

GLOBAL
REACH
LOCAL
IMPACT

ARIZONA

OFFICE OF TOURISM

CANADIAN MARKET OVERVIEW

GENERAL COUNTRY PROFILE

POPULATION

2020: 37.7 MILLION

2021 PROJECTIONS:
38.18 MILLION

INFLATION RATE

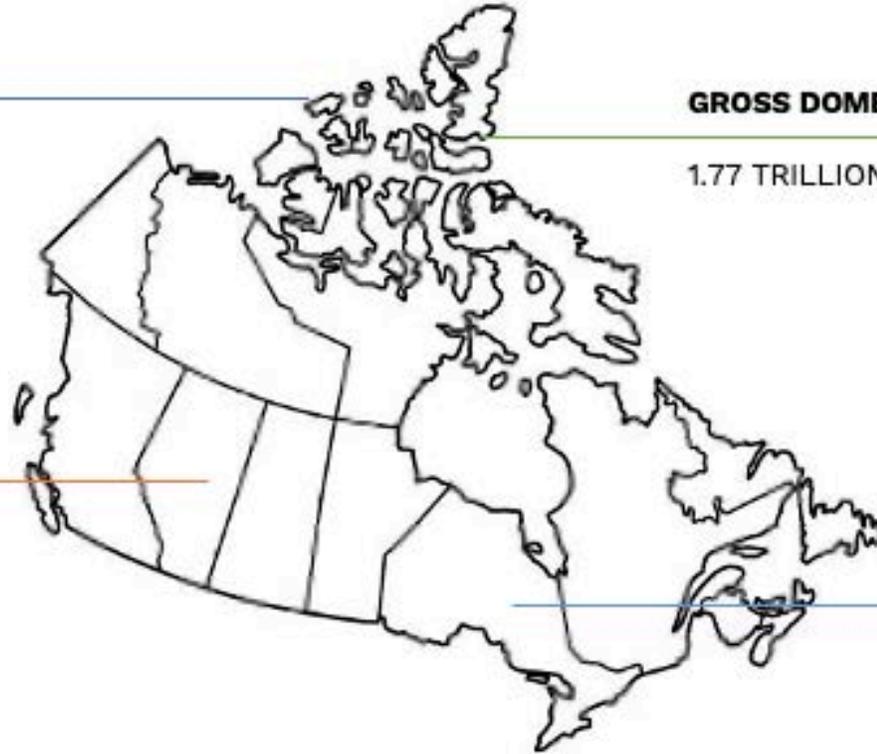
PRE-COVID – 1.6%

POST-COVID – 0.61%

2021 PROJECTIONS:
1.26%

GROSS DOMESTIC PRODUCT (GD)

1.77 TRILLION - JULY 2020



UNEMPLOYMENT RATE

PRE-COVID – 6.3% (RECORD
LOW)

POST-COVID – 13% AS OF JULY
2020

SNAPSHOT : CANADIAN ECONOMY

2019 at a Glance

- **Economic growth:** GDP growth after inflation projected to be 1.7 per cent this year and 1.6 per cent in 2020, second only to the U.S. in the G7 — no change from the spring budget. Outside experts were not predicting a recession.
- **Jobs:** Despite a loss of 71,000 jobs in November, **2019 recorded the highest number of jobs added this decade** — nearly 400,000.
- **Consumer Confidence:** Extremely strong throughout 2019, surge in housing market. Strong labour markets and modest growth in consumer spending.
- **Deficit:** Projected to be \$26.6 billion (including \$1.5 billion for "risk") — a jump of \$6.8 billion from the spring budget mostly due to pension and benefit adjustments, a new revenue agreement with Newfoundland and Labrador on Hibernia, compensation for dairy and canola farmers and the recently passed tax cut. Higher expenses were offset by \$1.7 billion in higher tax revenues.
- **Debt:** The debt-to-GDP ratio is projected to rise slightly to 31 per cent for 2019-20 and then fall again in 2021-22.

Source: <https://www.cbc.ca/news/politics/finance-minister-to-deliver-economic-update-today-1.5397273>

Q1 2020 at a Glance

- Canada placed in the **top 10 economies worldwide** by two major publications: Swiss-based IMD & Center for Economic and Business Research
- Unemployment Rate: in February 2020, **Canada was holding steady at record-low unemployment levels (5.5%)**. Lowest unemployment rate since Statistics Canada started publishing data in 1969. The country's percentage was under 6% from May 2019 through February 2020.
- Consumer Confidence: After falling in December, the national consumer confidence rating increased in both January (114.1) and February (120.6) - **the highest it has been since July 2019 and sits 9.0-points higher than it was in February 2019.**

SNAPSHOT : CANADIAN ECONOMY

Post-Covid - Recovery

- Since June 16, 2020, Canada has reported under 400 cases per day – July 7, 2020 reported the lowest number of cases per day across Canada with 232 cases.
 - All provinces have reached at least Phase 2 of reopening – **Canada ranked one of the safest countries in the world during COVID-19 pandemic.**
- The Government of Canada and the Bank of Canada have engaged in **unprecedented stimulus efforts**, totalling over \$300 billion CAD to support spending and economic recovery.
 - Federal Government announced emergency wage subsidy program extended to December 2020.
- Exchange rate: **\$1.308 CAD** on July 6th. This is down from a year earlier. After reaching a multi-year low on March 20th, 2020 the \$CAD has been **steadily increasing**.
- **GDP:** GDP in Canada is expected to reach 1760.00 USD Billion by the end of 2020, according to Trading Economics. In the long-term, the Canada GDP is projected to trend around 1810.00 USD Billion in 2021 and 1800.00 USD Billion in 2022. Per capita GDP is \$47, 931 (17th in the world).
- **Unemployment Rate:** Currently at 13.7% (June figures from Statistics Canada) the number takes into account 1.2 million Canadians that re-entered the “job market” in June when they chose not to receive the government funded CERB program that was launched to financially support affected Canadians during the pandemic. The subsidy program was recently extended by 8 weeks, through the end of August.

