Chicago, Washington, Boston, Los Angeles, San Francisco, Houston, Dallas, Philadelphia, Atlanta, Denver, or Seattle.
- Q3. Whether we need to DC Headquarters for meetings?  
Answer: as per section H of the NRFP, presentations will either take place in Vancouver, at DC's headquarters, or at the proponent's head office. Details will be further communicated.
- Q4. Can tasks related to this NRFP be performed outside Canada (for example USA or India)?  
Answer: as per section D.1.1 of the NRFP, proponents must have an office in one of the major US cities (New York, Chicago, Washington, Boston, Los Angeles, San Francisco, Houston, Dallas, Philadelphia, Atlanta, Denver, or Seattle). Some of the tasks related to this NRFP could be performed remotely.
- Q5. Can proposals be submitted via e-mail?

Answer: as detailed in Section B.3.4 of the NRFP, all submissions, intentions, and questions are to be e-mailed to [procurement@destinationcanada.com](mailto:procurement@destinationcanada.com) and should reference “NRFP DC-2019-PO-05 Media and Public Relations Agency Services – North America – CONFIDENTIAL” in the e-mail subject line.

- Q6. In the RFP, the budget should not exceed \$900,000 CAD for the year. Does this budget cover the US market only? Or does it include the future work for Mexico and for Canada?

Answer: the \$900,00 CAD covers the US market only. For the purposes of this NRFP, this is the full operating budget for the US market and would include all agency fees and operating expenses.

- Q7. If the budget includes the future work for Mexico and for Canada, then can you share information about the future work for these markets? It will help with the budgeting for the year.

Answer: the \$900,00 CAD covers the US market only. We do not have details of potential future work in Mexico or Canada.

- Q8. How do you determine where to allocate resources for the destination marketing for Canada?

Answer: Destination Canada considers many factors in determining what markets to invest in and how much, including economic forecasts and trends, among several other factors.

Learn more about our objectives and strategy in our Corporate Plan Summary or Annual Report.

[https://www.destinationcanada.com/sites/default/files/archive/865-Destination%20Canada%20Annual%20Report%20-%202018/2018%20Annual%20Report%20-%20FINAL%20online%20version\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/865-Destination%20Canada%20Annual%20Report%20-%202018/2018%20Annual%20Report%20-%20FINAL%20online%20version_EN.pdf)

[https://www.destinationcanada.com/sites/default/files/archive/857-Destination%20Canada%20Corporate%20Plan%20-%202019-2023/2019%20Corporate%20Plan%20Summary\\_2019-07-23\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/857-Destination%20Canada%20Corporate%20Plan%20-%202019-2023/2019%20Corporate%20Plan%20Summary_2019-07-23_EN.pdf)

- Q9. Some provinces are active in the US and these provinces have their own budgets for destination marketing. However, other provinces do not have large budget for tourism promotion. Do the provinces submit proposals for funding for different tourism promotional campaigns?

Answer: partners submit proposals for flight support for their partner-led FAMs under the US Visiting Journalist Program.

- Q10. Is Destination Canada designed to allocate resources to help the provinces that do not have major budgets?

Answer: as detailed in Section C.1 of the NRFP, Destination Canada has a legislative mandate to promote the interests of the tourism industry and to market Canada as a desirable tourist destination. DC invests in marketing in 10 international markets of which partners (provinces and cities) and industry co-invest with Destination Canada. Please refer to the Corporate Plan Summary 2019-2023 on our corporate website for more details:  
[https://www.destinationcanada.com/sites/default/files/archive/857-Destination%20Canada%20Corporate%20Plan%20-%202019-2023/2019%20Corporate%20Plan%20Summary\\_2019-07-23\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/857-Destination%20Canada%20Corporate%20Plan%20-%202019-2023/2019%20Corporate%20Plan%20Summary_2019-07-23_EN.pdf)

- Q11. Are the FAM, influencer trips and/or Visiting Journalist program considered a separate budget?

Answer: yes these are separate budgets.

- Q12. We noted DC's global marketing objectives and background in the RFP; however, are there separate public relations-specific objectives DC is working against?

Answer: DC establishes yearly US specific business objectives that ladder up to the global objectives. PR is a channel along with consumer direct and trade that tactically support the delivery of US business objectives.

- Q13. Can you provide more detail or clarity regarding how much support would be needed/typically dedicated to Mexico and Canada-specific PR/media efforts?

Answer: we do not have details of potential future work in Mexico or Canada.

- Q14. What does PR success look like for DC?

Answer: please refer to sections C2.1 and 2.2. US MR/PR is an important channel that DC uses to deliver on our business objectives and brand promise.

- Q15. As a major global destination, what keeps DC/executives "up at night," what are your major concerns?

Answer: Destination Canada's corporate objectives and priorities are outlined in our Corporate Plan Summary: [https://www.destinationcanada.com/sites/default/files/archive/857-Destination%20Canada%20Corporate%20Plan%20-%202019-2023/2019%20Corporate%20Plan%20Summary\\_2019-07-23\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/857-Destination%20Canada%20Corporate%20Plan%20-%202019-2023/2019%20Corporate%20Plan%20Summary_2019-07-23_EN.pdf)  
Destination Canada's 2018 Annual Public Meeting video also addresses key priorities for Destination Canada: [https://www.youtube.com/watch?v=1Oi\\_Ui3C-rc](https://www.youtube.com/watch?v=1Oi_Ui3C-rc)

- Q16. We notice there are specific page limits and font size requirements for the submission; is there a preference for a Word or PowerPoint version?

Answer: there is no preference.

- Q17. Who is your current US agency partner? How long have you been working with them? Are they participating in this RFP?

Answer: as described in section I.15 of the 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. However, DC has been working with US PR and media relations agencies since 2015.

- Q18. Is this a required RFP?

Answer: this is part of DC's regular procurement process.

- Q19. In section E.1.7: please clarify the type of "media events" you are referring to in this question. i.e. Trade Shows, key market media gatherings on behalf and led by DC, etc.

