In the midst of a crisis, it’s impossible to know everything—things keep moving, and ripple effects are impossible to predict. However, there are things that can be known, and knowing them can help you make better decisions as you plan for your recovery.

In this module, we present five tools that can help you nail down some specifics about COVID-19 impacts:

- Your stakeholders—those partners you work with in the community, those tourism-related business owners, your elected officials, and others—will be a wealth of information about the specifics of what’s going on in your destination. Our tool will help you figure out how to implement and monitor a real-time system for gathering stakeholder crisis input that’s right for your community.

- Your destination is made up of assets, attractions, and ambassadors, and it’s important to understand how the ongoing crisis is likely to play out across these dimensions. What segments will be hardest hit? Will there be a seasonal or geographic component to how these impacts will be felt? We will help you get clear on what all this might look like for your destination.

- Your organization will likely feel the impacts of COVID-19 for a long time. This tool will help you organize your thoughts about what this will likely look like for your budget and your team.

- There are national signs Coraggio will be monitoring that will help us understand when tourism is likely to begin to return, but there will be local signs you can watch for too. In this tool, we share what our baseline “windsocks” are and how to use them to put your recovery plan into phases. We also guide you in thinking about what those local windsocks might look like for you.

- In the long-term, not every destination will end up worse off. The changes to travel preferences brought by COVID-19 might make your destination more attractive in some ways once people start traveling again. We’ll help you think through what these future opportunities might be for you.

For each tool, we’ve provided a bit of an introduction, some questions to help you decide whether this tool is right for you, and instructions for use of the tool.
**Stakeholder Engagement**

In these days where information, impact, and response can happen so quickly, it is paramount to keep your fingers on the pulse of what your partners are experiencing. Be it tourism-related business owners, elected officials, or others—the people in your network are a wealth of information about the specifics of what is actually happening throughout your destination. This tool provides some questions to investigate who your stakeholders are (have there been changes during the crisis?) and ways to establish a two-way communication channel with them. These communications will help you gather the input that’s right for your community as you shape, prioritize, and lead your destination into its next steps. This will also help you align your actions to those needed on the ground throughout your area.

**Is This Tool Right for My Organization?**
- Do you wonder if you are actively engaged with your partners, are aware of what is happening in their worlds, and know what they are seeking from you?
- Has your universe of stakeholders possibly shifted?
- Do you feel there are new stakeholders engaged with or affected by your organization’s work?

**Part 1: Identifying Stakeholders**

**Instructions**

In the table below, create a list of stakeholder groups in the first column, being sure to think about traditional stakeholders, stakeholders that have emerged since the onset of COVID-19, and stakeholders who may not typically be engaged with special consideration for diverse and/or marginalized populations. Leave the second and third columns blank for now.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Communication Tool Used #1</th>
<th>Communication Tool Used #2</th>
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Part 2: Reviewing Existing Communication Tools

Instructions

Next, using the table below, consider the various communication tools you have in place for you and your tourism partners. This may include: Facebook groups, LinkedIn, Instagram, regular email newsletters, committee meetings, etc. Do these tools allow for two-way communication and information sharing? Are they viable during a pandemic? Are you sharing and receiving both qualitative and quantitative information as appropriate?

Back in the first table, you may wish to identify what tools will be used with which stakeholder. Ultimately, you will want to ensure you have communication tools in place and regularly utilized that allow for two-way sharing of information with all your stakeholders, and that you have the ability to give and receive quantitative and qualitative information with all stakeholders.

<table>
<thead>
<tr>
<th>Tool (e.g. Facebook, Instagram, e-newsletter)</th>
<th>Two-Way?</th>
<th>Quantitative and Qualitative information?</th>
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Part 3: Making Meaning

Instructions

As a last step—once you determine that you have the tools in place and they are being actively utilized with your partners—you will need to have someone be responsible for synthesizing information and describing what it means. Synthesizing incoming information is a task that should occur for this individual on a fairly regular basis, especially given the evolving nature of the current public health crisis.

