



**Discover** ГубС  
**saskatoon**

Fueling the

# **POWER OF KINSHIP**

Business & Marketing Plan 2023







**Discover** ГПБС  
**saskatoon**



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## SECTION ONE

# OUR PATH TOWARDS A RESILIENT FUTURE

An introduction to our strengths, uniqueness, strategic pillars, opportunities and state of the industry







Wherever you hail from, you'll feel the specialness of this land. Saskatoon is built on Treaty 6 Territory and The Homeland of The Metis. A traditional meeting ground, gathering place and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux, this land is sacred. We acknowledge that we are guests here and reaffirm our relations which were bound together by our ancestors through Treaty, to seek mutual benefit on this land for as long as the grass grows, the sun shines and the rivers flow. We pay our respect to the First Nations and Métis ancestors of this place and honour Elders and Survivors as we bring awareness to Indian Residential and Day Schools, The Sixties Scoop, Missing and Murdered Indigenous Women and Girls and Two-Spirit. To acknowledge this territory and its keepers on their traditional terms is to act in reciprocity so that truth may be understood, and reconciliation is made possible.

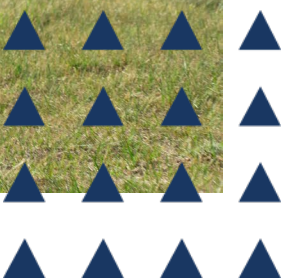
Our team has observed the transformation of the tourism sector, carefully noting the shift in consumer behaviors and values. What visitors value and where they spend their time and money is changing in response to the lasting impact of the pandemic.

Our 2023 Business Plan explores and understands these shifts so we can all act now to adapt operational models, improve product and service development, channel marketing budgets, fill our business, sport and cultural event pipelines and prepare for what's next.

Our success will be in our continued interdependence, collaboration and contribution to a viable economic model for Saskatoon's visitor economy with sustainability, regeneration and purpose. We are on a path towards a resilient future and a community flourishing because of the tourism ecosystem. Doing business in Saskatoon will contribute to positive outcomes for our businesses, for our planet and for our people.

Together, we continue our journey in creating a purpose-driven, value-based destination.

Stephanie Clovechok  
CEO | Discover Saskatoon



## TRUTH SO RECONCILIATION IS POSSIBLE

Tourism has a significant role to play in Canada's journey to Truth and Reconciliation. To honour and acknowledge Indigenous people as the first hosts of this land is integral to the forming of our partnerships. The land does not need us to acknowledge that it was stolen. The land and our future generations need us to return the Traditional Keepers and Stewards to their rightful places and live in the Spirit of the Treaty's that we are bound to by our ancestors.

Indigenous people have been purposefully distanced from economic opportunity and our authenticity as a destination requires the voices and stories of this land to come forward through all our work.

### These stories are not ours.

As an organization, we are accountable to both the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's 94 Calls to Action and the Calls to Justice - MMIWG.

These Calls to Action and Justice are not recommendations. As individuals and corporations, we have an obligation to build mutually beneficial, positive working relationships, have meaningful engagements with Indigenous people, ensure Indigenous people have equitable access to jobs, training and education opportunities within the tourism sector, commit to truth telling through marketing and destination development initiatives and collaborate on employment opportunities.

We acknowledge the leadership of Tribal Chief Mark Arcand and the 7 Member Nations of the Saskatoon Tribal Council for their willingness to move forward together in partnership for the greater good of all people in this community.

In this moment, through storytelling we recognize our role to lead the Nation in Reconciliation through our work. We desire to inspire ambassadorship and good relations within our community and beyond. Because truth requires only an instant from which to grow, and this is that moment.



# TRUTH AND RECONCILIATION: CALL TO ACTION

## Call's to Action for Sport and Business

#87

We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

#91

We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events

#92

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.

Excerpt from [Delivering on Truth and Reconciliation Commission Calls to Action](#)



## Call's for Justice for Media and Social Influencers

#6.1

We call upon all media, news corporations and outlets, and, in particular, government funded corporations and outlets; media unions, associations, and guilds; academic institutions teaching journalism or media courses; governments that fund such corporations, outlets, and academic institutions; and journalists, reporters, bloggers, film producers, writers, musicians, music producers, and, more generally, people working in the entertainment industry to take decolonizing approaches to their work and publications in order to educate all Canadians about Indigenous women, girls, and 2SLGBTQQIA people. More specifically, this includes the following:

i Ensure authentic and appropriate representation of Indigenous women, girls, and 2SLGBTQQIA people, inclusive of diverse Indigenous cultural backgrounds, in order to address negative and discriminatory stereotypes.

ii Support Indigenous people sharing their stories, from their perspectives, free of bias, discrimination, and false assumptions, and in a trauma-informed and culturally sensitive way.

iv Take proactive steps to break down the stereotypes that hypersexualize and demean Indigenous women, girls, and 2SLGBTQQIA people, and to end practices that perpetuate myths that Indigenous women are more sexually available and "less worthy" than non-Indigenous women because of their race or background.