OUTBOUND CANADA: 2019 & Q1 2020

2019

Canadians made 20.3 million overnight trips to the U.S. throughout 2019, compared to almost 20.0 million in 2018.

Q1 2020

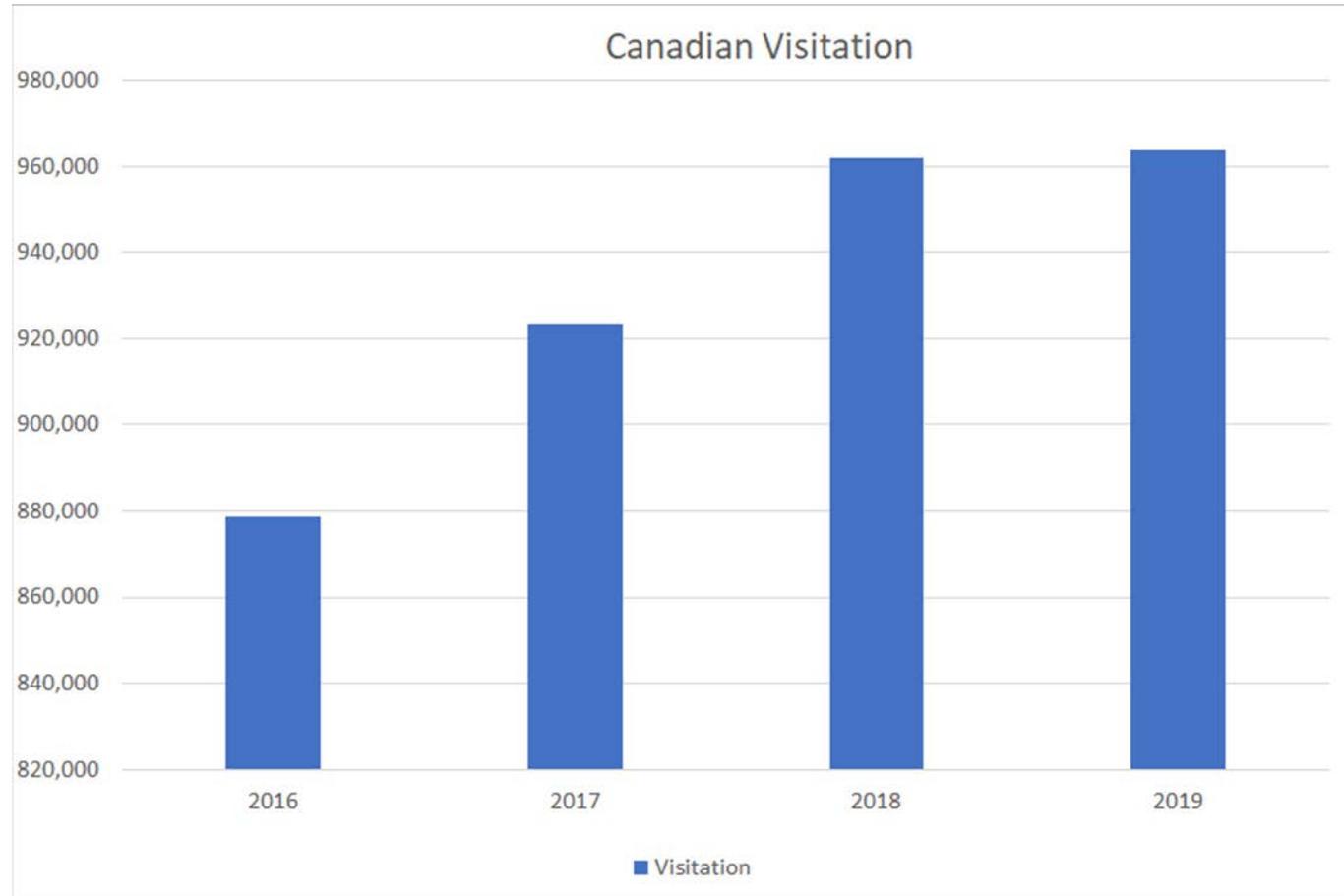
Canadians made 4.2 million overnight trips to the U.S. during the first quarter of 2020, compared to 4.7 million in 2019. At the same time, travel by other modes decreased 37% in March due to Covid-19 and government regulations.

Early indicators of travel volumes for March show that **prior to the border closures, the number of outbound Canadians was tracking similar to, or higher than, the same period in 2019.**

This trend changed drastically during the second half of the month. While the data is not reflective of all ports of re-entry, U.S. land crossings by Canadians fell 44.8% compared to March 2019 - as a result of travel restrictions.



