



Strategic Plan



Overall Mission

Re-invigorate the association, driving the agenda forward with government, the media and public to bring greater value to members and increase member engagement and recruitment.



Pillars of Success



Government Relations



Public Relations and Communications



Stakeholder Engagement



Association Communications



Research and Board Support

Government Relations

Goal	Tactics
Intelligence gathering/Early Warning System	<ul style="list-style-type: none"> ○ Political monitoring and reporting to FDFA Board ○ Monitoring of committees, debates, and government announcements for issues relevant to FDFA ○ Advocacy articles for relevant internal publications/newsletters
Establishing Relationships	<ul style="list-style-type: none"> ○ Coordinate meetings to reintroduce FDFA and its role in Canadian tourism with key departmental officials at CBSA, Transport Canada, Destination Canada, Finance Canada, Health Canada, and Statistics Canada ○ Coordinate meetings to reintroduce FDFA and key issues with key Ministers' offices, including Small Business and Tourism, Public Safety, Finance, Health Canada, and Transport Canada ○ Launch ongoing awareness activities with Members of Parliament and Senators, including those on key committees (Finance, Industry, Public Safety), border MPs, and those involved in the parliamentary tourism caucus ○ Produce and distribute regular issue papers, newsletters and updates to MPs and Senators
Grassroots mobilization	<ul style="list-style-type: none"> ○ Coordinate MP store visits during parliamentary breaks for member stores ○ Design grassroots activity kit to provide resources to individual members to engage with decision makers ○ Pushpolitics Digital Advocacy tool to encourage direct emailing of MPs and Senators by stores and customers
Stakeholder Relations	<ul style="list-style-type: none"> ○ Ongoing outreach with key FDFA partners (RCC, TIAC, Chambers of Commerce, etc.) to identify areas of mutual interest and coordinate common responses where possible ○ Engage with stakeholders to highlight FDFA perspective and need for additional support where applicable ○ Identify new stakeholders/allies and develop new strategic partnerships (e.g. tourism providers)

Government Relations

List of Priorities

1. VRP
2. Alcohol Labelling – CFIA
3. D-Memos review
4. Duty Free Fuel

Government Relations – Main Issues

Visitor Rebate Program

1. Conduct post-hill day follow ups – **On-going**
2. Conduct survey on impact of VRP cancellation with the membership- **On-going**
3. Develop Policy proposal and send VRP package to : **July**
 - a. Minister of Finance
 - b. Minister of Tourism
 - c. Parliamentary Secretary – Alaina Lockhart
 - d. Conservative critics- Blake Richards and Dane Lloyds
 - e. NDP critic- Gord Johns
 - f. Finance committee members
 - g. MPs with store in riding
 - h. Border MPs
 - i. Election Platform committees (Lib, Cons, NDP, Green)
 - j. Candidates in border ridings, ridings with store, candidates in major Canadian touristic destinations
 - k. Tourism Advisory Council
4. Media outreach (Op-Ed, tourism, local & community media)
5. Social media campaign – **June and over the summer**
6. Seek local elected official and community support
7. Grassroots outreach (PPP and Push Politics)
8. Partners outreach – **On-going**

Government Relations – Main Issues

CFIA – Alcohol Labelling

1. Conduct Hill Day follow up – **On-going**
2. Send letter to CFIA to inform them of our meetings with Health, Public Safety and Export Promotion and request follow meeting – **On-going**
3. Engage with CBSA (Charles Melchers) to send letter to CFIA regarding the export nature of duty and the requirements under the DF regulations and Customs Act – **On-going**
4. Follow up with Goodale's Office to send letter to CFIA and engage with Health Minister's office- **On-going**
5. Follow up with Minister Ng's office – **On-going**
6. Request a few MPs in Ontario with store in their riding to send letters to CFIA - **July**
7. Engage provincially with Ontario government and LCBO for localised solution - **July**
8. Grassroots outreach - **July**

Government Relations – Main Issues

CBSA- D-MEMOS

1. Develop Policy Paper – **June-July**
2. Engage with CBSA with policy paper – **On-going**

Government Relations – Main Issues

Duty Free Gasoline

1. Conduct thorough risk analysis - **Aug**
2. Conduct an economic impact study of duty free gasoline – **Aug-Sep**
3. Brief and survey membership support and capacity to accommodate fuel retail facility – **Oct**
4. Present findings to the membership - **Nov**
5. Develop engagement strategy – **Nov-Dec**