Answer: IMM, Go Media, Travel Classics, Rendezvous Canada (trade media only).

Q20. In section E.3.1: please clarify your definition of national, regional and municipal brands. For instance, we represent hospitality brands and we also represent state tourism boards. Would these both be considered brands within your definition?

Answer: this is in reference to media brands to gain PR and media relations coverage (Tier 1 national broadcast, news, travel, lifestyle media brands, regional news, broadcast, etc.)

Q21. What destinations are your top competitors? How do you feel DC is different/stands out from them?

Answer: Please refer to the Unlocking the Potential of Canada's Visitor Economy: [https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy\\_WEB.pdf](https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy_WEB.pdf)

Destinations that are a benchmark for success include: Visit California, Tourism NZ, Tourism Australia, and Brand USA.

Q22. Who do you consider to be the most competitive destination? Which destination is your benchmark of success?

Answer: Please refer to the Unlocking the Potential of Canada's Visitor Economy: [https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy\\_WEB.pdf](https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy_WEB.pdf)

Destinations that are a benchmark for success include: Visit California, Tourism NZ, Tourism Australia, and Brand USA.

Q23. What has been successful for DC in the past?

Answer: building strong relationships with travel media, be it through GoMedia, timely reactive responses, and unique and tailored pitch angles, has helped us achieve key account coverage. In addition, strong working relationships with industry create compelling pitch angles. We share recent and notable coverage on our [media centre](https://media.canada.travel/en-US) <https://media.canada.travel/en-US>

Q24. What would your dream media outlet/placement be?

Answer: consistent Tier 1 coverage that reflects our new brand and delivers on our global business objectives. See section C2.1 and 2.2. of the NRFP. US MR/PR is an important channel that DC uses to deliver on its business objectives and brand promise.

Q25. What would be your ideal headline (and you can dream big!) to promote Canada tourism?

Answer: our stories are a reflection and extension of our brand. They must speak to those with Glowing Hearts craving a connection with the people and the places that make Canada distinct". Consistent Tier 1 coverage that reflect our new brand and deliver on our global business objectives. See section C.2.1 and 2.2. US MR/PR is an important channel that DC uses to deliver on our business objectives and brand promise.

Q26. Has DC implemented successful partnerships with US national brands? What worked and what didn't work?

Answer: Destination Canada has worked with a wide variety of US national brands including paid partnerships New York Times, Conde Nast, Washington Post, and National Geographic. The most successful campaigns have resonated with our target audience, created brand lift, strong content engagement and a high consideration for Canada. We are looking to expand partnerships with US brands (travel, lifestyle and non-traditional) who reach our audience through content marketing and with whom their brand platform is a natural fit for Canada's new travel brand.

Q27. How many media placements and total yearly impressions did you achieve in the past two calendar years, respectively?

Answer: in 2018, DC had 3B in reach across 400+ editorial pieces and in 2017 DC secured 300+ stories and 1.2B in earned reach.

Q28. Have you identified a goal for placements or impressions next fiscal year (as far as metrics)?

Answer: DC has not set targets in these areas for 2020 yet.

Q29. Do you foresee any potential crisis communications PR needs or situations?

Answer: issues and crisis communications are led by the US manager in collaboration with our Corporate Communications team. The agency may be asked to identify potential risks, and support and monitor, but would be unlikely to lead issues management.

Q30. Will Destination Canada still be focused on the Learner Explorer Quotient (EQ) or should all ideas put forth be more centered on the American Learner?

Answer: the American Learner is an EQ audience which includes the Cultural Explorer and Authentic Experiencer.

Q31. How do you currently handle Social Media? And/or influencers? Is there an opportunity to include social media in our scope of work?

Answer: DC has a dedicated in-house social media team whose efforts support our global and market-specific content strategy. The MRPR agency will have access to that team to coordinate efforts. The involvement of working with influencers from an earned perspective would need to be justified against our business objectives and demonstrate a clear return on investment.

Q32. Are there specific shoulder season months in Canada that we should focus on as we build out our strategic ideas?

Answer: May and June (spring) and September and October (fall).

Q33. What percentage of American Learners are first time visitors?

Answer: according to the 2018 Global Tourism Watch Study, 64% of American Learners aged 35-64 from our target cities have never visited Canada.

Q34. Have specific regions been identified to date that are more appealing to American Learners than others? And/or are there specific regions/cities/experiences that are a priority to promote more than others?

Answer: please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch>

Q35. In our current role(s) with tourism destinations we have direct contact with the marketing team at all times. This ensures that both teams are on the same page and sharing story ideas to enhance each other's work. Will we have direct contact with the marketing and sales team in our role as PR representatives?

Answer: The MR/PR channel is integrated with the consumer direct teams (paid and owned).

Q36. What will success look like? What do you want to see/expect from your new agency?

Answer: see section C2.1 and 2.2. US MR/PR is an important channel that DC uses to deliver on our business objectives and brand promise. The new agency needs to deliver on C2.1 and 2.2 and differentiate Canada in the hearts and minds of our US Learner audience.

Q37. How did you develop your list of nine priority U.S. markets?

Answer: these DMAs (designated marketing areas) have the highest number of passport holders, audience that fits the EQ Learner 35-64 yo segment and direct air access routes by major US and Canadian air carriers.

Q38. Are you currently working with a PR partner (is there an incumbent agency for this assignment?) How long was the tenure of your last agency relationship?

Answer: DC has been working with US PR and media relations agencies since 2015.

Q39. Have you undertaken any similar initiatives in the past? And if so, were they successful? What does success look like to you? What PR/MR programs (current or past programs for any type of organization out in the world) do you admire?

Answer: DC has been working with US PR and media relations agencies since 2015. This has contributed to lift in unaided consideration for Canada which increased from 5% to 7%. In addition to being named NY Times # 1 top places to go and Lonely Planet Best in travel top countries, we share coverage on our [media centre https://media.canada.travel/en-US](https://media.canada.travel/en-US).