OVERVIEW CANADIAN VISITATION - ARIZONA



AIR LIFT FROM CANADA - 2019 & 2020

2019

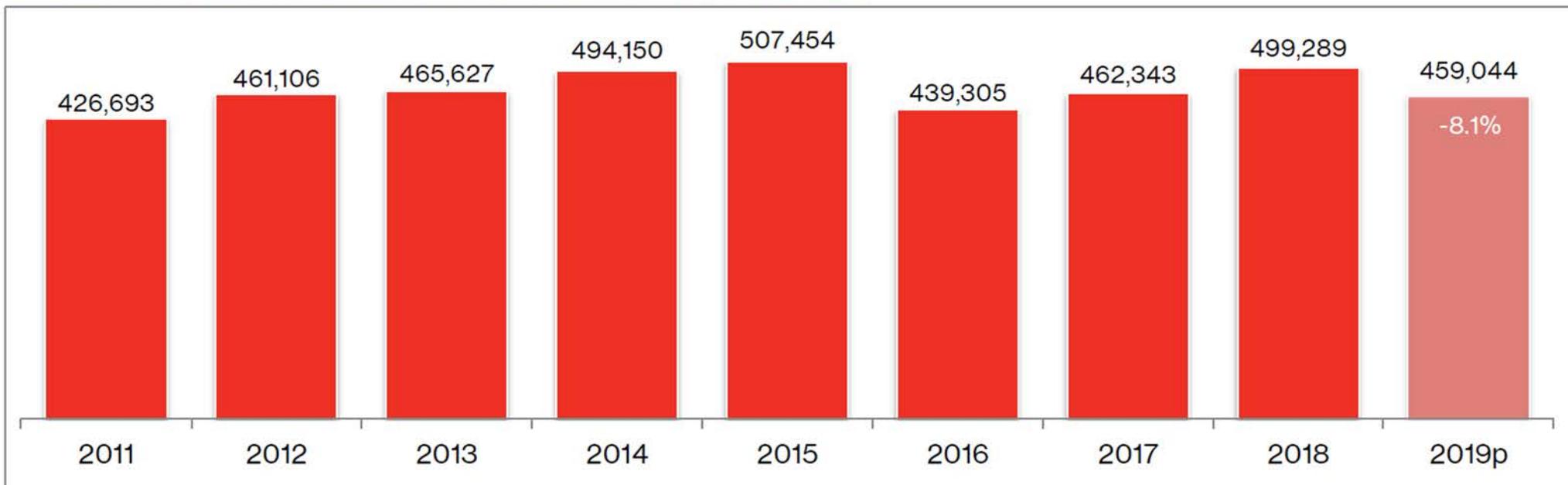
- In 2019, there were 443 thousand direct arrivals from Canada at PHX (-9.4%) and an estimated 15 thousand arrivals at AZA (55.6%).
- Compared to 2018, overall passenger activity in the area fell -8.1%
- **During the year, direct capacity to PHX decreased -7.5% due primarily to a reduction of 44 thousand direct seat by American Airlines. In addition, WestJet reduced direct service to PHX, but added capacity to AZA**

2020

- Following a 20% decline in arrivals in January and February, there was a 66% drop in activity in March, **primarily due to the US Canada border closure**
- The first quarter of 2020 recorded 119 thousand direct deplanements at PHX and AZA, a 36% decrease compared to 2019.
- Service increases are expected in the third quarter (Vancouver - Phoenix route will pick up again twice weekly in the first week of August) however ongoing travel restrictions and route suspensions are estimated to result in a 38% decrease in arrivals throughout the year.

2019 CANADIAN DIRECT AIR ARRIVALS

Direct Air Arrivals from Canada to the Phoenix Area (PHX & AZA)



Source: Sky Harbor Airport, US BTS, CBoC estimates

ANNUAL SEAT CAPACITY BY CARRIER 2019

Annual Seat Capacity by Carrier (PHX and AZA)

2019	Air Canada	American*	Flair	WestJet**	Total Seats	% change
January	20,564	8,220	4,782	38,179	71,745	8.0%
February	18,938	6,608	3,883	35,518	64,947	3.0%
March	21,650	7,316	2,841	40,457	72,264	-1.8%
April	21,318	7,080	0	33,586	61,984	1.9%
May	13,360	5,112	0	11,164	29,636	5.7%
June	6,632	4,800	0	8,851	20,283	-10.2%
July	6,572	4,960	0	7,901	19,433	-15.5%
August	6,572	4,960	0	7,849	19,381	-13.3%
September	8,148	4,768	0	9,325	22,241	-9.0%
October	15,584	4,960	0	17,929	38,473	-6.5%
November	21,608	3,360	0	30,420	55,388	-10.8%
December	21,796	0	0	30,122	51,918	-25.5%
Total 2019	182,742	62,144	11,506	271,301	527,693	-5.3%
Total 2018	169,656	106,443	2,736	278,449	557,284	5.9%