Excerpt from the [National Inquiry into Missing and Murdered Indigenous Women and Girls](#)



# DEFINING A NEW ERA FOR DISCOVER SASKATOON

The focus of Destination Marketing Organizations (DMOs), like Discover Saskatoon, is evolving to fulfill a new role in communities across the world. Traditionally, a DMO's main role was to develop clever taglines and churn out promotional campaigns. Yet with the abundance of online information available to travellers, the research and booking process has changed dramatically, causing a shift in the roles and responsibilities of your destination representative.

A new title has emerged to better define the scope of work the team at Discover Saskatoon does for you – a **Destination Management and Marketing Organization (DMMO)**. While destination marketing helps in positioning our destination as an attractive city to visit and invest in, the added focus on destination management means to ensure its sustainability over a prolonged period of time.

**It's not just about bringing people to Saskatoon, it's about keeping our community healthy and whole at the heart of what we do, elevating the visitor experience once travellers arrive and communicating with them after they leave.**

In addition to traditional marketing channels, Discover Saskatoon has, in fact, been ahead of this global shift to DMMO, creating compelling invitations in core global markets while working closely with our community and strategic partners to drive **quality of life** and **economic prosperity** here at home.



## The big questions

**So what can tourism do to contribute to the health and well-being of Saskatoon and its citizens? How can we build a visitor economy that delivers demonstrable net benefit to our host community that serves the visitor?**

We need to create a **sustainable visitor economy** that enables residents, local businesses and communities to thrive, flourish and be healthy in every way. And what does it mean to flourish? It encompasses human well-being, financial performance and environmental health. It delivers increased productivity, resilience, adaptability and innovative capacity.





# THE BRAND: WE ARE DISCOVER SASKATOON

## Vision

For Saskatoon to be a destination of choice that creates connections and inspires discovery

## Purpose

To invite all people to discover and have transformational experiences in Saskatoon that create lasting value and support a vibrant future.

Our community is at the heart of everything we do. Our mandate remains the same: we serve our community and our partners by telling the stories of Saskatoon and promoting our city on national and global stages. While we are a representation of the voice that lives here, we do not own that voice. We are constantly unearthing the **storytellers** and **ambassadors** of our destination.



## The future of tourism is kinship and connection

Whether you are local to the region or visiting from afar, at the heart of the Saskatoon experience is kinship and connection—connection to self, to each other, to the land and to the community.



## Our Iconic Story

Our logo was purposefully created to reflect the spirit of Treaty 6. The icon, wordmark and Cree syllabics honour our commitment to restoration, regeneration and reconciliation.

Created by local artist Christine Marie, a woman of Métis and Filipino roots, our new icon is a visual reminder that we are all treaty people, crossing bridges together in the land of the living skies.

**“Establishing and building relationships helps us get one step closer to reconciliation. This is why I wanted to create this logo with the handshake as the foundation—treaties were signed and sealed with a handshake.”**  
— Christine Marie

**THE SUN** A nod to the land of the living skies, it pays respect to the land and is reflective of the Treaties.

**THE BRIDGE** An invitation to cross the various bridges in Saskatoon to discover all it offers! Discover this place.



**THE WATER & HANDSHAKE** Representing unity with one another and is a sign of respect for the presence of others. This reflects a foundation of kinship, unity with the land and one another.



## THE BACKGROUND

More than two years of community conversations have shaped our transformation to our new brand, representing who we are and how best to celebrate our people, this land and the essence of Saskatoon.

With your support and by adopting elements of Discover Saskatoon, we can share Saskatoon's stories with the world, creating a cohesive, consistent and captivating experience for those who spend time here.

Our new brand is designed for success over the long term. It will increase the value and the reputation of our destination, creating a compelling invitation for visitors and locals alike.



## OUR VOICE

**Our brand voice is our personality. With it, we share the stories of Saskatoon with the world.**

### INVITING

We are warm and sincere in welcoming others to discover Saskatoon. Our invitations are authentic and appealing, using plain language to connect with our audiences.

### RESPECTFUL

It is our responsibility to promote Saskatoon in a way that is polite and respectful of the city's many peoples and places. We seek and seize opportunities to amplify the voices of others.

We strive to have every resident, visitor and professional identify with our brand.

### TRUTHFUL

With the support of our community members and partners, we exercise our expertise on destination marketing and the city of Saskatoon. We value and pursue truth in every story we tell.



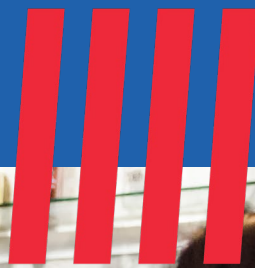
## ATTRACTING HIGH VALUE TRAVELLERS: THE SUSTAINABLE CHOICE

Discover Saskatoon will engage in a strategy to attract Canadian and international **High Value Travellers** - those who traditionally spend more while respecting and celebrating the destination and its people.