Person responsible for synthesizing information: __________________
COVID-19 has prompted a significant and ongoing crisis that will continue to unfold across the places we live, work and recreate. It is important to understand how it affects our treasured places and what brings people to our communities. We need to explore questions about how the impact varies across the landscape: How are different segments of our destination affected? Will different tourism attractions be impacted at different times of year? How do impacts differ between different locations? What is the cumulative effect of these impacts?

This tool will help you evaluate the impacts of the current crisis on your destination. While this tool can be informed by qualitative data, we encourage using quantitative data where it is available and quick to access to create a more accurate understanding of the magnitude of impact.

Is This Tool Right for My Organization?

- Have you seen a marked decline in visitor volume?
- Are you an organization that is engaged in destination management?
- As you look to the future, are you striving to identify where and how to direct your resources to affect a positive change?

Instructions

To better understand and have a comprehensive picture of your destination right now, consider the following questions. Use the table at the end of this tool to record your thoughts and observations.

1. For each destination facet listed in the table, provide a description (qualitative or quantitative) of its condition and performance at the beginning of 2019, beginning of 2020, and the most recent snapshot in time. Information can be in dollars, visitation, etc.—the purpose is to gain a sense of magnitude and the direction of change. Quantitative data will provide a more accurate picture of the destination. However, if such information is not available or may take too much time to gather, a qualitative assessment will provide a general direction and sense of that status of your destination and its component parts.

2. Makes notes of any outliers:
   - Are there seasonal differences that are unique to your destination? This may be the case for attractions like ski resorts.
   - Are there unusually “strong performers” in a category that are historically draws above and beyond other participants in a tourism category (e.g. a marquee restaurant, a national monument, etc.).
   - Consider your destination and what has made it a unique place to visit. What else would you note that makes it so singular?

3. Consider geographic differences in your destination:
   - Are the impacts felt differently across your geography?
   - Do these impacts affect certain populations or regions more than others?

4. Looking at the first column and information in the Outlier column, circle the facet that you believe is stronger than others for your destination, or that you believe will be the primary draw for visitors once “Stay Home. Stay Safe.” policies are relaxed. When doing this assessment, consider whether there are facets of your destination that need to be re-activated first to jump-start the re-activation of other facets.
<table>
<thead>
<tr>
<th>Destination Impacts</th>
<th>Tourism/Destination Facets</th>
<th>Jan 2019 Metrics</th>
<th>Jan 2020 Metrics</th>
<th>Current Metrics</th>
<th>Outliers (seasonality; marquee attraction)</th>
<th>Geography</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Cultural &amp; Heritage</td>
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<td>Outdoor Recreation</td>
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<td>Retail &amp; Shopping</td>
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<td>Food &amp; Beverage</td>
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<td>Accommodations</td>
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Organizational Impacts

Research shows that by holistically assessing and improving internal systems, organizations are better able to dramatically improve employee satisfaction, engagement, and retention. These important factors are commonly stressed during periods of significant change. In order to best determine how your organization can recover and support your long-term goals, we have provided two organizational impact activities: Budget & Staffing Analysis and Team Cohesion & Morale.

The Budget and Staffing activity will help you get clear on the importance and reinvestment required of the programs, services and staffing to restart daily operations of your organization and recover the long-term programs, services and staffing needs to accomplish your recovery plan. Meanwhile, the Team Cohesion & Morale activity will help you assess key risk factors impacting team cohesion and morale and help your organization develop the action steps needed to mitigate those risk factors.

Is This Tool Right for My Organization?
1. Do you need to understand how to allocate and align resources to your highest priorities and needs?
2. Do you need to maintain a flexible operating model to adjust to changing market dynamics and opportunities?
3. Do you want to ensure that positive cultural norms are forming and taking root in your new environment?
4. Do you question how strong staff morale currently is, as the organization operates in a virtual environment?
5. Given the size and scope of recent changes, do you know how active team members are in keeping their work moving forward and engaging others for support as needed?
Part 1: Budget & Staffing Analysis

The purpose of the Budget and Staffing Analysis activity is to analyze the programs, services and staffing that will be vital to restart daily operations of your organization and recover the long-term programs, services and staffing needs to accomplish your recovery plan.