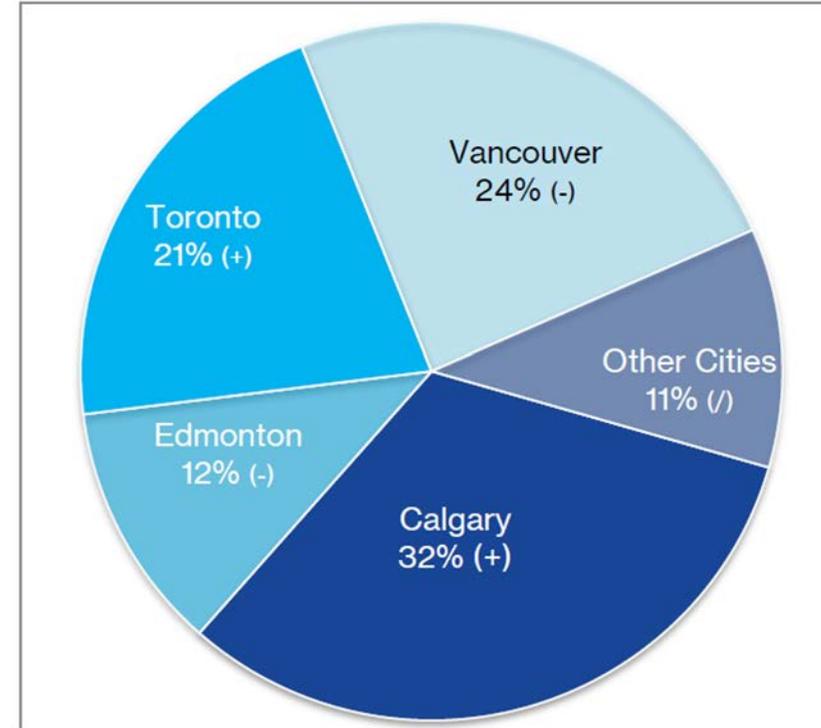
Source: US BTS, OAG, CBoC estimates. *American Airlines includes Mesa Air. **WestJet includes Swoop.

CITY OF DEPARTURE

Direct Passenger Arrivals by City of Departure

Jan-Dec	2018	2019	% Change
Calgary	138,696	142,193	2.5%
Edmonton	65,266	51,099	-21.7%
Kelowna	5,306	5,674	6.9%
Montreal	12,168	17,956	47.6%
Regina	10,017	7,302	-27.1%
Saskatoon	10,139	7,649	-24.6%
Toronto	95,163	92,855	-2.4%
Vancouver	137,495	108,341	-21.2%
Winnipeg	15,042	10,423	-30.7%
Subtotal PHX	489,293	443,492	-9.4%
Subtotal AZA	9,996	15,552	55.6%
TOTAL	499,289	459,044	-8.1%

Share of Arrivals at PHX by City of Departure



August 2020 - two flights weekly from YVR (Vancouver) to PHX

TRAVEL MOTIVATION & PLANNING

- **Drive Market to rule 2020:** 85% of those that indicated they are going to travel, will do so via automobile or RV
 - As of today, the deadline for border closure is July 21, 2020 - highly likely that border closure will be extended into August
 - Over 50% of CAA members intend to go on summer holidays this year
- Travel & airline activity at-a-glance
 - **Travel agencies across Canada started reopening as of June 15th**
 - Due to a **spike in demand** in June, both WestJet and Air Canada announced that as of July 1st, they will no longer block the sale of the middle seat on their aircraft. All seats on their planes will now be available for sale.
 - Air Canada: operating flights to 65 destinations this summer, including to 12 US cities in June and 5 more as of July/August - **Vancouver-Phoenix scheduled twice weekly beginning August 2nd**
 - West Jet: to operate flights to 45 destinations this summer; 5 of those to US destinations including Atlanta, Las Vegas and Los Angeles.
- Conference Board of Canada - Summer Intentions Report
 - Overall, just 45% of Canadians are planning to take a leisure trip in the coming months,
 - Of those planning a trip, less than one-third intend to leave the country (31%), while 65% are planning to travel domestically.
 - If travel restrictions are eased and a conservative portion of previous travellers who are currently uncertain about their summer plans change their minds, overall travel intentions could increase to 50% to 60%.
- Travelweek conducted a survey of Canadian travel agents in late April.
 - Amongst the results, travel to the US was at #2, just below domestic travel in Canada
 - Re: demographics. Agents expect millennials and Gen Xers to start travelling first.
- On average, Canadians have 3 weeks of vacation time and tend to take at least one week for a winter getaway and at least one week for a summer getaways
 - Sun destinations are the destination of choice for winter holidays plus the continental US for summer holidays
- Many schools and corporate companies are allowing staff to work remotely for the rest of 2020 and early into 2021
 - **This is a huge opportunity for people to take advantage of working vacations**

MARKET INSIGHT

- History has proven that Canada has always come back full force into the USA following any crisis

Brand USA puts Canada at the top of its target list, post COVID:

- Brand USA says Canada will be first in line when they're ready to market to international travellers again
- **Brand USA's Vice President, Research & Analytics Carroll Rheem claims:** "there are lots of things that make Canada top of the list," she says, including that "People are going to be looking to travel closer to home, and that just makes sense for Canada; and there is going to be an opportunity for a drive market."
<https://travelindustrytoday.com/whenever-whatevercanada-will-be-first-for-brand-usa-post-covid/>



TOP TRAVEL TRENDS FOR 2020-2021



Drive-To Destinations

With apprehension around long-haul travel, Canadians will book vacations and road trips that are closer to home. RV and used car sales have gone up significantly. Road based vacations to smaller centers will be popular.



Nature & Outdoor Adventure

Canadians will be seeking more options to stay outdoors – curated wilderness experiences and mixed offerings, such as agritourism and ecotourism.



Safety & Cleanliness

Reassurance and transparency in the safety and cleanliness practices being taken by all levels of tourism within a destination will play a significant role in traveller decision making.



Exclusive Access & Remote Travel

Once the borders open, we expect more demand for high end destinations, private tours, private access to attractions, escapes to remote locations, traditional rural and seaside towns.



