

Tourism Saskatchewan



Plan for 2021-22

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Statement from the Minister



*The Honourable Jeremy Harrison
Minister Responsible for Tourism
Saskatchewan*

I am pleased to present Tourism Saskatchewan's Operational Plan for 2021-22.

Government Direction and Budget 2021-22 is focused on protecting Saskatchewan people through the remainder of the pandemic, building the infrastructure that a strong economy needs, and growing Saskatchewan to help ensure a strong economic recovery.

The COVID-19 pandemic created serious, unprecedented challenges for the tourism sector in Saskatchewan and worldwide. Few, if any, operations were spared from the devastating fallout that marked 2020 as a year that brought travel to a standstill.

Tourism Saskatchewan's work in 2021-22 will concentrate on industry recovery and rebuilding a strong, resilient tourism sector in the province. The actions will enable the sector to regain traction as an important industry, employer and revenue generator for the province.

Tourism Saskatchewan will lead recovery efforts that include branded marketing initiatives, immediate and long-term campaigns, and support for industry to appeal to defined market segments and strengthen online reputation.

Campaigns to keep Saskatchewan hunting and fishing experiences on the radar in key U.S. markets are fundamental to recovery planning and rebuilding a strong visitor economy.

The comprehensive ten-year Destination Development Strategy for Saskatchewan will continue to guide plans and partnerships that encourage product diversification and expand the number of export-ready operators and experiences in the province.

Tourism Saskatchewan will build on its partnership with the Indigenous Tourism Association of Canada and support Saskatchewan Indigenous tourism operators and entrepreneurs by offering training to help them market and grow their business.

A robust, skilled workforce is critical to tourism recovery. Tourism Saskatchewan's education division, the Saskatchewan Tourism Education Council, will develop and deliver training programs to fortify the workforce and enhance the quality of experiences. These efforts will also ensure that the industry is adaptable and resistant to future challenges.

The following pages outline a detailed plan for 2021-22 that strives for a stronger, more resilient tourism sector and for Saskatchewan to be top-of-mind among travellers – including our own residents and, post-pandemic, visitors from across Canada and beyond.

Response to Government Direction

Protect. Build. Grow. The Government of Saskatchewan is committed to protecting Saskatchewan people through the rest of the pandemic as life returns to normal and our economy grows. Investing in infrastructure like hospitals, schools, and highways will help build a strong economy and create jobs for strong families, strong communities, and a better quality of life.

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 2021-22 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

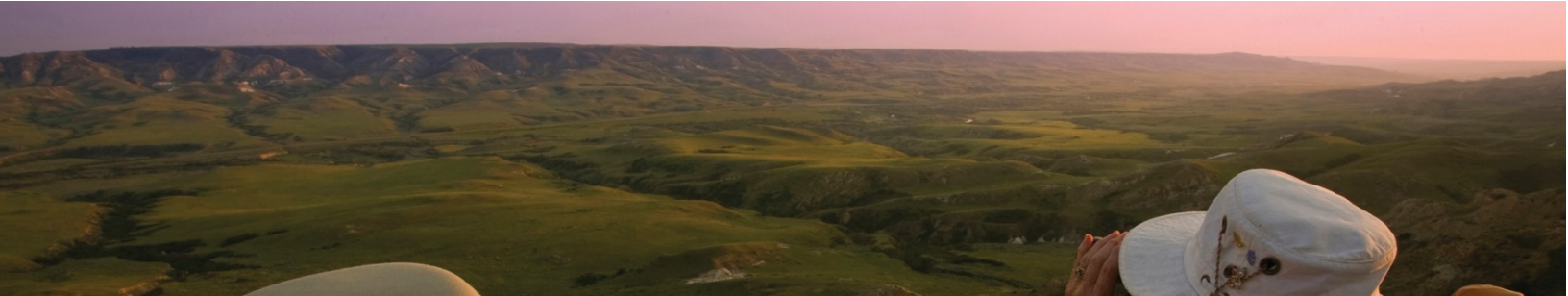
- Incentivize and support the creation of travel offers in the shoulder and winter seasons
- Strengthen industry's alignment with the tourism brand and market segments through customer segmentation analysis
- Strategically invest resources in export-ready operators/experiences that will deliver highest return on investment
- Assist industry operators in actively managing their online travel ratings through the delivery of the reputation management program
- Develop long-term marketing strategies and collaborative marketing opportunities to lead the tourism industry and DMOs to target the most resilient market segments, passionate niche markets and to identify experiences travellers are seeking

Strategy

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

Key Actions

- Continually enhance and optimize advanced customer experience features on the consumer website and through email marketing
- Create, curate and evaluate consumer-focused, digital-first, always-on, influence-driven content marketing
- Grow U.S. visitation through targeted marketing of hunting and angling experiences
- Develop strategies to implement advanced customer experience features (using AI, personalization and automation technologies) for the consumer website and Visitor Services Branch



Strategy

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

Key Actions

- Identify passionate market segments, potential niche markets and resilient travellers, both domestic and international
- Evaluate and refine Tourism Saskatchewan’s brand for export markets