MR/PR programs we admire have been delivered by: Visit California, Tourism NZ, Tourism Australia, and Brand USA.

Q40. What assets might we have access to – spokespeople (including celebrity partners), influencer relationships, etc.?

Answer: DC takes an integrated channel approach to the delivery of our US marketing objectives. Paid, earned, owned, trade channels all work closely together and have access to assets/content and talent.

Q41. What paid media plans are in place to support this initiative? Who is handling that piece of your marketing?

Answer: DC takes an integrated multi-channel approach to the delivery of our US marketing objectives. Paid, earned, owned, trade channels all work closely together and have access to assets/content and talent.

Q42. Is social engagement part of this scope of work? It is mentioned as part of your overall brand-building effort, but not included in the scope of services

Answer: DC has a dedicated social media in-house team. The MRPR agency will have access to that team to coordinate efforts.

Q43. Knowing you are looking to move from a “someday destination” to a “now destination,” are there specific events or seasons that drive people to visit or book-ahead? What does your research show as the top reasons for visitors to visit? What are the top reasons they list for not visiting?

Answer: DC is focused on driving travel with the EQ Learner age 35-64 from May to October. Please refer to the Global Tourism Watch on DC’s corporate website: <https://www.destinationcanada.com/en/global-tourism-watch> for reasons and motivations for visiting.

Q44. In section E.1.10 you state that there is a possibility your partner would be engaged to work with DC’s Mexico and Canada in-markets. We have clients that currently engage us to cover these markets, but how important is it in the weight of your decision-making that your partner has offices there?

Answer: It is not a mandatory criteria that proponents have an office in Mexico and/or Canada. Please refer to NRFP section E.1.10 for weighting details.

Q45. Can you talk more about why you’re moving to an older Learner EQ audience? What data or insight led you there?

Answer: the older US Learner age 35-64 was selected because it is an audience that aligns well with DC’s new global brand platform and is a segment best poised to assist DC with delivering on its global business objectives. See section C2.1 and 2.2 of the NRFP.

Q46. The second phase of your review process includes a “timed assessment.” Can you describe this in more detail?

Answer: as described in section G.1 of the NRFP, details about this assignment will be further communicated.

Q47. How many agencies do you anticipate participating in this RFP process?

Answer: Destination Canada does not know how many proponents will respond to this NRFP. Furthermore, as described in section I.15 of the NRFP, except as required by law, DC will not disclose or publish the identity of proponents.

Q48. Can you confirm that the information to be submitted in the proposal by Sept. 13 is information-only at this stage? We understand that creative would be expected as part of the presentation round – is that correct?

Answer: As per section I.20.8 of the NRFP, the information that will be submitted in the proposal may be incorporated completely or any portion of the Statement of Work, the NRFP, and the successful proponent’s proposal into a resulting contract document.

As per section H.1 of the NRFP, proponents invited to the presentation will be provided with a detailed brief and will be expected to demonstrate the following: introduce account

representative(s), present their firm's capabilities and expertise, question and answer period. Further details will be communicated to those proponents invited to participate in this section

Q49. What is the timing for the timed assessments to be conducted?

Answer: the Timed Assessment will be scheduled before the Presentations (Section H), which are due to take place week of October 28, 2019, as set out in Section I.1 of the NRFP. However, as set out in section G.1 of the NRFP, details about this assignment will be further communicated.

Q50. When would qualifying agencies receive the creative brief for the RFP round if presentations are the week of October 28?

Answer: as described in section H of the NRFP, further details will be communicated to those proponents invited to participate in this section. However, all proponents will be given sufficient time to prepare for the Presentation.

Q51. US travel importance is noted and goals are addressed; what is the impact expected to generate within Canada or coming from Mexico?

Answer: there is no guarantee of business for MRPR work for Canada or Mexico. No goals have been set as part of this NRFP for these two markets.

Q52. Regarding travel within Canada, is there a different KPI/goal as the current goal only states international visitors/spend?

Answer: DC's KPIs are global and consistent across our 10 international markets. The same KPIs will apply to Canada.

Q53. Are there variances to share with respect to the target from Mexico and Canada compared with the information shared on US American Learners?

Answer: please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch>

Q54. Can you confirm that the \$900,000 CAD is agency fees only not including OOP expenses?

Answer: for the purposes of this NRFP, this is the full operating budget for the US market and would include all agency fees and operating expenses.

Q55. Do current agencies working with DC have the opportunity to present their updated rates?

Answer: yes, they do.

Q56. Do you have a guideline of 'best value' expectation for the blended rates proposed in the finance section (section F)?

Answer: as set out in section F.1.2 on the NRFP, 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.



Q57. As we look to the budget and staffing allocation, is there a guideline on the percentage of activity level/impact desired to achieve in the US v. CA v. Mexico given that the proposal notes the possibility of providing services for DC's Mexico and Canada markets in addition to the US?

Answer: for the purposes of this NRFP, the staffing allocation should be exclusively set up to meet the needs of the US market, as set out in Section C of the NRFP.

Q58. What are the U.S. target markets for the American Learner audience?

Answer: designated Marketing Areas (DMAs) focused on air only travel to Canada include: New York City, Boston, Washington DC, Philadelphia, Houston, Dallas, LA, San Francisco, Chicago, Atlanta, Denver, and Seattle.

Q59. The RFP defines the older Learner EQ audience as ages 35-64. Can you share the "sweet spot" age/demographic within this range?

Answer: DC consistently markets to the 35-64 yo Learner through paid, owned and earned media. We do not narrow the audience age range.

Q60. What is prompting the shift to the older target audience?

Answer: the older US Learner age 35-64 was selected because it is an audience that aligns well with DC's new global brand platform and is a segment best poised to assist DC with delivering on its global business objectives. See section C.2.1 and 2.2 of the NRFP.