Deal Seekers

Many Canadians (of every economic status) will be searching for the best possible deals and saving opportunities as well as value ads as they book travel.



Working Vacations

On average, Canadians have 3 weeks of vacation time and tend to take at least one week for a winter getaway and at least one week for a summer getaway. As Canadians are working from home, they are keen on exploring opportunities to work in the sunshine.



Family & Friends Travel

Reconnecting with friends and loved ones will be a primary travel motivator for many Canadians.



Increased interest in Sun Destinations

Canadians are beginning to plan their fall and winter vacations. Many were not able to enjoy spring break and will be keen to recoup that time in the sun.

CANADA MEDIA LANDSCAPE AND OPPORTUNITIES

Media Survey Conducted by Reach Global:

- Select media open to travel when borders reopen pending safety and cleanliness protocols
- Open to travel before end of 2020 pending government restrictions

Stories Angles of Interest:

- **Safe Destinations** – what are regions doing to protect customers, which regions are implementing new policies and procedures
- **Culinary & Beverage** – new trends, unique adoption of rules and restrictions, at-home recipes and cooking tips, etc.
- **Sustainable Travel** – reducing carbon footprint, budget-conscious, etc.
- **Lesser-known Locales** - avoiding mass groups, unique experiences, rural exploring
- **Traditional/Charming Towns** - family fun while maintaining social distancing

Major Changes to Publications:

- Some media channels are moving to digital only
- Some travel sections closed until borders reopen
- Stories focused around the outdoors – avoiding major metropolis

Opportunities Moving Forward:

1. **Crisis Management** - build Crisis Communication plan, safety & security for Canadian travelers
2. **Start pitching now** to secure availability in media calendars for travel in Winter 2020 and into 2021
3. **More solo press trips** – Recommendation: no group FAMs until 2021
4. Looking for **creative and innovative virtual travel** stories – above and beyond the standard
5. **Leverage local celebrities and tastemakers** to excite consumers and media
6. Confirm details around **destination policies and procedures** – formal safety documents and coverage agreements
7. **Virtual desksides and events/mission** for Winter 2020-2021

CANADIAN PR RESULTS: 2019-2020

- **22,255,288** Media Impressions
 - 17 Print Articles
 - 4 Broadcast Segments
 - 38 Online Stories
- **\$3,397,882** in Publicity Value
- **10** Top-Tier Media Visits
 - Calgary Herald
 - Toronto Sun
 - Vancouver Living
 - Le Bel Age
 - La Presse
 - CTV Ottawa

Press Trips postponed until border reopens & travel resumes:

- 1. Globe & Mail – Angela**
Angle: Horse inspired trip “in the eyes of a child”
- 2. Hello! Canada – Caitlan Moneta**
Angle: Celebrity ties, luxury travel, Arizona overview
- 3. Freelance – Diana Ballon**
Angle: lesser known areas
- 4. Le Devoir – Gabriel Anctil**
Angle: Grand Canyon
- 5. Freelance – Barry Choi**
Angle: Family Travel

CANADIAN PR RESULTS: PRINT

SATURDAY, OCTOBER 14, 2016 | THE GLOBE AND MAIL | 12



The canyon less travelled

The Grand Canyon attracts millions of visitors each year, but its North Rim offers a chance for quiet and solitude away from the big crowds.

Most people camp on the rim of the Grand Canyon, but the North Rim offers a chance for quiet and solitude away from the big crowds.



It's a little while before the sun sets over the canyon, and the stars begin to appear in the dark sky. The air is cool and the silence is profound. This is the North Rim of the Grand Canyon, a place where the world's most famous natural wonder is less crowded and more peaceful.

It's a little while before the sun sets over the canyon, and the stars begin to appear in the dark sky. The air is cool and the silence is profound.

06 SATURDAY, OCTOBER 10, 2016 VANCOUVER SUN



TIME TO ROUND UP THE KIDS FOR AN ARIZONA ROAD TRIP

From outdoor activities to child-centric museums, state boasts plenty of star attractions



It's time to round up the kids for an Arizona road trip. From outdoor activities to child-centric museums, the state boasts plenty of star attractions.



The artist's daughter roped a horse one of her favorite memories. It was a special moment for her, and she'll never forget it. The experience was unforgettable, and she'll cherish it for the rest of her life.

It's a little while before the sun sets over the canyon, and the stars begin to appear in the dark sky. The air is cool and the silence is profound.

58 | WESTJET MAGAZINE



Collector's Item
Collectible sculpture

I check my mailbox, slip on the SPF 50 and adjust my aviators as get ready for an autumn walk along the banks of the Red River just north of Winslow, Arizona. Before we get to the river, I'm given a pair of gloves, a garbage bag and a long-trimmed brush with pliers on the end. After a quick safety briefing, we're off.

I'm going plogging with a bunch of women in a residential area, one time zone and a whole lot named Arizona.

It's a little while before the sun sets over the canyon, and the stars begin to appear in the dark sky. The air is cool and the silence is profound.

It's a little while before the sun sets over the canyon, and the stars begin to appear in the dark sky. The air is cool and the silence is profound.

WESTJET MAGAZINE

TAKING IT EASY IN WINSLOW



Winslow, Arizona, is a town with a rich history and a vibrant community. It's a place where you can take it easy and enjoy the beauty of the desert.

