“Project Reset” is Ottawa Tourism’s strategic restart plan in response to the COVID-19 pandemic and is comprised of three chapters: Regroup, Reimagine, and Reset. While travel is paused, Ottawa Tourism is focussing on taking time to Regroup and strategize. We have also now begun to shift our efforts to Reimagine tourism in Ottawa and our organization’s role in supporting and promoting the destination, using this time to ensure the organization is best equipped to face the challenges of restarting the visitor economy and making data-led decisions. When the time is right, Ottawa Tourism will use these learnings to Reset tourism in Ottawa in a way that best supports our community and ensures a safe and warm welcome for our visitors.
### Mitigation
- Departmental action planning focused on recovery
- Undertaking scenario planning to ensure Ottawa Tourism is in a position to make strategic decisions on how to re-enter the market and is prepared to answer to the changing environment
- Pausing our destination marketing, while maintaining our social media presence with a more general destination message suited to the current tone
- Building a recovery signals watch card to track market recovery and travel patterns
- Reducing organizational costs where appropriate to preserve funds for restart marketing activities and development initiatives

### Strategic changes to the DMO
- Reimagining and exploring the structure and path of Ottawa Tourism to ensure the sustainability of our organization
- Repositioning Ottawa Tourism to be able to embrace the future of tourism
- Revisiting and readjusting Ottawa Tourism’s 5-year Strategic Plan
- Reviewing Ottawa Tourism’s mission, vision, and purpose
- Rethinking visitation strategies, messaging, value propositions, marketing tactics, and opportunities

### Ready to press “go” when the time is right
- Evaluating recent learnings and successes
- Implementing new reimagined strategic changes
- Supporting and embracing the new standard of travel
The COVID-19 pandemic is far-reaching and affects everyone. Tourism was one of the industries first hit and hardest hit and may very well be among the last to recover. Ottawa Tourism leads the effort to restart Ottawa’s visitor economy with a phased approach centred around a gradual, geographically-based easing of restrictions. The scenarios below reflect the expected market re-entry phases for tourism in Ottawa which range from lockdown to a “new normal” of unrestricted movement around the destination and the world. While the road forward may not always be linear, and we recognize the potential to move back and forth through these scenarios as the COVID-19 pandemic continues to evolve, we will continue to pivot our marketing efforts accordingly as restrictions loosen or tighten with time. Read more below about the reopening scenarios and Ottawa Tourism’s phased response.

*Note: Scenarios can move ahead or back at any time due to government direction*
### REOPENING SCENARIOS & PRIORITIES

<table>
<thead>
<tr>
<th>Lockdown</th>
<th>Locally restricted</th>
<th>Regionally restricted</th>
<th>Nationally restricted</th>
<th>Transborder restricted</th>
<th>Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel is virtually non-existent as residents continue to be asked to stay home where possible. Most businesses remain closed under city and provincial state of emergency restrictions.</td>
<td>Local stay at home orders have been lifted. Residents are keen to see their friends and families in outdoor settings and there is a rise in staycations. Some businesses have begun to reopen but are operating at reduced capacities.</td>
<td>City and provincial state of emergencies are lifted. Despite the ease in restrictions, inter-provincial travel remains low and is mainly comprised of VFR travel. Some businesses have begun to reopen but are operating at reduced capacities.</td>
<td>Canadians are free to move within the country, prompting a surge in domestic travel. Most businesses have now reopened and are abiding by the latest health and safety guidelines.</td>
<td>The CAN/US border reopens, prompting a surge in visitors from across the border. All businesses have now reopened and are abiding by the latest health and safety guidelines.</td>
<td>International travel resumes between countries who now have a handle on COVID-19. Initial demand is low while travellers become accustomed to stricter border protocols and post-travel quarantine measures.</td>
</tr>
</tbody>
</table>

### PHASE 1 - RESPONSE
- Advocate for our industry at all levels of government and with relevant agencies and organizations
- Consolidate and share information on assistance available to our members
- Research resident tourism sentiment, foster local pride and engage the local community on the importance of tourism to our region
- Gather research on visitor needs, expectations & sentiments in the 'new normal' to understand the new traveller

### PHASE 2 - REBUILD
- Slowly resume promotional and sales activities (continue selling the next five years 2021-2025)
- Evaluate our product mix & support innovation in visitor experience to adapt to the new reality/challenges
- Focus on local and regional visitors & start preparing for the later rebuild phases
- Educate the industry and the public on latest safety measures and restrictions

### PHASE 3 - RECOVERY
- Evaluate and reassess promotional activities based on visitor feedback of the destination
- Monitor restrictions and US and international travel intentions research
- Resume collaboration with international partners
- Regroup and take a long-term and wide-lens view at our organization’s strategy, planning and operations.