Q61. Business v leisure travelers: can you provide a split in terms of no. of visitors and spending?

Answer: according to Statistics Canada 2018 Visitor Travel Survey data, 18% of US overnight visitors to Canada were here primarily for business purposes, while 82% were here for non-business purposes (leisure, visiting friends and family, and other reasons). US business visitors represented 25% of overnight tourism expenditures, while non-business visitors represented 75%.

Q62. Which group should be the focus of this campaign?

Answer: DC's 2020 audience focus in the US is the Learner age 35-64.

Q63. How do destination visits differ between business and leisure travelers?

Answer: according to Statistics Canada 2018 Visitor Travel Survey data, 18% of US overnight visitors to Canada were here primarily for business purposes, while 82% were here for non-business purposes (leisure, visiting friends and family, and other reasons). US business visitors represented 25% of overnight tourism expenditures, while non-business visitors represented 75%

Q64. Are there specific story pillars or topics that are most important to Destination Canada?

Answer: the Global Tourism Watch research has identified the top driver of travel: 'Is a place I would be proud to tell people I have visited'

Followed by other focus drivers:

- Is a place where I can experience things I can't experience at home
  - Support: Offers adventures that everyone can enjoy, which is connected to de-stressing

- Has a unique culture that I would want to experience on a vacation
  - Support: Has great historical and cultural experiences, and great dining and food experiences
- Is a place that provides intellectually stimulating travel experiences
  - Support: Cities have many great attractions to see and do, have great shopping and are great for exploring and soaking in the atmosphere

Q65. Which are the most popular destinations - provinces, cities, regions? Which are underserved and need the most help? Are there any that generally take priority?

Answer: please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch>

Q66. How does Destination Canada work with the different provinces on PR & Marketing initiatives?

Answer: DC collaborates with partners (provinces, cities, industry) on media events (Go Media and IMM) and DC lead or partner led media FAMs.

Q67. Do the provinces follow the For Glowing Hearts platform or have their own objectives and campaigns?

Answer: DC partners (provinces, cities, and industry) all have their own brand platforms. Throughout the development of Canada For Glowing Hearts, partners were aware of and consulted on the brand development process.

Q68. What are current perceptions of Canada? What are the barriers to visiting? What do people love about visiting?

Answer: please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch> and Unlocking the Potential of Canada's Visitor Economy report, which looks at Canada's opportunities and barriers as it relates to growing our tourism opportunity: [https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy\\_WEB.pdf](https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy_WEB.pdf)

Q69. What are the chief challenges you face from a marketing/PR perspective?

Answer: please refer to C.2.3 Target US audience of the NRFP.

Q70. Why did Destination Canada leave the US market prior to 2015?

Answer: Destination Canada's decision to pause leisure marketing in the US from 2012 to 2015 was based on several factors. These include budget considerations that led to the strategic decision to prioritize our activity in markets where it made the most sense for the Canada (rather than provincial or destination) brand to lead.

During this period, Destination Canada continued with some activities in the US including Business Events Canada initiatives and Canada Media Marketplace (CMM), which was an annual media show produced by Destination Canada. CMM was re-formatted in 2018, and DC and partners now attend International Media Marketplace (as opposed to producing our own show).

- Q71. Can you share benchmarks and goals for the marketing objective KPIs (Love Promoter Score, Spend, And Visit More Places/Seasonality)?
- Answer: benchmarks have yet to be set for 2020.
- Q72. It is early days, but how is the new brand campaign performing so far?
- Answer: the platform is very new to market and results are still pending.
- Q73. The RFP states the “US traveler is marketed to by the best of the best in tourism...” – which countries/destinations/campaigns do you consider the best of the best?
- Answer: Destinations that are a benchmark for success are: Visit California, Tourism NZ, Tourism Australia, and Brand USA.
- Q74. Can you share information on your current investment in PR?
- Answer: investment varies depending on strategic priorities from year to year. In the US, investment in PR has ranged from \$1M-\$2M.
- Q75. Can you tell us who your incumbent agencies are?
- Answer: Destination Canada does not provide details regarding its contractors.
- Q76. Are you pleased with the work of the agencies?
- Answer: Destination Canada does not provide details regarding its contractors.
- Q77. What has been your most successful initiative of the past three years?
- Answer: In addition to being named Lonely Planet Best in Travel Top Countries and NY Times #1 in Top Places to Go) we share coverage on our media centre.
- Q78. Why are you looking to make a change in PR?
- Answer: this is part of our regular procurement process.
- Q79. What is your current agency doing well? What could be better?
- Answer: Destination Canada does not provide details regarding its contractors.
- Q80. What are the most important things you are looking for in an agency relationship?
- Answer: Deliver on Section C3.1 in collaboration with DC and DC's creative and media agencies.
- Q81. How would you describe your working culture? What kind of agency will best succeed in this culture?

Answer: Review DCs values to best understand our working culture: <https://www.destinationcanada.com/en/about-us#howweare>

Agencies that succeed embrace and live our values. You are strategic and out of the box thinkers that can articulate the 'why?' by supporting media and PR recommendations with sound rationale and on the ground intelligence.

Q82. Who are you are other agency partners and how are you working with them? How integrated will the PR agency be?

Answer: agency partners are IPG and Ogilvy. DC takes an integrated channel approach to the delivery of our US marketing objectives. Paid, earned, owned, trade channels all work closely together.

Q83. How many agencies are participating in this pitch?

Answer: Destination Canada does not know how many proponents will respond to this NRFP. Furthermore, as described in section I.15 of the NRFP, except as required by law, DC will not disclose or publish the identity of proponents.

Q84. Who will be making the final decision on choosing the agency? (participating in scoring)

Answer: as set out in section B.2 of the NRFP, 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.

Q85. Is there an overarching campaign idea or is the agency to develop a new one?

Answer: please refer to section C2.2 in the NRFP. The New Brand will be the overarching campaign idea in 2020.