It's a little while before the sun sets over the canyon, and the stars begin to appear in the dark sky. The air is cool and the silence is profound.



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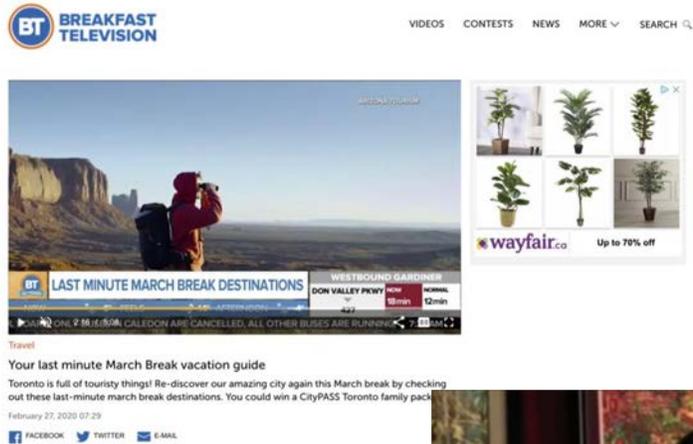
Globe & Mail

Vancouver Sun

EnRoute Magazine

Clin d'Oeil

CANADIAN PR RESULTS: BROADCAST



BT
Toronto



CTV Ottawa

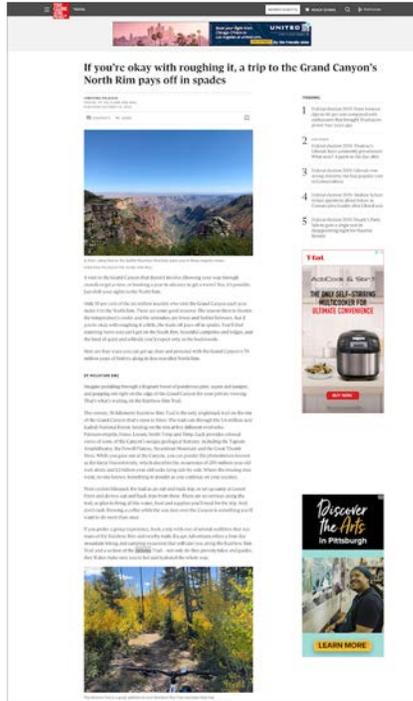


BT Calgary



BT Montreal

CANADIAN PR RESULTS: ONLINE



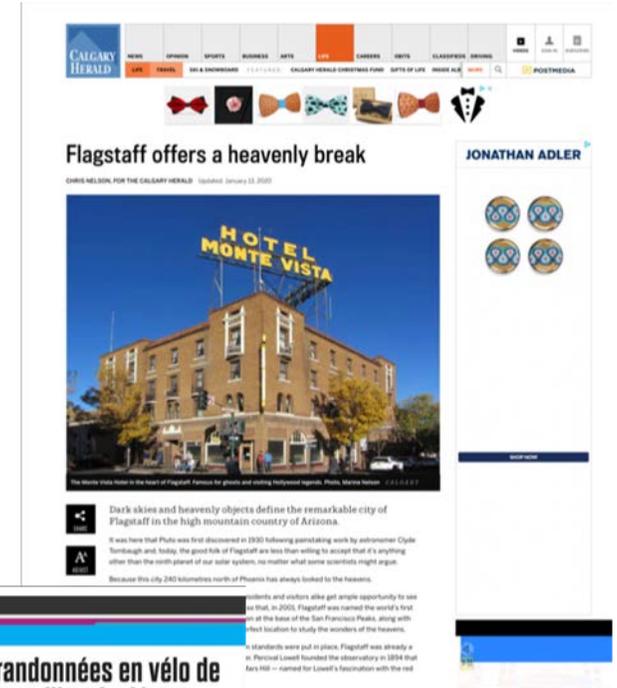
Globe & Mail



Travel Pulse Canada



EnRoute



Calgary Herald



Le Journal de Montréal



CANADIAN PR RESULTS: CRISIS COMMUNICATIONS

TRAVEL PULSE CANADA

COVID-19: OUR APPROACH TO SAFETY AND FLEXIBLE OPTIONS FOR TRAVEL.

Looking Ahead: Debbie Johnson, Arizona Office of Tourism

Debbie Johnson, Director, Arizona Office of Tourism

How are you hanging in, adjusting to the new routine?

Like most of us, my new routine has taken a little bit of adjustment, but overall I'd say it's going well! On the positive side, I'm much closer to the coffee pot. But on the negative side, I'm also much closer to the chocolate! The main thing I miss about not being in the office is not being as close to my great ADOT team.

Travel Pulse Canada

Today's Parent

Get one of Canada's lowest mortgage rates 1.99%

Can't leave the house? Take the kids on a virtual vacation

These destinations are offering virtual travel experiences you can enjoy from your couch.

By Simone Oliveira

Hands up if your kids have cabin fever? Being stuck at home on a normal day can be tough, but pair that with self-isolation and adventure-seeking kids and everyone's likely craving a little escape. Thankfully, some of the most exciting destinations across the globe have your family covered.

These virtual "field trips" are a great way to take a break from the day-to-day grind, and may even inspire you to start planning your next family vacation (once it's safe, of course).

Arizona

Overlook the desert on a virtual hike through the Grand Canyon or take in the Montezuma Castle National Monument built and used by the Sinagua people, a pre-Columbian culture closely related to the Hohokam and other indigenous peoples of the southwestern United States, between approximately 1100 and 1425 AD.