The Budget and Staffing Analysis activity has two steps:
1. The Budget and Staffing Assessment which identifies the tier 1 and tier 2 recovery programs, services and associated staffing.
2. The Budget and Staffing Reinvestment Plan captures the specific programs, services and staffing expenses, reinvestment amount and estimated timing.

We recommend that your leadership team use this activity as you align on the priorities for reinvestment in programs, services and staffing. The activity of aligning on priorities as a leadership team will help surface areas of concern and allow for collective ownership of the decisions you make.

Budget & Staffing Assessment
Instructions
1. List the key programs, services and associated staffing.
2. Plot the priority programs, services and staffing on the diagram below, based on specific requirements of a program to fulfill your organizational mission and the investment required to restart the program. Complete this assessment whenever the funding projections of your organization change.
**Budget & Staffing Reinvestment Plan**

**Instructions**
1. Transfer the programs, services and associated staffing from the Budget and Staffing Assessment into the Tier 1 Recovery and Tier 2 Recovery tables.
2. Identify the investment required.
3. Estimate the timing for the reinvestment for your organization. Complete this assessment again whenever the funding projections for your organization change.

**Tier 1 Recovery:** The programs, services and associated staff that are vital to resuming daily operations.

<table>
<thead>
<tr>
<th>Program, Service or Staff</th>
<th>Investment Required</th>
<th>Estimated Timing</th>
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<tbody>
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</table>

**Tier 2 Recovery:** The programs, services and associated staff that are vital to long-term recovery.

<table>
<thead>
<tr>
<th>Program &amp; Staffing</th>
<th>Investment Required</th>
<th>Estimated Timing</th>
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<tbody>
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Part 2: Team Morale & Cohesion

The Team Morale & Cohesion activity will help you analyze the behaviors within your organization and identify where your team is exhibiting behaviors that support team morale and cohesion and where behaviors are detrimental to team morale and cohesion.

The Team Morale & Cohesion activity has two steps:
1. The Team Morale & Cohesion Behaviors Assessment which identifies various behaviors and assigns a 1-3 rating to identify areas of strength and potential risk factors.
2. The Team Morale & Cohesion Action Plan which captures the specific action steps to be taken to address a potential risk factor.

We recommend that this process be used as a discussion document within a team so that you can collectively assess areas of strength and specific risk factors to team cohesion. The process of assessing team cohesion within your team will help surface areas of concern and allow for collective ownership of the action steps.

Instructions
1. Read each statement below.
2. Rate using a scale from 1 to 3 for each statement.
3. Review your answers and identify action steps to strengthen the resiliency and cohesion of your team. Complete this short assessment twice a month to evaluate how your team is navigating the change and keeping team cohesion.

Rating: Team Morale & Cohesion Behaviors Assessment

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team members are collaborating with colleagues inside and outside your organization</td>
<td></td>
</tr>
<tr>
<td>Team members are inspiring and motivating others to carry out shared goals</td>
<td></td>
</tr>
<tr>
<td>Team members are demonstrating empathy and an ability to listen to and understand others’ concerns</td>
<td></td>
</tr>
<tr>
<td>Team members are willing to accept and act on feedback they receive from their co-workers</td>
<td></td>
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<tr>
<td>Team members are demonstrating curiosity and openness to new approaches</td>
<td></td>
</tr>
<tr>
<td>Team members are approaching and addressing conflict constructively</td>
<td></td>
</tr>
<tr>
<td>Team members are showing trust and supporting collective decisions even if they have doubts</td>
<td></td>
</tr>
<tr>
<td>Team members are following through on their commitments</td>
<td></td>
</tr>
<tr>
<td>Team members ask for help without hesitation</td>
<td></td>
</tr>
<tr>
<td>Team members acknowledge and tap into one another’s skills and responsibilities</td>
<td></td>
</tr>
<tr>
<td>During team meetings, the most important and difficult issues are discussed</td>
<td></td>
</tr>
<tr>
<td>Team members actively volunteer their support to assist others when needed</td>
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</tbody>
</table>