Q86. Do you feel like 2019's marketing programming was successful?

Answer: to date, the campaigns have been very successful, outpacing the performance of year-over-year 2016-2018 campaign performance.

Q87. Do you have any large initiatives or planned campaigns launching in the coming year that weren't outlined in the RFP?

Answer: campaigns in 2020 will be designed to deliver on the following US business objectives:

1. Increase overnight stays in non-compressed areas in July and August
2. Increase visitation in non-peak seasons — spring (May and June) and fall (September and October)
3. Increase revenue by investing in niche verticals
4. Increase spend by US business travelers

Q88. Are you focused on promoting specific hotel/resort partners and select destinations within the country more than others? If so, please share.

Answer: DC prioritizes seasons and regions based on target traveller trip drivers, motivations and travel demand periods. Please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch>

Q89. How are partners, destinations prioritized?

Answer: DC prioritizes seasons and regions based on target traveller trip drivers, motivations and travel demand periods. Please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch>

Q90. What notable openings/new events/festivals are planned for 2020?

Answer: please refer to the following digital properties:

- [Instagram](#)
- [Facebook](#)
- [Media Centre](#)
- [Consumer website](#)

Q91. What have been your biggest marketing/PR successes as an organization?

Answer: in addition to being named Lonely Planet Best in Travel Top Countries and NY Times #1 in Top Places to Go) we share coverage on our [media centre](#).

Q92. What were some marketing misses – that you want to avoid?

Answer: an industry miss for marketing is not reaching the target audience.

Q93. What destination do you think is doing it “right?” (In North America) when it comes to marketing?

Answer: destinations that are a benchmark for success are: Visit California, Tourism NZ, Tourism Australia, and Brand USA.

Q94. What do ground-breaking marketing programs look like, in your opinion?

Answer: as further explained in section C.3.1 of the NRFP, and related to this project, those that develop a strategic vision that will differentiate Canada, increase consideration and motivate travel for our target traveller in the US.

Q95. Are there any non-travel brand marketing programs / initiatives you admire?

Answer: we admire passion brands and refer often to the books, Lovemarks by Kevin Roberts and Friction: Passion Brands in an Age of Disruption by Jeff Rosenblum and Jordan Berg. Sample brands that we reference often are: AWAY Luggage, YETI Coolers, REI, and Patagonia.

In conjunction with this question, please reference DC's new brand platform in section C2.2 of the NRFP and <https://www.destinationcanada.com/en/for-glowing-hearts>

Q96. Can you give more detail on the importance of Aerospace, Life Sciences, Information & Communication Technology, Clean Technology, Infrastructure & Engineering, Natural Resources, and Agriculture & Food vertical media?

Answer: these verticals are an important part of DCs business events channel and will be a focus when pitching a combination of business and leisure stories to a business audience.

Here is an example of a business story that ran in WIRED Magazine:  
<https://www.wired.com/brandlab/2019/04/future-canada-open-business/>

Q97. What's your best technology story?

Answer: here is an example of a business story that ran in WIRED Magazine:  
<https://www.wired.com/brandlab/2019/04/future-canada-open-business/>

Q98. Is your primary emphasis traditional earned media in PR? Or is it more integrated, and is influencer marketing part of this mix?

Answer: DC takes an integrated multi-channel approach to the delivery of our US marketing objectives. Please refer to section C.3.2.1 of the NRFP for further details.

Q99. How will success of the campaign be measured?

Answer: please refer to section C.2.1 of the NRFP.

Q100. Do you currently work with a creative agency? If so, who is that?

Answer: please refer to the following link for details:  
<https://www.destinationcanada.com/en/news/destination-canada-announces-new-agencies-marketing>

Q101. Who is your media buying agency?

Answer: please refer to the following link for details:  
<https://www.destinationcanada.com/en/news/destination-canada-announces-new-partners-tourism-marketing>

Q102. In section E.1.7: how do you define media event?

Answer: Go Media, IMM, Travel Classics are all media events.

Q103. In section C. 8: what do you mean by "tactical plan updates"?

Answer: DC provides an update each quarter to partners outlining activities in market by channel.

Q104. Would you consider the following set of bullets, listed in section C.1., your business objectives? If not, can you please share Destination Canada's business objectives for 2020?

- Achieve DC's five-year industry-wide goal of bringing 25 million international visitors to Canada, spending \$25 billion, by 2022, under current conditions;
- Employ a "whole of government" approach to creating winning conditions for international travelers coming to Canada;
- Reach today's world travelers through technology and innovation — creating groundbreaking 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.

Answer: please see section C2.1 for the Global Marketing business objectives. The US business objectives that cascade from the global objectives are:

1. Increase overnight stays in non-compressed areas in July and August
2. Increase visitation in non-peak seasons — spring (May and June) and fall (September and October)
3. Increase revenue by investing in niche verticals (ski, LGBTQ+, angling, luxury, and culinary)
4. Increase spend by US business travelers

Q105. Who do you see as your key competitors? Of those, who is doing the best job in communications?

Answer: please refer to the Unlocking the Potential of Canada's Visitor Economy: [https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy\\_WEB.pdf](https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy_WEB.pdf)

Destinations that are a benchmark for success are: Visit California, Tourism NZ, Tourism Australia, and Brand USA.

Q106. Why is Canada a better travel destination than your competitors?

Answer: Canada offers a unique value proposition, which is outlined in the report: Unlocking the Potential of the Visitor Economy: [https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy\\_WEB.pdf](https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy_WEB.pdf)

To see how Destination Canada is harnessing Canada's brand - read more about the For Glowing Hearts brand expression: <https://www.destinationcanada.com/en/for-glowing-hearts>

Q107. Describe the “perfect” Canada holiday?

Answer: please refer to section C.2.2 of the NRFP to see how Destination Canada is harnessing Canada's brand - read more about the For Glowing Hearts brand expression. <https://www.destinationcanada.com/en/for-glowing-hearts>

Q108. What's the main reason people visit Canada? (Hunting? Camping? Skiing?)