Whether they are visiting for business, sport or leisure, our efforts are focused on attracting these quality guests rather than simply increasing in volume. Our brand's storytelling approach will showcase unique

experiences in all seasons, which will help to disperse travellers throughout our destination, providing sustainability to our labour market.

In all our efforts, we will maintain our commitment to protect our natural resources and continue cultivating pride of place in our residents while providing an opportunity for our community to prosper.



### What are they looking for?

- ✔ A destination matching their need for self-enrichment
- ✔ A destination consistent with their personal values
- ✔ A destination to immerse themselves in the local culture, actively seeking local hidden gems in addition to the tourist attractions

### A Sustainable Visitor Footprint

High Value Travellers will have a positive impact on our communities.

- ✔ They have an increasing consciousness around responsible travel
- ✔ Naturally curious and want to invest time and energy into a destination
- ✔ Stay longer and spend more
- ✔ They respect and celebrate the place and its people
- ✔ A desire to leave a destination better than they found it, minimizing their footprint
- ✔ They have the disposable income for travel and tend to stay longer so they can go deeper into a destination



# PARTNERSHIP & GOLD STANDARD RELATIONSHIPS

Tourism by its nature involves the destination as a whole and thrives only when partnerships are strong, enriched with purpose and offer clear collaborative outcomes. To build and shape tourism in Saskatoon, we require equal participation by government, the private sector and the community. By expanding our presence and relationships with each of Saskatoon's distinct communities, we can all reap the benefits of sustainable tourism.

To be successful, we need to continue to build and maintain sustainable community partnerships

beyond our traditional hospitality members. We are grateful for our long-term partnerships with the Saskatoon Destination Marketing Hotels (SDMH), The Saskatoon Tribal Council, Tourism Saskatchewan, the Saskatoon Airport Authority, the Saskatoon Chamber of Commerce, the Saskatoon Regional Economic Development Authority (SREDA), the Business Improvement Districts and the City of Saskatoon. These partnerships have enabled an abundance of collaboration to tap into and identify even further grassroots support. It is easier when we can all say, "We're in this together."

"To go fast, go alone.  
To go far, go together."

- African Proverb





# TOURISM TRENDS IN 2022

## Taking stock of tourism's biggest challenges of 2022



**Rising Rates:** High consumer demand for travel as restrictions are lifted, coupled with reduced supply and capacity, as well as workforce-related constraints, ever-increasing inflation, are all contributing to rising travel costs.



**Getting Here:** Reduced availability to transportation—both air and ground—is creating barriers to connect travellers with a destination.

In Saskatoon, our collaborative efforts with the Saskatoon Airport Authority and the Province will be focused on improving air access. Inter-provincial partnerships will enable short term access from other markets.



**Finding Talent:** A diminished workforce capacity and lack of training is a challenge to industry recovery. Retraining and upskilling existing workers, while attracting new and previous members, is critical.



**Business Travel & Events: A Slow Recovery:** Leisure travel is leading the way to short-term recovery, while corporate travel faces a slower return. Deloitte's corporate travel survey, *How the pandemic is reshaping corporate travel (2021)*, forecasts that business travel will likely recover only to around 80% of pre-pandemic levels by 2024.

A focused effort on showcasing Saskatoon's Sectors of Strength in partnership with Trade & Export partners can improve this recovery time for Saskatoon.



**Funding for DMOs:** Most Destination Organizations rely on funding through tourism related levies. We have relied more on non-traditional sources of funding and building partnerships with community organizations to ensure the opportunity for Saskatoon to remain relevant and competitive in the world. Our opportunity is to stabilize and grow revenues now and into the future.

Insights from Destination Canada's Tourism Outlook – Spring 2022



# KEY MARKETS AND FORECASTED TRENDS IN 2023

## Visitor trends in 2023

### Inviting our Neighbours

Domestic tourism will continue to drive sector recovery with industry experts projecting a return to 2019 levels by 2025. Uncertainties surrounding safety and security, geopolitical risks and inflationary pressures has enticed travellers to exhibit preference for domestic destinations, continuing the substitution of outbound to domestic trend observed amid the pandemic.



Manitoba Visitors spend **15% more** than Alberta Visitors

### Key domestic markets for Saskatoon are:



% of Canadian overnight visits to Saskatoon

### International Markets

#### Returning to Canada

Full recovery of international travel to Canada is expected by 2025 from key markets such as the United States, United Kingdom, Germany and Japan.

Tourism spending in Canada from US visitors is expected to accelerate faster than most in 2022 and fully recover to the 2019 benchmark by 2025, providing Saskatoon with an opportunity to broaden the intent to travel from US markets beyond hunting and fishing.

