

# Tourism Saskatchewan



## Plan for 2020-21

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# Statement from the Minister



*The Honourable  
Gene Makowsky  
Minister of Parks,  
Culture and Sport*

I am pleased to present Tourism Saskatchewan's Operational Plan for 2020-21.

Government Direction and Budget for 2020-21 is focused on growth for a better quality of life – fostering a strong economy, creating strong communities and strong families – and a Strong Saskatchewan.

The Saskatchewan Growth Plan recognizes tourism as an industry with tremendous potential for expansion, for employment and business ventures, and for increasing Saskatchewan exports.

Tourism contributes more than \$2 billion to the provincial economy each year, and employed over 70,000 Saskatchewan residents in full- and part-time positions in 2019. As a four-season destination, Saskatchewan offers a wide variety of travel options and adventures. Saskatchewan is known for its welcoming hospitality. Add to this its extraordinary natural beauty, wide-open spaces, relaxed pace and friendly communities, and you have the formula for authentic experiences that travellers today are seeking.

Tourism Saskatchewan's broad mandate positions it to drive growth and advancement of the province's tourism sector. The organization markets Saskatchewan as a travel destination, provides visitor services and assists with the development of quality tourism experiences. The work of its education division, the Saskatchewan Tourism Education Council, focuses on building a highly-skilled tourism workforce.

With solid research and a comprehensive content marketing strategy in place, Tourism Saskatchewan employs a "digital-first, always-on" approach to promoting Saskatchewan in domestic and international markets. Its tactics include working with travel influencers who share a deep appreciation for the province. Their stories, videos and photographs speak volumes and inspire phenomenal numbers of followers.

Our province has a wealth of tourism resources, including a vast amount of freshwater lakes framed by lush boreal forest. Truly, we are a dream destination for anglers and hunters. Concentrated efforts to attract more outdoor adventurers to the province will yield dividends. Likewise, investment in event hosting and working with operators to boost shoulder-season and winter tourism will benefit communities throughout the province.

Collaboration is a core value for Tourism Saskatchewan. The organization engages in partnerships to maximize opportunities and create diverse experiences that showcase our province, its stories and people. Alignment with the Indigenous Tourism Association of Canada will yield an Indigenous tourism strategy for Saskatchewan.

As Tourism Saskatchewan continues to implement recommendations from the comprehensive ten-year Destination Development Strategy, its value will be reflected in an industry that strives for market- and export-readiness, and upholds a commitment to delivering on the promises made to visitors.

The following pages outline a bold plan for 2020-21, one that champions Tourism Saskatchewan's vision for a "vibrant entrepreneurial industry offering year-round compelling and memorable Saskatchewan experiences."

# Response to Government Direction

The Government of Saskatchewan is committed to *Building a Strong Saskatchewan*. Investing in strong communities and strong families creates opportunities for a better quality of life for the people of our province. Maintaining a strong economy will enable us to build upon the past decade of growth and continue to provide the services, jobs and infrastructure that meets Saskatchewan's needs.

## Saskatchewan's Vision

*"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."*



**A Strong Economy**



**Strong Communities**



**Strong Families**

Saskatchewan's vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.

All organizations will report on progress in their 2020-21 annual reports.

# Operational Plan

## Mandate Statement

Tourism Saskatchewan promotes the province as a tourism destination by providing in-province and out-of-province marketing and visitor services. Tourism Saskatchewan assists industry to market and develop quality tourism products through co-operative marketing, education and training, and event funding programs.

## Vision Statement

A vibrant entrepreneurial tourism industry offering year-round compelling and memorable Saskatchewan experiences

## Mission Statement

Connect people with quality Saskatchewan experiences and advance the development of successful tourism operations

## Government Goals



**A Strong Economy**



**Strong Communities**



**Strong Families**

Government Direction: Market Saskatchewan's tourism experiences and stories

## Tourism Saskatchewan Goal

Increase economic benefit to the province through compelling, branded marketing initiatives

## Strategy

Strengthen the province's reputation as a destination through compelling, branded marketing initiatives

### Key Actions

- Strengthen industry's alignment with the tourism brand and market segments through customer segmentation analysis
- Undertake long-range planning for marketing strategies, tactics, initiatives
- Strategically invest resources in export-ready operators/experiences that will deliver highest return on investment
- Incentivize and support the creation of travel offers in the shoulder and winter seasons
- Assist industry operators in managing their online travel ratings through the delivery of the reputation management program

## Strategy

Create and deliver consumer-focused content that inspires and informs travellers from key markets to visit Saskatchewan

### Key Actions

- Upgrade the consumer website to allow for automated, customized content delivery
- Grow United States (US) visitation through targeted marketing of hunting and angling experiences
- Create, curate and evaluate consumer-focused, digital-first, always-on, influence-driven content marketing

## Strategy

Apply research and evaluation tools to refine and adapt marketing tactics to better target potential visitors and increase visitor spending



### Key Actions

- Undertake research to develop new market segments and personas
- Explore new markets based on existing research
- Evaluate and refine Tourism Saskatchewan’s brand for export markets