Today's Parent

DRIFT

Wellness Retreats for Serious Wellness Seekers

Life is here. Slow down and channel your inner zen by exploring these amazing wellness retreats from your home sanctuary.

Arizona

Canyon Ranch Tucson - Founded in 1979 as a pioneering luxury resort, Canyon Ranch® in Tucson redefined health by unifying mind, body and spirit. In the striking Santa Catalina Mountains, you'll quickly feel the healing energy that surrounds you. Experts in every facet of wellness help you create a healthy living plan for your Tucson spa vacation - and for life. Learn new ways of exercising, eating, thinking and relaxing. Discover personal pathways that lead to a place you long to be.

CIVANA Wellness Resort & Spa - Nestled in the Sonoran Desert, just outside Scottsdale, CIVANA is a new destination wellness resort that offers a regenerating experience to a wide audience of wellness travelers, as well as those simply looking for a serene and healthy get-away. They do this through four pillars: Movement, Spa, Nourishment, and Discovery.

Miraval - Since 1995, Miraval has offered unique, experiential journeys and personal wellbeing treatments. Miraval's core is mindfulness, and its motto, "life is better when in balance", guides each visit. Activities include fitness, meditation, yoga, wellbeing, equine, hiking, biking, and metaphysical exploration. At Miraval Arizona, they have reduced their carbon footprint by nearly 25% since 2005 by using innovative methods and materials to create environmentally healthy, high-performance buildings.

DRIFT Travel

TravelLife

SWITCH STORIES - REGIONAL - 107 PAGES

From Geneva to the Red Sea to the Corners of Environmental, Rishi Kalyan

Rich and airy shaved pork sits perfectly with a med of tender lamb leg and pork to melt up all the fatty goodness. The key to this dish is the use of a perfect family treat for the weekend. It is all we could come for. At the Tucson's top end of dining.

SWITCH STORIES - REGIONAL - 107 PAGES

GNOCCHI CON FUNGHI

From Chef Lisa Debi's cookbook The Blue of Life

Not only is it a big, plump finger-licking cream sauce for your favorite type of pasta, it's equally suitable for lovers of the food for a gourmet dish.

SWITCH STORIES - REGIONAL - 107 PAGES

From Top of Florida Cafe

For a slightly different take on a classic dessert, try the signature Blue of Life. The combination of the juicy grapefruit alongside the cream of pomegranate sauce is the most satisfying marriage of textures and flavors.