Insights from Destination Canada's Tourism Outlook – Spring 2022



#### European Recovery

Spending from overnight visitors is expected to be moderate in 2023 and 2024 as a result of economic fallout from the Ukraine-Russia conflict. Spending is expected to return to its long-term trend by 2025, surpassing the 2019 benchmark. Being the most impacted by the conflict, commodity cost increases, particularly oil and gas, are expected to be particularly acute in Europe, slowing economic growth, slowing arrivals into 2023 and delaying the recovery baseline by one year to 2025. Close ties to Canada in the UK may temper this tendency.

#### Asia-Pacific Recovery

The Japan Market may be moderately impacted by the Ukraine-Russia conflict. The Japanese traveller remains largely interested in the experiences available in Saskatoon and as business travellers are returning on trade missions which could return both leisure and business travel in higher volumes than prior to the pandemic.



# THE RETURN OF BUSINESS TRAVEL FORECAST

## A deeper dive into the recovery of business travel

Amid considerable medium-term uncertainties, the Business Events travel segment is expected to fully recover over the next 5 to 6 years. However, other business travel segments (including sales calls, training, customer supports, etc.) are likely to return to a lower level of activities. This projection applies to Canada, the United States and International destinations.

### Factors causing structural changes in the business travel model

- ✓ Ease and efficiency of virtual software
- ✓ Demand for net-neutral and no-waste business events
- ✓ Carbon emissions targets
- ✓ Cost savings



The recovery of other business travel segments to the 2019 baseline will depend on expansion in international trade and economic activities over time.

	Present	Projected Revenue Recovery to 2019 Baseline
Business Events (convention, congress, trade shows and incentive trips)	50% below pre-pandemic level	By 2026
Other Business Travel (sales calls, training, customer support, etc.)	70% below pre-pandemic level	By 2027 or 2028
US Air Travel to Canada	Air travel for business slower recovery than non-business	Business event air travel, by 2024 Other Business air travel, by 2027



## KEY FACTORS DRIVING GROWTH

### Community Shared Value

We are focused on the co-creation of value. The value is economic and social, fostering wealth and well-being for everyone in Saskatoon. We are passionate about our destination and have a strong desire and responsibility to strengthen the community's economic position and vitality to provide opportunities for all residents. It is with enthusiasm and eagerness that we seek to tell the world the story of our destination, of our history, of our culture, of our community and of our people. We are intentional community leaders, visible in our community and purposeful in our actions.

### UN Sustainability Goals

The United Nations' Sustainable Development Goals are a blueprint for peace and prosperity, for people and the planet now and in the future (United Nations, 2022). We are seeking partnerships that allow us to commit to and leverage these goals to develop unique programs that enable destination-wide sustainability. We will let these goals guide us in implementing regenerative practices into our experience development.



### Destination Development & Stewardship

Destination development and stewardship means ensuring that making Saskatoon as a must-experience city in Canada because our community is flourishing and our invitations are competitive, relevant and sustainable. We are investing in the development of transformative experiences and events that inspire travel year-round and during high-need periods while stewarding the environmental and social needs of our community.



### Truth-Telling & Inclusiveness

The Truth and Reconciliation Commission of Canada (TRC) has 94 calls to action across a wide range of areas including child welfare, education, health, justice, language, and culture (British Columbia, 2022). We are committed to truth and reconciliation and the calls to action relevant to our sector. We acknowledge that the stories of this destination are not ours and that we have an obligation to live and work in the Spirit of the Treaty so that Indigenous people have a mutually beneficial future through the lens of the visitor economy. Truth telling through marketing initiatives, business and sporting events partnerships and Indigenous experience development will enable our community members and visitors alike to connect to Canada in a rich and meaningful way so that Reconciliation may one day be possible.

### Gold Standard Partnerships

We intend to develop and maintain relationships that are recognized in the Canadian tourism sector by the industry as the gold standard. We intend to create these relationships with our consumers, partners, suppliers, industries, and other key stakeholders.



# STRATEGIC PILLARS

Discover Saskatoon's strategic pillars provide the framework for decision-making regarding efforts and investments to enhance Saskatoon's visitor economy. These goals offer guidance on how to achieve the overarching vision and develop a competitive positioning for Saskatoon as a destination.

## Enhance & Evolve the Visitor Experience



Our focused efforts on authentic cultural experiences and commitment to community engagement characterize us as an essential Canadian travel destination.

## Live & Lead with our Brand

Our offerings and initiatives connect emotionally to all consumers and clients alike, driving demand for experiences and visitation to Saskatoon.



## Community Wellbeing

Our community is at the heart of everything we do. Our pillars align with the long term viability of economic prosperity, our people and the planet.



## Develop a Thriving Sector

Our advocacy and promotion of equitable economic development provides value to all our stakeholders, elevating the quality of life and place for the Saskatoon community.

## Operate a Culturally Sound & Performance-based Organization

We believe that by being a value-based organization our performance will thrive. Our commitment to coaching, mentorship, communication, professional development and succession planning ensure the right people are in the right places to serve our stakeholders.





