

COVID-19:

Response -> Recovery -> Resilience

... & Research



Our core approach to dealing with COVID-19's effects



We believe in tourism

It is not a matter of “if” we rebound, but how fast



We believe in Team Canada

How fast we rebound will be determined by how well we work together



It is a fluid & fast- moving situation

Flexibility is key moving forward, hence a “WIP”

Two distinct COVID-19 scenarios inform our work

Virus Contained:

summer season opens to domestic travel by July 1st, supply chain is mostly intact, travellers are responsive to appropriately targeted marketing content.

Virus not Contained:

physical distancing lasts until September, supply chain is substantially depleted and access remains impaired, travellers are not immediately responsive to marketing content of any kind.

What we do know

The domestic market will drive recovery:

- Potential for significant pent-up demand for leisure travel
- Short-haul travel will likely be the prominent driver of this rebound due to consumers' lingering wariness of booking long-haul trips

The consumer will be different:

- Spending patterns
- Priorities
- Even their world view

The industry we will be supporting will be different:

- Number, locations and type of accommodation available
- Number, locations, and type of experiences / attractions / restaurants / shops
- Flights, routes, seats, and airlines

DC's Overall Plan

COVID-19 has shown us that our industry can be derailed

Tourism is the intersection of economic, social, cultural and environmental systems

We are currently vulnerable to a shock in any one system

We have core vulnerabilities, such as:

- Our reliance on July and August to drive profit
- A lack of tools to address shocks (e.g., access to credit)
- Reliance on US for international volume

While we cannot stop these shocks from happening, we can control how we respond to these shocks

**In short, tourism
needs to become
more *Resilient***

Resiliency requires an industry re-built to be even stronger

We need to understand the resiliency and sustainability of the sector across:

- Economic factors
- Social factors
- Cultural factors
- Environmental factors

Our assets, businesses and systems should have strengths across many dimensions (geography, time of visitation, core draw – nature, people, culture), so that if one or more areas fail, the other areas can support.

Our long-term success will be defined by how can we re-shape our sector as we collectively respond to the aftermath of the pandemic.

Destination Canada | Phased approach to recovery

April 10, 2020



PHASE
1

Now to June 2020

Response

- Provide clear and helpful industry communications
- Create alignment of industry efforts
- Collect and disseminate integrated data to inform decision-making

PHASE
2

TBD depending on signs of recovery

Recovery

- Be ready to launch as soon as the time is right
- Inspire Canadians to travel in Canada when it is safe to do so
- Our brand, *Canada. For Glowing Hearts* shows the world we have turned the corner and reminds everyone of why they should choose Canada for their travel

PHASE
3

TBD depending on signs of recovery

Resilience

- Replace lost demand from the previous period with a continued focus on domestic audiences and other markets as signals indicate
- Balance pent up demand with compression relief activities
- Strengthen industry's ability to weather future storms

We are planning on 6 streams of research

Stream A. Economic Models assess total revenue, GDP, job losses, tourism businesses impacted, foregone tax revenue(total, by industry sub-segment, by province)

Stream B. Current Industry Impacts of COVID-19, as measured by revenue lost (domestic, by source market, by destination, by leisure & by business events)

Stream C. Recovery Signals. when, where and how markets will return

Stream D. Support to Domestic Marketing

Stream E. Community Impacts of COVID-19, including willingness to host visitors

Stream F. Changes in Consumer / Traveller Perceptions and Behaviours

Thank you!
Merci !



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