TRAVEL LIFE SPRING 2020 | 31

TravelLife



CANADIAN TRADE ACTIVITIES & RESULTS

Newsletter E-Blasts

Distributed to 17,947 travel professionals in Canada

Stargazing Across Arizona

- Opened 20%
- Clicked 2.1%

Water adventures in Arizona

- Opened 13%
- Clicked 1.6%

Spring Deals in Arizona

- Opened 14%
- Clicked 2.6%

Arizona Winter Deals & Getaways

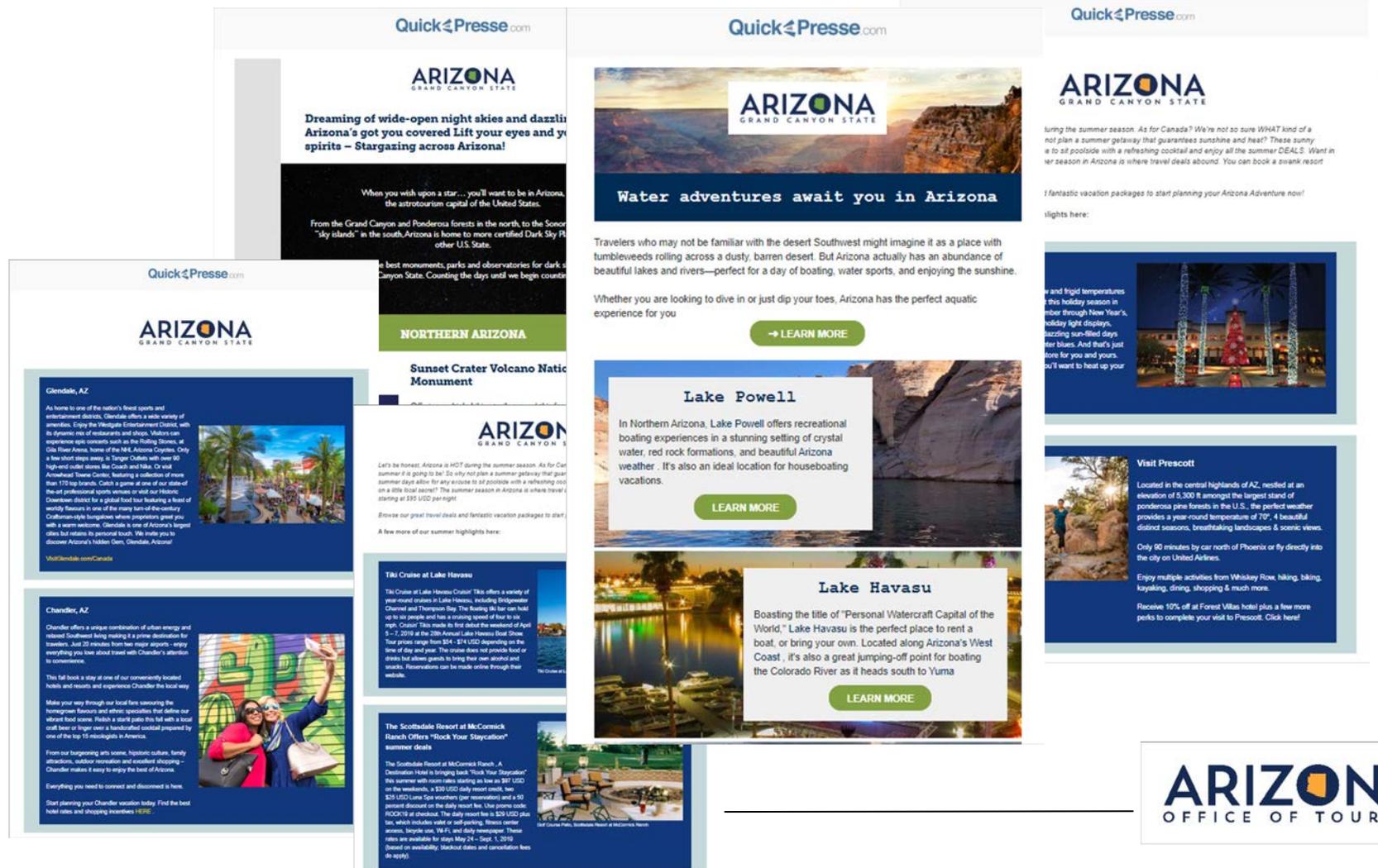
- Opened 15%
- Clicked 2.5%

Arizona is falling for Canada with these cozy deals

- Opened 19%
- Clicked 0.7%

Dive into summer with Arizona Travel Deals

- Opened 16%
- Clicked: 0.8%



CANADIAN TRADE ACTIVITIES & RESULTS

Events & Trainings

Eastern Canada Sales Mission

2 events & 5 trainings reaching over 60 travel professionals

Travel Brands Training

49 Agents

Recovery trainings

Through our relationships in market the Arizona team was able to secure the following trainings despite most agencies being closed to business and most agents laid off or on reduced schedules from March through June:

Carlson Wagonlit, Travel Only, First in Service, Expedia CruiseshipCenters, Travel Masters, CAA South Central

Open Arizona Webinar

45 agents from various agencies across the country

Key Performance Indicators

- Trade Leads
 - Goal 2019-2020:332
 - **Total Achieved: 363**

CANADIAN MISSION

Total Budget: \$35,000 CAD

Goal: To educate, excite and inspire travel media in two of Canada's largest markets: Ontario & Quebec about Arizona's key offerings including 300+ days of sunshine, all year-round outdoor adventure, eclectic regional cuisines and unique hotel options.

Objectives:

- Increase awareness for Arizona and participating regional partners
- Encourage Canadian visitation and increase spend for Arizona and participating regional partners
- Generate press coverage to promote Arizona and participating regional partners' key attractions
- Provide regional partners a platform to build and strengthen relationships with key travel media in Canada

Key Highlights:

- **Overall Arizona Branding** – To enhance the experience and bring the spirit of Arizona to life, Reach Global arranged for succulents & cactus décor, Arizona Sunshine to Share branded napkins, and on-site signage to inspire social media conversation.
- **Partner Display Table** – To highlight key partners and must-visit locations, Reach Global arranged for 6 table displays to profile: Scottsdale, Mesa, Prescott, Peoria, Salt River, and Arizona Office of Tourism. Each table was branded with informational materials for guests to explore each region.
- **Live Art Activation** – To create on-site buzz and excitement, and generate social media conversation, Reach Global commissioned two artists to produce custom Arizona artwork and paint them throughout the event. The original pieces were contested out to guests based on social media posts using #VisitArizona.
- **Arizona-inspired Cuisine** – To highlight Arizona's unique cuisine including TexMex creations, Reach Global customized the event menu to include signature dishes like the Sonoran hot dog, tacos, guacamole, and a prickly pear margarita.

Media & Trade Attendance:

- Toronto: 22
- Montreal: 17

Media Coverage:

- [PAX News](#)
- [Travel Pulse Canada](#)
- [Travel Pulse Quebec](#)



Plan for Success Recovery

1) Meaningful Relationships Matter

Now more than ever, the focus towards cultivating deeper, more meaningful relationships with customers, media, influencers and relevant stakeholders is imperative to ensuring long-term satisfaction and brand loyalty.



2) Tell Relevant, Authentic Stories and Support Your Community

Brand campaigns must speak to the realities of the pandemic. Life has changed. How is your product relevant today? Additionally, this is the time to enhance Corporate Social Responsibility and offer compelling propositions in support of your community.



3) Respect Social Distancing & Provide Access to the Extraordinary

The “new normal” brings unique opportunities to offer virtual experiences and to enhance intimate social gatherings. Bringing experiences to life and providing access to experts within the comforts of one’s home will be crucial in 2020 and beyond – how-to with chefs, DIY spa day with aestheticians, at-home parties with DJs, etc.



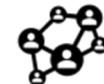
4) Make Digital Your New Best Friend

Enhancing digital connectivity can accelerate recovery. Building a custom plan to expand your online presence allows your brand to reach customers online – no matter what stage of physical distancing we’re in.



5) Customize Your Brand - No More Status Quo

The world has changed. The time to reinvent is now. Evolving and innovating your products and services is essential to relaunch your brand into the new “normal”.



Thank You

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ARIZONA
OFFICE OF TOURISM