Answer: please refer to the Global Tourism Watch on DC's corporate website: <https://www.destinationcanada.com/en/global-tourism-watch>

Q109. What's the one thing you wish people knew about Canada?

Answer: please refer to section C.2.2 of the NRFP to see how Destination Canada is harnessing Canada's brand - read more about the For Glowing Hearts brand expression.

<https://www.destinationcanada.com/en/for-glowing-hearts>

Q110. How do you think most Americans view Canada now?

Answer: please refer to the Global Tourism Watch on DC's corporate website:  
<https://www.destinationcanada.com/en/global-tourism-watch>

Q111. How do you think Canada is perceived in Mexico?

Answer: please refer to the Global Tourism Watch on DC's corporate website:  
<https://www.destinationcanada.com/en/global-tourism-watch>

Q112. Do you think Canada's current political landscape affects tourism in a good way? Or negatively?

Answer: as the Federal Crown Corporation responsible for tourism marketing, Destination Canada does not speculate on geo-political issues.

Q113. What do people need to know about Canadians? Hospitality? Personality? Values?

Answer: please refer to section C.2.2 of the NRFP to see how Destination Canada is harnessing Canada's brand - read more about the For Glowing Hearts brand expression.  
<https://www.destinationcanada.com/en/for-glowing-hearts>

Q114. What do you think the big difference is visiting Canada?

Answer: the Global Tourism Watch research has identified the top driver of travel: 'Is a place I would be proud to tell people I have visited'

Followed by other focus drivers:

- Is a place where I can experience things I can't experience at home
  - Support: Offers adventures that everyone can enjoy, which is connected to de-stressing
- Has a unique culture that I would want to experience on a vacation
  - Support: Has great historical and cultural experiences, and great dining and food experiences
- Is a place that provides intellectually stimulating travel experiences
  - Support: Cities have many great attractions to see and do, have great shopping and are great for exploring and soaking in the atmosphere

Q115. What's the ideal Canada itinerary?

Answer: it is an itinerary that delivers on the following drivers of travel and leaves a lasting mark on our target audience's hearts:

Global Tourism Watch research has identified the top driver of travel: 'Is a place I would be proud to tell people I have visited'

Followed by other focus drivers:

- Is a place where I can experience things I can't experience at home
  - Support: Offers adventures that everyone can enjoy, which is connected to de-stressing.
- Has a unique culture that I would want to experience on a vacation
  - Support: Has great historical and cultural experiences, and great dining and food experiences.
- Is a place that provides intellectually stimulating travel experiences



- Support: Cities have many great attractions to see and do, have great shopping and are great for exploring and soaking in the atmosphere.

Q116. What media outlets would be you're A+/most aspirational?

Answer: media outlet coverage, as a result of MRPR tactics, have to be aligned and deliver on DC's business objectives. In the year of Canada's 150th anniversary of Confederation, our efforts garnered unprecedented coverage in the New York Times 52 places. It was the first time all 52 places featured destinations from one country. In the same year, Travel and Leisure announced Canada as Destination of the Year, also in NY Times, #1 places to go, Lonely Planet Best in Travel Top Countries, and Conde Nast Traveler, Best Places to Travel.

Q117. Can you please clarify the question in section E.1.7 on Page 15? What kind of details are you hoping to receive from respondents?

Answer: please review DC's Global and US business objectives (see question 105) and provide a recommended approach to deliver business objectives, what channels will you use to make DCs stand out from the competition.

Q118. Can you please clarify the question in section E.3.1 on Page 15? Are you specifically looking for a list of Canadian governmental brands?

Answer: please list any national, regional and municipal travel and media brands that you currently represent. This may include: world-wide and/or North American national tourism boards, media or travel and lifestyle brands.

Q119. How would this contract and agency relationship be managed by staff at DC?

Answer: once contract negotiations are complete, DC will establish a statement of work that will outline agency staffing, estimated retainer hours, and projects for the year. The account will then be managed by on a day-to-day basis by the US media and PR strategist. The agency will participate in weekly status calls with the DC and agency teams. A senior member of the US MRPR agency will participate in a weekly call with the Regional Managing Director and senior leads from the creative and paid media agency to ensure delivery of the 2020 US program.

Q120. Is the budget outlined in the RFP for fee only or is it also intended to include hard costs for program execution?

Answer: for the purposes of this NRFP, the budget outlined in the NRFP is the full operating budget for the US market and would include all agency fees and operating expenses.

Q121. Are there specific cities or regions in the U.S. that are of particular importance to DC for earned media coverage?

Answer: designated Marketing Areas (DMAs) focused on air only travel to Canada include: New York City, Boston, Washington DC, Philadelphia, Houston, Dallas, LA, San Francisco, Chicago, Atlanta, Denver, Seattle.

Q122. Can you please provide details on what motivated the shift in target audience to an older demographic as referenced in section C.2.1 on Page 7?

Answer: the older US Learner age 35-64 was selected because it is an audience that aligns well with DC's new global brand platform and is a segment best poised to assist DC with delivering on our global business objectives. See section C.2.1 and 2.2.of the NRFP.

Q123. Is there a relevant reason Destination Canada did not engage the U.S. market prior to 2015, as referenced in section C.2.1 on Page 6?

Answer: Destination Canada's decision to pause leisure marketing in the US from 2012 to 2015 was based on several factors. These include budget considerations that led to the strategic decision to prioritize our activity in markets where it made the most sense for the Canada (rather than provincial or destination) brand to lead.

During this period Destination Canada continued with some activities in the US including Business Events Canada initiatives and Canada Media Marketplace (CMM), which was an annual media show produced by Destination Canada. CMM was re-formatted in 2018, and DC and partners now attend International Media Marketplace (as opposed to producing our own show).

Q124. Can you please list the marketing and creative agencies with which DC is currently engaged? Would the winning respondent of this contract collaborate directly with those agencies?