# CORPORATE GOALS IN 2023

## Pillar 1: Enhance & Evolve the Visitor Experience

Our investment in thoughtful destination development that enhances sustainability through seasonal and geographic dispersion.

### Goals

- 1. Support a more consistent, year-round economy by inspiring year-round visitation.
- 2. Enhance the holistic visitor experience in Saskatoon and the region.
- 3. Diversify the visitor economy in Saskatoon and the region.

## Pillar 2: Develop a Thriving Sector

Our targeted advocacy and promotion of equitable economic development ensures value to our members and stakeholders and enhances the quality of life and place for the Saskatoon community.

### Goals

- 1. Create stability through grounded principles, methodology and diversification of service offerings.
- 2. Educate tourism stakeholders and advocate on their behalf.
- 3. Position tourism as a key driver of economic and social prosperity.



## Pillar 3: Live & Lead with our Brand

Our sales and marketing initiatives connect emotionally to consumers and clients alike, driving demand for Saskatoon experiences and value for tourism product in Saskatoon.

### Goals

- 1. Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.
- 2. Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.
- 3. Define our brand's positioning, mission and guiding principles.

## Pillar 4: Operate a Culturally Sound & Performance-based Organization

We believe that by being a value-based organization our performance will thrive. Our commitment to coaching, mentorship, communication, professional development and succession planning ensure the right people are in the right places to serve our stakeholders.

### Goals

- 1. Ensuring adequate resources to support growth and development.
- 2. Proper investment in a happy and high-performing team.
- 3. Appropriate process and procedures in place.



## SECTION TWO

# DESTINATION LEADERSHIP

**Our Mission:** To develop partnerships that enable resource generation and collaborative destination-wide initiatives. Living and leading with our brand, we empower key stakeholders across all industries to share one voice.

**Our Strategy:** We maximize and manage resources through our partnerships, delivering meaningful results and driving economic prosperity to members. Representing the city and province at Destination Canada's NorthStar 22 advisory tables and Destination International's Canadian Destinations Leadership Council, we ensure that we have the best resources and partnerships to grow from.

**Our Focus:** Advocating for the tourism sector's profile to be well positioned within the Saskatchewan economy and investing in our people, processes and tools to ensure that we can leverage our resources to operate and execute at the highest levels with a happy, high-performing team. We are also prioritizing Indigenous partnership initiatives to provide cultural awareness and enable economic access for Indigenous community members.





# TEAM, VALUES, BOARD MEMBERS, COMMITTEE MEMBERS

## Our Happy & High-Performing Team

We are passionate about our destination. We have a strong desire to strengthen the community's economic position and vitality and provide opportunity for all residents of Saskatoon. It is with enthusiasm and eagerness that we seek to tell the world the story of our destination, of our history, of our culture, of our community and of our people. To do this, our team must be happy and high-performing. We invest in our team and onboard individuals who are fueled by an unshakeable sense of purpose and driven by their hearts. Our happiness is enabled by a powerful passion that fuels great results because we love what we do.



# OUR TOURISM TEAM VALUES

Our core values are the root beliefs that Discover Saskatoon operates from. They are important and lasting beliefs or ideals shared by our team, members and stakeholders that determine our priorities.



**Be Innovative:** We are industry leaders. We support each other's ideas and encourage creative thinking.



**Be Collaborative:** We are stronger together than as individuals. Our united voice is powerful.



**Be Inspirational:** We inspire our community to move forward through passion and commitment. We are responsible for encouraging our partners to grow with us.



**Steward our Destination:** We balance economic development, sustainable tourism and quality of life in Saskatoon.



**Be Authentic:** An authentic voice builds trust, internally and externally.



**Bring Awareness:** We are concerned about well-informed interest in the history, situation, people and development in Saskatoon. We foster awareness in others.



**Be Empowering:** We invest in ourselves and our partners. The stronger we become, the more resilient our industry is.



**Be Inclusive:** We include every area and neighborhood, group and segment of people within our destination and uphold any history, culture and tradition.



# DISCOVER SASKATOON BOARD OF DIRECTORS AND DESTINATION COALITIONS

Discover Saskatoon is governed by a volunteer Board of Directors whose industry expertise guides the strategic direction. Such collaborations in key areas such as strategic planning, brand development and marketing/sales efforts will mutually benefit the community while fulfilling Discover Saskatoon's mission. These relationships lay the groundwork for longer-term conversations around issues like funding and destination stewardship.

Through collaborations, Discover Saskatoon has created broad-based local coalitions to help advance, develop and sustain the destination organization and its goals. The purpose of such coalitions is to develop and promote Discover Saskatoon's vision, mobilize resources, ensure accountability, keep the community informed, nurture partnerships and relationships and build the capacity to sustain the effort.