### Performance Measures

Measure Title	Measure Description	Baseline	Target 2020-21
Visitation Growth	Total annual visitor expenditure in Saskatchewan	\$2.37B (2017)	\$2.60B
Social Media Growth	Number of social media followers	243,228 (2017-18)	329,614
Online Engagement	Online engagement value index score (in development)	TBD	Set baseline
Use of Target Markets by Industry	Number of events and attractions participating in customer segmentation analysis	7 (2018-19)	15
Travel Offers	Number of winter and shoulder season travel offers	118 (2018-19)	140
Growth in US outdoor markets	Number of angling and hunting licenses sold to US visitors	25,552 (2017)	29,580
Industry participation in content creation	Number of cooperative content partnerships	56 (2017-18)	Maintain
Industry online reputation	Number of positive reviews received by operators participating in the online reputation management program	59 (2016-17)	120

### Government Goals



**A Strong Economy**



**Strong Communities**



**Strong Families**

Government Direction: Strengthen Saskatchewan’s Tourism Experiences

### Tourism Saskatchewan Goal

Increase the number and quality of Saskatchewan tourism experiences and products to meet traveller expectations

### Strategy

Provide leadership to industry operators to advance their marketing strategies by leveraging Saskatchewan’s tourism brand, marketing strategy, services, and programs

### Key Actions

- Communicate Tourism Saskatchewan’s product development programs and services to industry
- Develop an integrated action plan for Indigenous tourism development aligned with Indigenous Tourism Association of Canada’s (ITAC) strategy

### Strategy

Assist operators and stakeholders in market-readiness

### Key Actions

- Develop and implement a market- and export-readiness industry training program
- Review and assess recommendations of the Destination Development Strategy to identify growth opportunities and most effective use of Tourism Saskatchewan resources in assisting industry development



## Strategy

Build a strong tourism workforce

### Key Actions

- Increase awareness of the benefits of working in tourism sector
- Work with tourism industry to implement good human resource practices
- Increase participation and advancement of under-represented groups in the tourism workforce

## Strategy

Enhance Saskatchewan’s reputation as an event-hosting destination

### Key Actions

- Strengthen community capacity in organizing and delivering successful, high quality events through the event training program

## Performance Measures

Measure Title	Measure Description	Baseline	Target 2020-21
Return on Investment	Event hosting return on investment (ROI)	25:1 (2016-17)	35:1
Event evaluation reports	Per cent of supported events that meet post-event evaluation metrics	55% (2016-17)	80%
Market readiness	Number of market-ready tourism operators	TBD	Set baseline
Export readiness	Number of export-ready tourism operators	TBD	Set baseline
Workforce diversity	Number of people from under-represented groups trained in tourism sector	213 (2017-18)	225
Employment outcomes	Per cent of people employed after completing Ready to Work training program	79% (2017-18)	80%
Training participation	Number of people trained through Tourism Saskatchewan education and training programs annually	16,474 (2018-19)	17,000

## Government Goals



A Strong Economy



Strong Communities



Strong Families

Government Direction: Improve Destination Competitiveness

## Tourism Saskatchewan Goal

Engage Stakeholders

## Strategy

Cultivate effective partnerships with key tourism industry stakeholders





### Key Actions

- Develop and integrate a user-friendly portal on industry website to access programs and services
- Create an inventory of partnerships to map out stakeholder priorities, responsibilities, and roles in destination and workforce development

### Strategy

Deliver relevant information, programs and services based on research, trends and tourism industry needs

### Key Actions

- Conduct survey research with industry to discover information most useful to support business development

### Strategy

Work with stakeholders and government partners to ensure an environment conducive to tourism growth

### Key Actions

- Establish cross-ministerial working committees to address shared issues
- Engage with stakeholders to execute recommendations on the Destination Development strategy

### Performance Measures

Measure Title	Measure Description	Baseline	Target 2020-21
Industry portal engagement	Per cent of industry portal profile updates performed by operators	0 (2019-20)	10%
Marketplace participation	Number of marketplaces attended by industry receiving funding	61 (2018-19)	maintain
Travel trade and travel media funding	Number of travel trade marketing and travel media activities receiving funding support	7 (2017-18)	maintain
Cross-ministerial collaboration	Number of active cross-ministerial working committees	3 (2018-19)	4
Industry engagement	Number of HOST Saskatchewan Conference, Tourism Talks, and Workplace Leadership Conference attendees	201 (2018-19)	221
Industry workshop attendance	Per cent of city marketing and destination marketing organizations attending workshops	60% (2017-18)	65-70%



# Financial Summary

Tourism Saskatchewan will lay the groundwork to achieve the tourism goals contained in the Growth Plan. Tourism Saskatchewan plans for operating expenditures of \$17.7 million during 2020-21. Highlights include:

- Marketing Saskatchewan as a destination in targeted markets through social media, paid advertising and working with travel influencers. A key focus is increasing visitation by U.S. anglers and hunters.
- Implementing the recommendations of the comprehensive ten-year Destination Development Strategy for Saskatchewan. Market- and export-readiness training programs will be introduced, along with other activities to advance the industry and increase the quality of visitor experiences.
- Working with the Indigenous Tourism Association of Canada and additional partners to develop market-ready Indigenous experiences.
- Delivering an Event Hosting Program that supports a range of events in Saskatchewan communities. These include major events, such as the 2020 Grey Cup Championship in Regina and the 2021 Roar of the Rings Canadian curling trials in Saskatoon.
- Enhancing tourism education and training programs to address industry needs.
- Increasing participation and advancement of under-represented groups in the tourism workforce.

For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>

## For More Information

Please visit the Tourism Saskatchewan's website at: <https://industry.tourismsaskatchewan.com/>