



Crisis Scenario Planning Worksheet

INTRODUCTION

Crisis scenario planning allows your organization to identify potential crises (those that are most likely to happen to your organization), understand your role, consider who is impacted, and plan the actions you will take.

As part of a tourism or destination-based organization, your organization may encounter one or more of these types of crises:

CRISIS TYPE	SAMPLE SCENARIO
Financial	Bankruptcy, funding cuts, revenue shortfalls, tariffs, inflation, loss of market, fraud or financial misconduct.
Technological	Cyberattacks, data breaches, system outages, online misinformation, hardware failure, software failure, website crash, grid failure.
Organizational	Internal scandal, leadership crisis, operational failure, rumours, lawsuit, conflict of interest.
Natural	Wildfires, floods, extreme weather, drought, tsunami, earthquakes, smoke/air quality, landslides, avalanche, health pandemics, storm surge, pest or disease outbreak.
Personnel	Workplace accidents and incidents, staff misconduct, safety breaches, unethical behaviour, false accusations, harassment or discrimination, mass leadership resignation.
Human-made	Protests, violence, criminal activity, transportation accidents/disruptions and/or road closures delays, etc., chemical/oil spill, errors in public communications, social media crisis (review bombing, harassment, misinformation, disinformation), travel advisories.
Political	Legislation changes, policy changes, changes in government leadership or direction, political conflict (municipal, regional, provincial national, international).

INSTRUCTIONS

Follow these steps to complete the Crisis Scenario Planning Matrix below:

1. Brainstorm 1–3 potential crisis scenarios that could impact your organization under each crisis type.

When brainstorming, consider the following:

- What recent events in your area could have escalated to a crisis?
- What external factors are becoming more common or likely to escalate?
- Have nearby regions or partner organizations experienced a crisis that affected you?
- What did you include on your SWOT Analysis Worksheet under weaknesses or threats? These items could become a crisis.

2. Determine the role of your organization in each scenario (Lead, Support, Observe).

Refer back to the Know Your Role Worksheet. Consider how this crisis is impacting your organization and determine your role.

3. List key interest holders impacted

Refer back to the Know Your Interest Holders Worksheet. Consider which of the interest holder groups you've identified will be impacted by this crisis and will be looking to you for more information.

4. Identify the immediate and follow-up actions your organization would need to take.

CRISIS SCENARIO PLANNING MATRIX

SCENARIO

Briefly write down what could happen and the impact.

EXAMPLE: A staff member got into a heated argument with an aggravated traveller who was calling to request information on their upcoming visit. After the call, the traveller posted on social media an accusatory rant about how poor your organization is and is asking for the staff member to be fired.

TYPE

Which of the seven types of crises is it?

EXAMPLE: Personnel.

ORGANIZATION ROLE

What role does your organization play?

EXAMPLE: Lead (the staff member is employed by your organization, so you are responsible for managing the crisis).

INTEREST HOLDERS

Who will be impacted? List in order of priority, starting with who to communicate with first.

EXAMPLE:

Internal

- Executive Director
- Board of Directors
- Staff

External

- Followers on social media
- Partner organizations—if required

ACTIONS

Who will be impacted? List in order of priority, starting with who to communicate with first.

EXAMPLE:

- Gather a full account of what occurred from HR.
- Brief the Executive Director and Board of Directors immediately.
- Send a notice to staff (if staff are aware of the issue).
- Reach out to the traveller privately to acknowledge the concern and offer to resolve the issue offline.
- Monitor social media for public sentiment and false narratives.
- Prepare a holding statement in case public response escalates.
- If needed, issue a public response that addresses the organization's policies and actions it has taken to provide excellent customer service.



CRISIS SCENARIO PLANNING MATRIX

SCENARIO	TYPE	ORGANIZATION ROLE	INTEREST HOLDERS	ACTIONS
	Financial			
	Financial			
	Financial			
	Technological			
	Technological			
	Technological			
	Organizational			
	Organizational			
	Organizational			
	Natural			
	Natural			
	Natural			



CRISIS SCENARIO PLANNING MATRIX

SCENARIO	TYPE	ORGANIZATION ROLE	INTEREST HOLDERS	ACTIONS
	Personnel			
	Personnel			
	Personnel			
	Human-made			
	Human-made			
	Human-made			
	Political			
	Political			
	Political			