**"There is no power for change greater than a community discovering what it cares about"**

**- Margaret Wheatley**



## Destination Leadership

Leading Discover Saskatoon beyond the horizon and continuing our transformational journey of collaborative inspiration and growth is an honour for both the CEO and Director, Finance & Operations.

We realize that our local residents are our ultimate customers and make our efforts a shared value in our community and our teams a community asset.

**We believe that our destination organization is a community asset responsible for programs promoting a community as an attractive travel destination by enhancing its public image as a dynamic place to live, work, learn and play. In this model, everyone benefits.**

We can no longer count on blind government support or vulnerable funding sources; we can no longer solely rely on ROI statistics and we can no longer rely on visitation numbers to be the measure of our success. As our

elected officials, the media and our communities are asking for transparency, and taking a closer look at our budgets and operations, it is our job to make sure we are prepared, vigilant and proactive.

During this great interruption, normalcy has been upended and serious rebuilding of confidence and of structure are needed. We are learning and communicating why Discover Saskatoon must focus on our residents and change the way they talk about themselves and our destination in order to survive and grow. When we have a solid base of support in Saskatoon we know our core values are present and thriving.



# DESTINATION LEADERSHIP OBJECTIVES

## GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- National leadership networking to drive high-profile visitation to Saskatoon
- Collaborative inter-provincial partnership development
- Initiate destination master planning

## GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Align strategic partners in hosting opportunities

## GOAL 3

Diversify the visitor economy in Saskatoon and the region.

## GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Resource generation and partnership buy in models
- Develop and sign a partnership agreement with the University of Saskatchewan



## GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Conduct one tourism briefing per year
- Conduct one Board of Directors retreat and strategic planning session per year
- Educate and inform federal, provincial and municipal elected officials and administration
- Educate and inform Saskatoon business community to build ambassadorship and advocate for the industry

## GOAL 6

Position tourism as a key driver of economic and social prosperity.

**OBJECTIVES:**

- Leverage federal and provincial research streams and invest in local research to communicate value of visitor economy to Saskatoonians
- Research, develop and implement a Government Relations Strategy



✓ **GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

✓ **GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Create published content that drives pride of place and awareness of visitor economy

✓ **GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

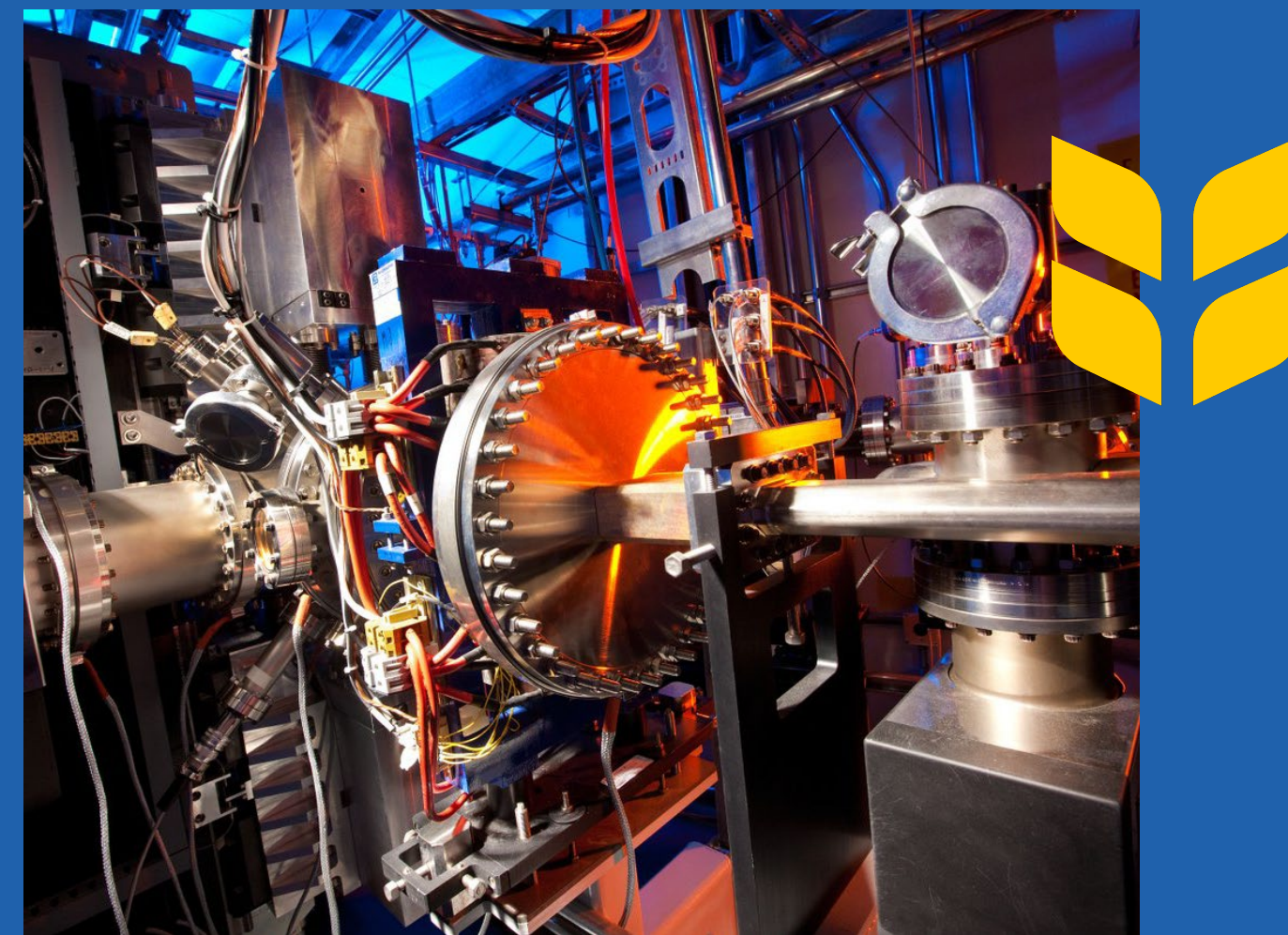
- Communicate brand strategy and provide implementation resources to strategic partners in Saskatoon