Performance Measures

Measure Title	Measure Description	Baseline	Target 2021-22
Visitation growth	Total annual visitor expenditure in Saskatchewan (goal of \$3.6B by 2030)	\$2.24B (2018)	75% of baseline
Social media growth	Number of social media followers	317,111 (2019-20)	Increase by 5%
Use of target markets by industry	Number of events and attractions participating in customer segmentation analysis	7 (2018-19)	10
Travel offers	Number of winter and shoulder season travel offers	118 (2018-19)	160
Growth in U.S. outdoor markets	Number of angling and hunting licenses sold to U.S. visitors	25,552 (2016-17)	75% of baseline
Hotel occupancy	Annual provincial hotel occupancy %	56% (2019)	45%
Air travel	International air arrivals (based on ticket sales)	87,185 (2019)	75% of baseline
Online engagement	Consumer engagement with blog content (measured in page views)	151,358 (2019)	165,000
Industry participation in content creation	Number of co-operative content partnerships	56 (2017-18)	Maintain
Industry participation in digital marketing training	Number of participants in digital marketing training	TBD (2021-22)	TBD
Digital fluency funding recipients	Number of Marketing and Event Partnership Program applicants successfully receiving funding for digital fluency	TBD (2021-22)	TBD

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

- Implement a comprehensive industry communications plan to ensure timely, relevant information is provided in a strategic, coordinated manner
- Implement priority actions outlined in Indigenous Tourism Association of Canada’s (ITAC) Indigenous tourism strategy for Saskatchewan



Strategy

Build industry readiness for overseas markets through education, training, market intelligence and in-market support

Key Actions

- Develop, provide and support market- and export-readiness industry programming
- Provide Indigenous entrepreneurs entering the tourism industry with business and marketing training
- Continue work on implementing the Destination Development Strategy to further 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
- Work with industry and post-secondary institutions on the development and delivery of occupational certification
- Develop and deliver training programs that strengthen the resilience and quality of the tourism workforce and tourism experiences across the province

Strategy

Deliver the Event Hosting Program as a mechanism to grow the economy and promote Saskatchewan communities

Key Actions

- Monitor and adjust the Marketing and Event Partnership Program as required
- Develop and implement event recovery plan

Performance Measures

Measure Title	Measure Description	Baseline	Target 2021-22
Tourism sentiment	Tourism sentiment index	29 (2017)	20
Event return on investment	Event hosting return on investment (ROI)	25:1 (2016-17)	TBD
Event/Marketing evaluation reports	Per cent of supported events and marketing initiatives that meet post- evaluation metrics	55% (2016-17)	80%
Market readiness	Number of market-ready tourism operators	TBD (2020-21)	TBD
Export readiness	Number of export-ready tourism operators	TBD (2020-21)	TBD
Industry communication	Per cent of <i>Industry Update</i> newsletter emails opened (i.e., open rate)	25% (2020-21)	28%
Customer service	Per cent of customer calls answered within 20 seconds	80% (2019-20)	Maintain
Workforce diversity	Number of people from under-represented groups trained in tourism sector	213 (2017-18)	275
Employment outcomes	Per cent of people employed after completing Ready to Work training program	79% (2017-18)	75%
Training participation	Number of people trained through Tourism Saskatchewan education and training programs annually	16,474 (2018-19)	15,000
Advanced skills training participation	Number of individuals achieving occupational certification and journey person status	24 certifications, 9 statuses (2019-20)	25/10



Government Goals



Government Direction: Improve Destination Competitiveness

Tourism Saskatchewan Goal

Engage Stakeholders

Strategy

Cultivate effective partnerships with key tourism industry stakeholders

Key Actions

- Continually improve the industry partner portal for programs and services
- Develop and maintain an industry website and business support hub, using advanced customer experience features to engage industry and provide personalized access to training, business resources and assessment tools
- Continue development of industry-specific content strategy and social channels

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 from the Destination Development Strategy

Performance Measures

Measure Title	Measure Description	Baseline	Target 2021-22
Industry portal engagement	Per cent of industry portal profile updates performed by operators	0 (2019-20)	20%
Marketing partnerships	Per cent of successful marketing partnership applicants that align with Tourism Saskatchewan’s digital-first content strategy	TBD (2020-21)	TBD
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)	5
Industry engagement	Number of HOST Saskatchewan Conference, Tourism Talks, and Workplace Leadership Conference attendees	201 (2018-19)	Increase by 5%



Industry workshop attendance	Per cent of city marketing and destination marketing organizations attending workshops	60% (2017-18)	65-70%
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Highlights