SCALE:
1 = Seeing little to no evidence of this behavior being demonstrated—high risk factor
2 = Seeing inconsistency in the behavior being demonstrated daily—moderate risk factor
3 = Seeing evidence of this behavior being demonstrated daily—not a significant risk factor
# Team Morale & Cohesion Action Plan

**Instructions**

1. List at least two behaviors identified as risk factors from the Team Morale & Cohesion Assessment.
2. For each area, list a minimum of one specific action step you will take within the next two weeks and when you will do it. We encourage you to enlist others (peer, manager, colleague, etc.) to help you implement the action step. Complete this action plan twice a month.

<table>
<thead>
<tr>
<th>#</th>
<th>Team Morale / Cohesion Behavior</th>
<th>Action Step</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Following through on commitments</td>
<td>We will ask for clarification on commitments made and track all commitments in a spreadsheet</td>
<td>May 15, 2020</td>
</tr>
</tbody>
</table>
Windsocks

A windsock is a hollow fabric tube, mounted to a pole, that is used at small airports to help pilots gauge the speed and direction of the wind at ground level. Thinking about knowing “which way the wind is blowing” as you prepare for recovery, we are using the term “windsock” as a metaphor for how you will watch for indicators of the conditions that will begin to foster a resurgence of your local visitor economy. These are what economists call “leading indicators”—things that are useful for prediction purposes. The alternative is “trailing indicators”—which would include something like growth in occupancy in your destination, or measures of things that have already occurred.

We’re thinking of these indicators across four categories: general public health indicators, general economic indicators, general travel intent indicators, and local indicators. For the first three categories, we have identified a standard set that we recommend as a baseline. We have identified publicly-available data for these to make it easy for you to build and maintain your own tracking of these metrics—see the footnotes for links to the data sources. This tool will also help you identify local windsocks to use and will give you advice on monitoring them.

It’s important to note that we’re all reading tea leaves in this uncertain time—our recommended windsocks do not come with any guarantees. However, we believe that positive trends in all these categories will indicate a good likelihood of a near-term visitor economy rebound.

**Is This Tool Right for My Organization?**
- Will it be important for you to have advance notice about the return of your visitor economy to know when to reactivate certain marketing campaigns?
- Do you have the organizational capacity to introduce a monitoring tool, track the numbers monthly, and report those out to interested stakeholders?

**Instructions**
1. Identify a person responsible for gathering and monitoring data points.
2. Identify your local windsocks—see ideas below. Use the Stakeholder Engagement Tool (the first tool in this kit) to set up systems to gauge anecdotal local evidence such as food & beverage spending and hotel bookings.
3. Set up a system and cadence for checking your windsocks. How often will you capture and review data? Where will you collect the data—consider an Excel spreadsheet or a simple table like the example below. How will you organize it to be shared with others on your team, your Board, or key stakeholders?
4. Monitor your windsocks over time to adapt the choice and timing of your recovery strategies. As more of the windsock thresholds are met, you can expect a greater likelihood of an increase in visitor volume.
Windsock Data Table: Examples
NOTE: These examples are marked in green where the identified threshold is reached. In some cases, windsocks may cycle back below the threshold if the virus makes a resurgence and we begin a pattern of rolling shutdowns of the economy.

<table>
<thead>
<tr>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
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</thead>
<tbody>
<tr>
<td>Testing of symptomatic individuals</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Leading economic index</td>
<td>10.2</td>
<td>10.7</td>
<td>11.0</td>
<td>11.3</td>
</tr>
</tbody>
</table>

Suggested Windsocks

Public Health
- Testing of all symptomatic individuals, with contact tracing, in your destination and at least 3 of your top 5 feeder markets
- Sustained reduction in new cases for 14 days\(^1\) in your destination and at least 3 of your top 5 feeder markets
- Gradual easing of travel restrictions and stay-at-home orders in your destination and at least 3 of your top 5 feeder markets