✓ **GOAL 10**

Ensuring adequate resources to support growth and development.

**OBJECTIVES:**

- Recruit & Onboard staff resources to lead and execute 'Destination Innovation' initiatives
- Recruit & Onboard a staff resource to re-establish Business Development team composition
- Invest in the tools and platforms required to ensure that the team can execute at the highest level, in order to accomplish the ambitious plans outlined throughout the strategic plan
- Undertake a formal review of existing IT infrastructure and work with partner(s) to create a strategic roadmap towards an optimal 'future-state'
- Make strategic investments in consulting partnerships that enhance programs and lines of business
- Recruit & Onboard Indigenous Tourism Development team member in collaboration with Saskatoon Tribal Council



✓ **GOAL 11**

Proper investment in a happy and high-performing team.

**OBJECTIVES:**

- Fund relevant Professional & Leadership Development
- Invest in cultural and team building initiatives
- Train staff in diversity, equity and inclusion
- Obtain external review and recommendations on appropriate team structure
- Provide Board of Directors with opportunities to grow in areas of governance and strategic oversight

✓ **GOAL 12**

Appropriate policies, processes and procedures in place.

**OBJECTIVES:**

- Review and revise administrative policies and processes to ensure teams can operate efficiently
- Review and revise financial policies and processes to meet the more demanding expectations of suppliers while maintaining appropriate internal controls
- Invest in support to create updated and effective HR Policies, succession planning, professional development, onboarding and staff retention to remain competitive, relevant and agile
- Ensure all positions have relevant and up-to-date procedures in place to provide for appropriate comprehension of competencies required for each role, clarity of accountabilities and continuity of role with turnover



# SECTION THREE

## NATIONAL AND INTERNATIONAL BUSINESS EVENTS

**Our Mission:** To source, incubate and host international and national business events.

**Our Strategy:** We showcase Saskatoon as the best host destination for national and international business events and work closely with the federal government's business event marketing sector. We also collaborate with community leaders to bring meaningful events to the city and create an economic impact across the city's tourism industry.

**Our Focus:** Hosting in-market events for association clients and planners in partnership with Saskatoon hotels and venues to bring our new brand to life. We are leveraging the newly established Business Event Advisory Panel to deepen our ability to bid on and secure business events.





## SECTORS OF STRENGTH

You may have heard: Saskatoon is booming and it's true. The city is the largest in Saskatchewan, a province that boasts one of Western Canada's most diversified economies.

Saskatoon ranks near the top in a group of Canada's fastest-growing cities. We've worked hard to earn the "Science City" reputation, and as you'll see, our diverse economy helps drive Saskatchewan forward and keep Canada competitive.

### Agriculture

Saskatchewan is home to more than 40% of Canada's cultivated farmland – some of the most productive land in the world. Saskatchewan's diverse agriculture and agri-food sector has an international reputation for high-quality food and ingredients. The province is Canada's largest agri-food products exporter.

### Life Sciences

Saskatchewan is a world leader in biotechnology and life sciences and has some of the most advanced facilities in Canada.

### Technology

Saskatoon is an emerging creative hotbed for technology companies. The ICT sector delivers value through economic diversification and high-paying jobs. Saskatoon's homegrown talent has attracted interest from some of the biggest companies in the world.

### Mining and Energy

Saskatchewan ranks second in the world for mining investment attractiveness. Saskatchewan's rich mineral resources (the province has the world's largest potash industry), efficient regulatory environment and strong investment opportunities have attracted most of the major global mining companies.



