

# Destination Canada: Navigating to the New Normal

## COVID-19 PLAN SUMMARY: RESPONSE, RECOVERY AND RESILIENCE

We are in uncharted territory as we navigate through the first global pandemic to occur in the age of the smartphone and heightened connectivity. As the destination marketing and research organization for Canada, we have a responsibility to mitigate the impact to our visitor economy through our response and proactive recovery planning. We are taking a phased approach of **Response, Recovery and Resilience**.

**Response (now):** Our response phase is focused on strategically shoring up resources, communicating with industry to understand their biggest challenges, collecting and distributing data and analysis that can help partners make decisions, and paving the way for eventual recovery.

Objectives:

- a. *Align DC resources for use in recovery and share plan with team*
- b. *Provide clear and helpful industry communications*
- c. *Create alignment of industry and government efforts*
- d. *Provide timely communications to the Shareholder*
- e. *Collect and disseminate integrated data to inform industry decision-making*

**Recovery:** During recovery, we will thoughtfully plan and build for a resilient visitor economy, including reimagining how Destination Canada meets the needs of a rapidly changing world.

Objectives:

- a. *Sales and marketing plans reflect industry and partner changes*
- b. *Plan for speed and scale: programs must consider condensed timelines and continued restraints on traditional execution*
- c. *Inspire Canadians to travel in Canada when it is safe to do so*
- d. *Our brand, Canada. For Glowing Hearts shows the world we have turned the corner*

**Resilience:** Investing in community-based tourism will enrich what we have to offer as a country while distributing the benefits of a visitor economy to more Canadians. And those benefits are not just economic. Nuanced, thoughtful, community-based tourism lifts up culture, art, community confidence and pride, and ultimately, innovation. That kind of resilience will differentiate Canada in the global marketplace.

Objectives:

- a. *Replace lost demand from the previous period with a continued focus on domestic audiences and other markets as signals indicate*
- b. *Balance pent up demand with compression relief activities*
- c. *Incent international trade*
- d. *Strengthen industry's ability to weather future storms*
- e. *Educate stakeholders about the new normal themes, including the long-term business case for sustainability*

We do not know how COVID-19 will unfold. We do not know how long or how deep its impacts will be. But we do know we live in a beautiful country with cultures we cherish and communities we must protect. We have an incredible brand and a resilient industry that can overcome just about anything when we pull together. We must remain positive, pragmatic, and empathetic to the very real, very human things people are going through right now. We can do this. And we will come out the other side braver, smarter, and stronger. Let's show what we mean by **Canada. For Glowing Hearts**.