Economic
- National Conference Board Leading Economic Index up to 11.3\(^2\)
- Consumer Confidence above 132.6, per The Conference Board\(^3\)
- Unemployment rate (U3) down two months running, per BLS\(^4\)
- Monthly consumer spending at minimum 0.2% two months running, per BEA\(^5\)

Travel Intent
- Google trends search query for “safe travel coronavirus” at or above March 12, 2020 level\(^6\)
- Arrivalist Weekly Travel Index week-over-week change up for 8 consecutive weeks\(^7\)
- Google trends search query for “hotel” at or above March 14, 2020 level\(^8\)
- Adara Trip Purpose: Leisure – Solo Travelers & Couples 0-15 day bookings above 91+ day bookings for four weeks running\(^9\)

Local Windsock Ideas
There may be other appropriate windsocks for your destination, but the ideas below will get you started:
- Anecdotal local growth in food & beverage spending, possibly indicating day-trippers, if not overnight visitors
- Anecdotal increase in accommodation bookings
- Increase in inbound group sales inquiries, even if long-term
- Increase in visitor guide inquiries
- Increase in destination website traffic

2. https://www.conference-board.org/data/bcicountry.cfm?cid=1
5. https://www.bea.gov/data/consumer-spending/main
Future Opportunity

The COVID-19 travel shutdown won't last forever, and when travel returns—even if it returns in cyclical waves for a while—there will likely be some long-term adjustments to how people select and experience a destination. Before engaging in recovery planning, it's important to have a perspective on how your destination's appeal may shift over time. For example, a rural destination with wide-open spaces may find itself a bit more desirable to those who want to distance themselves from other people. Or an urban destination with small, boutique shopping may find itself more attractive than competitive destinations with more crowded shopping areas. Or some particular assets within a destination may become more of a focus of your marketing for a while to distribute your visitors across the destination and minimize crowding.

Is This Tool Right for My Organization?
- Have the drivers of visitation to your destination historically been influenced by sociological, psychological, or generational factors? (vs. market-driven)
- Do you have dreams for the destination that might find an opportunity in this time of crisis?

Part 1: Destination Facets

Instructions

1. For each of the eight facets of your destination listed down the left side of the table, mark whether that facet is likely to become less attractive to visitors post-COVID 19, more attractive, or will have no change in its attractiveness. Consider things like how psychological factors such as fear of disease might play out in visitation patterns, how spending might transition to different attractions, or how different people might be more willing to engage with a certain set of attractions you have in your destination.

2. In the “Why?” column, jot down a few bullets about why you think that change is likely.

3. In the “Implications” column, think about what that change means for your destination. Will you need to market to the same target visitor in a different way? Will you need to broaden or realign your target visitor to take advantage of (or mitigate) changes? Will you need to shift marketing messages, at least for a period of time?
<table>
<thead>
<tr>
<th>Destination Facets</th>
<th>WHY?</th>
<th>More attractive</th>
<th>Same</th>
<th>Less attractive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
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<tr>
<td>Safety</td>
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<td>Culture &amp; Heritage</td>
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<td>Outdoor Recreation</td>
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<td>Retail &amp; Shopping</td>
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<td>Nightlife &amp; Entertainmen</td>
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<td>Food &amp; Beverage</td>
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<td>Accommodations</td>
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Implications for visitor profile or marketing pivot.
Part 2: Destination Dreams
Instructions
There might be some changes that you’ve always wanted to make for your destination, and this resetting of travel values might be just the time. Consider the following questions:

1. Is there an opportunity to realign, refocus, or refresh your destination’s brand?
2. Are there infrastructure changes or destination updates that a slow period will enable, setting the stage for post-crisis growth?
3. Are there long-term shifts in your travelers that you know are coming, but haven’t taken the time to plan for?

Part 2: Making Meaning
Instructions
Looking at your answers in Parts I and II above:

1. What changes will you need to be prepared for?
2. What are some potential strategies that might maximize the impact of these shifts?
3. What changes could be advantageously made in this time?

Destination Dreams

Making Meaning