Answer: please refer to the following links for details:  
<https://www.destinationcanada.com/en/news/destination-canada-announces-new-agencies-marketing>

<https://www.destinationcanada.com/en/news/destination-canada-announces-new-partners-tourism-marketing>

Q125. In section C.3.1 on Page 8, we see "the account manager and team must have eight or more years' experience." Can you please clarify if that means all members of the team must each have eight years of experience? Or are junior support team members permitted to have fewer than eight years' experience?

Answer: junior support team members are permitted to have fewer than eight years' experience. As per section D.1.2 of the NRFP, it is a mandatory requirement only for the Account Manager to have eight or more years of experience.

Q126. Are you looking for your agency partner to tackle measurement, or will you continue to handle measurement internally?

Answer: Destination Canada will handle measurement internally, although we periodically refresh our measure designs and KPIs, at which we will consult with our agencies on those measures.

Q127. For the 2022 goal of 25 million visitors – what was the starting point for this goal and what traction has been made to date in reaching that goal?

Answer: the goal of welcoming 25 million visitors to Canada by 2022 was agreed upon as a common goal as part of our NorthStar vision. The target is based on an ambitious, but attainable forecast. In 2018, Canada welcomed 21+ million visitors to Canada, marking a second consecutive record-breaking year.

- Q128. Could you define the "whole of government" approach that you seek to create winning conditions for international travelers coming to Canada?
- Answer: a "whole of government approach" means all areas of the federal government are working collaboratively to support efforts to increase tourism arrivals and revenue through supportive policy and strategy.
- Q129. Are you working with any agencies currently? If so, what kind?
- Answer: please refer to the following links for details:  
<https://www.destinationcanada.com/en/news/destination-canada-announces-new-agencies-marketing>  
<https://www.destinationcanada.com/en/news/destination-canada-announces-new-partners-tourism-marketing>
- Q130. Are there US based trade shows or events you already plan to attend in 2020 that we should be aware of?
- Answer: Go Media, IMM, RVC and opportunistic events.
- Q131. Who do we have access to as spokesperson for DC?
- Answer: the Corporate Communications teams manages all access to Destination Canada spokespeople. If there is an opportunity for a spokesperson, it would be coordinated with Corporate Communications.
- Q132. Is there any new creative associated with the new brand platform? Could we see it?
- Answer: please refer to section C.2.2 and to see how Destination Canada is harnessing Canada's brand - read more about the For Glowing Hearts brand expression.  
<https://www.destinationcanada.com/en/for-glowing-hearts>
- Q133. Will the agency also be expected to provide social media support?
- Answer: DC has a dedicated social media in-house team. The MRPR agency will have access to that team to coordinate efforts.
- Q134. How will you prioritize the \$900,000 CAD annual budget amongst key KPIs/core services that you laid out?
- Answer: the 2020 budget will be established in Q3 2020.
- Q135. Can you please indicate the total number of agencies participating in the NRFP?
- Answer: Destination Canada does not know how many proponents will respond to this NRFP. Furthermore, as described in section I.15 of the NRFP, except as required by law, DC will not disclose or publish the identity of proponents.

Q136. Can you share why you're looking for a new agency partner?

Answer: this is part of our regular procurement process

Q137. What is most important to you in an agency partner?

Answer: please refer to section C.3.1 of the NRFP for details.

Q138. What is the current demographic breakdown of visitors from the U.S. to Canada?

Answer: please refer to the Global Tourism Watch on DC's corporate website:  
<https://www.destinationcanada.com/en/global-tourism-watch>

Q139. Beyond the lack of urgency to visit Canada among your new target market, are there other perception challenges to keep in mind?

Answer: please refer to the Global Tourism Watch on DC's corporate website:  
<https://www.destinationcanada.com/en/global-tourism-watch>

Q140. Is there interest in driving tourist traffic to specific areas (e.g., the less popular Canadian destinations) or during specific periods of time (e.g., fall vs. spring/summer when most travel to Canada happens)?

Answer: yes, please see section C2.1 for the Global Marketing business objectives and the US business objectives that cascade from the global objectives are:

1. Increase overnight stays in non-compressed areas in July and August.
2. Increase visitation in non-peak seasons — spring (May and June) and fall (September and October).
3. Increase revenue by investing in niche verticals (ski, LGBTQ+, angling, luxury, and culinary).
4. Increase spend by US business travelers.

Q141. In question E.1.7, can you specify media events? Are you referring to industry trade shows specifically or any media event for a destination (e.g., media house visit)?

Answer: Go Media, IMM, and opportunistic events.

Q142. Is the \$900,000 CAD annual budget inclusive of program out-of-pocket expenses or just fee?

Answer: for the purposes of this NRFP, this is the full operating budget for the US market and would include all agency fees and operating expenses.

Q143. Are there conflicts you can share with us now so we can provide you a detailed plan for navigating those (if applicable), per your question E.1.8?

Answer: there are no current conflicts.

Q144. Do you have a preference for team location (e.g., U.S. West or East Coast) knowing your core team is in Vancouver? We handpick teams to deliver best against our client's challenges and try to include a cross-section of geographical representation, if appropriate.

Answer: please refer to section D.1 of the NRFP.

Q145. Would having a team member located in Vancouver to serve as a U.S. team liaison be beneficial? A must?

Answer: please refer to section D and E of the NRFP for details.

Q146. Section F.1 - Proposed Pricing Detail – is the \$900,000 CAD approximate annual operating budget inclusive of out of pocket expenses such as media travel, staff, travel, broadcast production costs, media monitoring service, etc. Or are those costs part of a separate out of pocket expense budget beyond the \$900,000 CAD?

Answer: for the purposes of this NRFP, this is the full operating budget for the US market and would include all agency fees and operating expenses.

Q147. We noted an article earlier this year that the incumbent agency had been renewed for an additional year. Is the incumbent participating in the RFP process?

