

# Destination Canada | Phased approach to recovery

April 10, 2020



	<b>PHASE 1</b> Now to June 2020 <b>Response</b>	<b>PHASE 2</b> TBD depending on signs of recovery <b>Recovery</b>	<b>PHASE 3</b> TBD depending on signs of recovery <b>Resilience</b>
	<p><b>Objectives:</b> Align DC resources for use in recovery and share plan with team. Provide clear and helpful industry communications. Create alignment of industry and government efforts. Provide timely communications to the Shareholder. Collect and disseminate integrated data to inform industry decision-making.</p> <p><b>Activities:</b></p>	<p><b>Objectives:</b> Sales and marketing plans reflect industry and partner changes. Plan for speed and scale: condensed timelines and continued restraints on traditional execution. Inspire Canadians to travel in Canada when it is safe to do so. Our brand, <i>Canada. For Glowing Hearts</i> shows the world we have turned the corner.</p> <p><b>Activities:</b></p>	<p><b>Objectives:</b> 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. Incent international trade. Strengthen industry's ability to weather future storms. Educate stakeholders about the new normal themes, including the long-term business case for sustainability.</p> <p><b>Activities:</b></p>
<b>Sales &amp; Marketing</b>	<ul style="list-style-type: none"> <li>Budget protection to address the pause to campaigns and programs.</li> <li>Team redeployment temporarily to reflect needs and resourcing.</li> <li>Sales market research and prospect analysis for Business Events sales team.</li> <li>Brand-aligned market messaging to support public safety.</li> </ul>	<ul style="list-style-type: none"> <li>Brand and content creation to enable quick activation.</li> <li>Messaging to Canadians informed by domestic research.</li> <li>Domestic campaign, inspiring Canadians to travel in Canada when it's safe to do so.</li> <li>Business Events re-entering the international marketplace.</li> <li>Review global sales agents model for efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Ambitious steps to drive increased demand for long-haul, interprovincial domestic travel.</li> <li>International marketing, leveraging key accounts to drive demand for travel.</li> <li>A new, global Business Events marketing campaign to differentiate Canadian destinations as 'centres of excellence'.</li> <li>Review our creative delivery model for external agency support balanced with an internal studio to rapidly build short turn-around projects.</li> <li>Rebuild and strengthen our Canadian Signature Experiences program.</li> <li>Federal priority content, highlighting rural, winter, culinary, Indigenous and inclusive tourism.</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>The impacts of COVID-19 on the visitor economy.</li> <li>Dashboard signalling when to relaunch marketing.</li> <li>Domestic industry intelligence on health of the sector.</li> <li>Business Events insights on the effects of COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing on the impacts of COVID-19 on the visitor economy as well as measure and report on the success of recovery tactics.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver research on the long-term investment growth opportunities for destination and other industry partners.</li> <li>Public-Private Partnerships research on best practices based on global case studies.</li> </ul>
<b>Government &amp; Corporate Relations</b>	<ul style="list-style-type: none"> <li>Government emergency response messaging transmission and industry support.</li> <li>Tools to support government decision making, with an emphasis on Regional Development Agencies.</li> <li>Documentation of our response for future learning and summits.</li> </ul>	<ul style="list-style-type: none"> <li>Align recovery vision with Federal priorities.</li> <li>Develop tools to support government decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Re-engage with federal tourism policy goals for destination development and rollout Tourism Investment Groups.</li> <li>New initiatives aligned with the goals of resilience in Business Events, Marketing and Trade launched.</li> </ul>
<b>Industry Partners</b>	<ul style="list-style-type: none"> <li>Industry support and pathfinding on supporting SMEs in the short/mid-term.</li> </ul>	<ul style="list-style-type: none"> <li>Partnership model review to develop more nimble ways for DC and partners to work together.</li> <li>Industry-facing communications, aligning with brand messaging to reinforce a Team Canada approach to sharing information and resources.</li> </ul>	<ul style="list-style-type: none"> <li>National outreach for relevant, authentic messaging.</li> <li>Destination Stewardship plan and framework.</li> <li>Resilience Think Tank.</li> <li>Industry and co-investor learning summits.</li> <li>Community Advocacy on the value of tourism to the local economy.</li> <li>Alignment of economic development, social and community groups etc.</li> </ul>