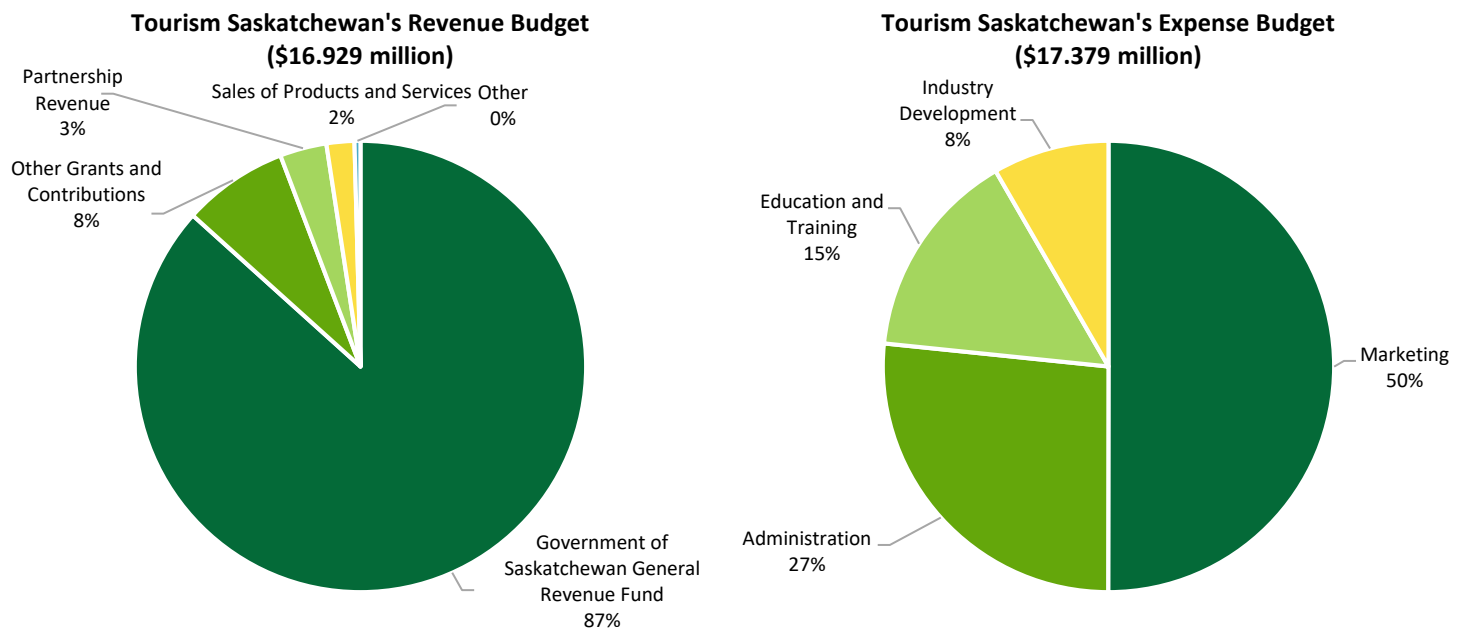
2021-22 Budget Highlights:

Tourism Saskatchewan's activities in 2021-22 will align with the *Saskatchewan Growth Plan*, which targets a goal of 50 per cent increase in tourism expenditure by 2030. Tourism Saskatchewan plans for operating expenditures of \$17.4 million during 2021-22. Highlights include:

- Focusing on industry recovery and rebuilding a strong, resilient, and growing tourism sector in the province. Activities will concentrate on supporting marketing and development initiatives to enhance Saskatchewan's competitive position once significant travel resumes.
- Assisting in efforts to build and grow out-of-province markets through a number of approaches, including intensifying marketing in the U.S. to support the eventual return of outfitted fishing and hunting clients, as well as identifying and investing in international markets and new niche markets that have the potential to generate significant growth in the sector.
- Funding for industry development to expand investment programs that create diverse tourism experiences, attract new markets, develop valuable partnership opportunities, and assist in broadening business models to achieve greater resiliency and growth. These initiatives were recommended in the comprehensive ten-year Destination Development Strategy for Saskatchewan.
- Investing in the tourism sector's digital readiness, as well as delivering on training and education programs to elevate quality and service levels, enhance skills and build a robust tourism workforce in Saskatchewan.
- Working with the Indigenous Tourism Association of Canada and additional partners to develop market-ready Indigenous experiences.
- Resuming delivery of the Event Hosting Program that supports a range of events in Saskatchewan communities, once it is safe to do so. These include major events, such as the 2021 Roar of the Rings Canadian curling trials in Saskatoon and the 2022 Grey Cup Championship in Regina.
- Increasing participation and advancement of under-represented groups in the tourism workforce.

Financial Summary

Tourism Saskatchewan 2021-22 Estimates (\$14.673 million)		(in thousands of dollars)
Appropriation		\$14,673
Revenue:		
Government of Saskatchewan General Revenue Fund		\$14,673
Other Grants and Contributions		\$1,279
Sales of Products and Services		\$338
Partnership Revenue		\$567
Other		\$72
Total Revenue		\$16,929
Expenses:		
Administration		\$4,625
Marketing		\$8,693
Industry Development		\$1,448
Education and Training		\$2,613
Total Expense		\$17,379
Budgeted Deficit		\$(450)



For More Information
 Visit Tourism Saskatchewan’s website at <https://industry.tourismsaskatchewan.com/>