Answer: as described in section I.15 of the NRFP, except as required by law, DC will not disclose or publish the identity of proponents.

Q148. In B.3.4. Instructions, the RFP states that the email must be under 8mps and if not, to split the presentation into sections under that threshold. Are we able to provide a dropbox or wetransfer link in the email instead? Or must the proposal be attached?

Answer: proposals are to be submitted via email as an attachment to the email.

Q149. In C.3.1 Qualifications, can you provide examples of ways we will be asked to support the Canadian and Mexico markets? What percentage of time/how much of the total budget do you anticipate will be focused on Canada and Mexico?

Answer: we do not have this detail at this time. The focus is on the US market.

Q150. In C.3.2 Core Services, what current partnerships do you have in place?

Answer: DC works with provincial marketing organizations ("PMOs"), destination marketing organizations ("DMOs") and small and medium-sized enterprises ("SMEs") across Canada.

Q151. In C.3.2 Core Services, how many events per year will you require the agency to staff on your behalf?

Answer: Go Media, IMM, RVC and opportunistic events.

- Q152. In C.3.2 Core Services, how many media events per year outside of IMM, GO Media and RVC will you require the agency to execute or support? Will the registration fees and costs of executing these events come out of the PR budget?
- Answer: outside Go Media, IMM, and RVC, DC does engage in opportunistic media events like Travel Classics. Registration costs are covered by DC. Costs to execute the events are incorporated into the annual retainer fees with a defined scope of work for the year.
- Q153. In C.3.2 Core Services, will you require a French speaker on the account?
- Answer: no, a French speaker will not be required.
- Q154. In C.3.2 Core Services, how many journalists do you expect to host annually - both on group trips and individually?
- Answer: this is largely dependent on the channel strategy and tactics selected to deliver on the US Business objectives.
- Q155. Are press trips covered by individual hotels and DMOs, or should the agency factor those costs into our budget?
- Answer: the agency does not need to factor these costs into their budget.
- Q156. Does DC have a relationship with AirCanada to cover flights for press trips, or should the agency factor flights into our budget?
- Answer: the agency does not need to factor these costs into their budget.
- Q157. Should the agency factor into our budget costs for travel to client meetings, media missions, etc.? Or do you have a relationship with AirCanada to cover these costs.
- Answer: proponents should factor 3-4 planning meetings per year into their budget.
- Q158. Regarding the Average Monthly Time Commitment in F.1, are the roles listed in the chart provided as an example of how to staff the account or is that DC's expectation of how the agency will staff the account?
- Answer: the roles are provided as an example, and the agencies can also propose and provide information on how they will staff the DC account in order to deliver on DC's business objectives.
- Q159. In E.3.1 For Reference Only, are there any destinations that DC believes to be conflicts of interest?
- Answer: in response to question E.3.1, proponents are required to provide a list of any national, regional and municipal brands that they currently represent. Destination Canada does not have a definitive list of destinations that might represent a conflict of interest but asks that all proponents, in response to question E.1.8, detail processes and checks that they have in place to prevent conflicts of interests.

Q160. What are the top three talking points that you would like to see in media coverage?

Answer: the Global Tourism Watch research has identified the top driver of travel: 'Is a place I would be proud to tell people I have visited'

Followed by other focus drivers:

- Is a place where I can experience things I can't experience at home.
  - Support: Offers adventures that everyone can enjoy, which is connected to de-stressing.
- Has a unique culture that I would want to experience on a vacation.
  - Support: Has great historical and cultural experiences, and great dining and food experiences.
- Is a place that provides intellectually stimulating travel experiences.
  - Support: Cities have many great attractions to see and do, have great shopping and are great for exploring and soaking in the atmosphere.

Q161. Who are your official spokespeople for DC?

Answer: the Corporate Communications teams manages all access to Destination Canada spokespeople. If there is an opportunity for a spokesperson, it would be coordinated with Corporate Communications.

Q162. Do you have any celebrity partnerships?

Answer: DC works with a wide number of influencers and talent in conjunction with our publisher partners.

Q163. For a piece of coverage to be a "win", must it have multiple cities and/or provinces included in each article?

Answer: winning coverage should correlate to the delivery of DC's US business objective and new brand promise (section C2.2).

See section C2.1 for the Global Marketing business objectives. The US business objectives that cascade from the global objectives are:

Increase overnight stays in non-compressed areas in July and August.

Increase visitation in non-peak seasons — spring (May and June) and fall (September and October).

Increase revenue by investing in niche verticals (ski, LGBTQ+, angling, luxury, and culinary).

Increase spend by US business travelers.

Q164. What was your best piece of coverage last year and why?

Answer: in 2018, DC had 3B in reach across 400+ editorial pieces and in 2017 DC secured 300+ stories and 1.2B in earned reach. Top coverage saw significant reach across our target audience and built awareness and consideration for Canada.

<https://www.lonelyplanet.com/travel-tips-and-articles/best-places-for-a-second-go-at-lifes-firsts/40625c8c-8a11-5710-a052-1479d275765c>

<https://www.10best.com/interests/vacation-ideas/why-you-need-to-consider-a-visit-to-charming-quebec-city/>

<https://www.nytimes.com/interactive/2018/travel/places-to-visit.html>

<https://www.nytimes.com/interactive/2018/01/25/travel/what-to-do-36-hours-in-alberta-calgary-canada.html>

Q165. Does DC pay influencers are do you work only on barter?

Answer: DC works with a wide number of paid influencers and talent in conjunction with our publisher partners.

Q166. What type of press coverage was missing last year that you would like your new agency to focus on?

Answer: coverage in 2020 will shift to a new target audience that will enable DC to deliver on the global and US business objectives. Please refer to section C2.

Q167. Is the incumbent participating in the NRFP process?

Answer: as described in section I.15 of the 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.

Q168. You specify that we must have an office in one of the major US cities. We are based in New York Metro area but not New York itself. If this disqualifies us, please let us know.

Answer: this does not disqualify you.