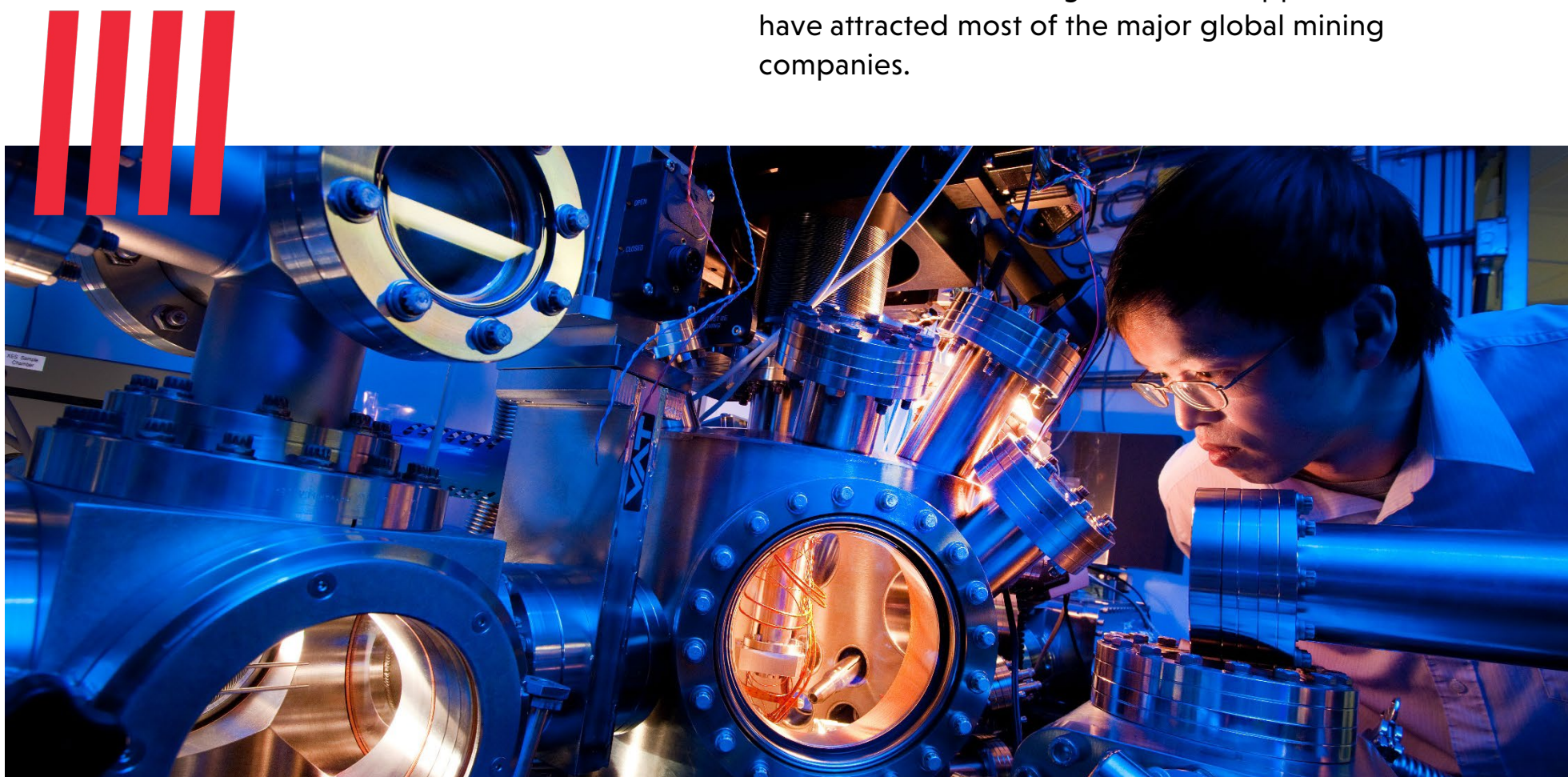
## BUSINESS EVENTS SALES STRATEGY & INCENTIVE PROGRAM & CIVIC HOSPITALITY FUND

The Civic Hospitality Fund is a program initiated by the City of Saskatoon, through the Mayor's Office, whose purpose is:

- ✔ To attract conventions to Saskatoon that will provide an economic benefit from outside the city and province;
- ✔ To attract conventions to Saskatoon for the benefit of publicity, future opportunities and to enhance our city's image;
- ✔ To enhance Saskatoon's profile as a true convention destination;
- ✔ To develop a hospitality program that assists conventions within a structured framework that is fair to all levels of applicants; and
- ✔ To facilitate, enhance and showcase Saskatoon and its hospitality.

**National:** work closely with and leverage Cities in Sync partnership to target and win three-year BIDs. Host key FAMs and reengage Tourism external advisory panel to site visit and provide direction on three-year National Business Events strategy

**International:** follow sector strategy and align with Destination Canada and Tourism Saskatoon initiatives, reengage a lead generation agency to prospect international leads, utilize ICCA for internal lead generation





# NATIONAL & INTERNATIONAL BUSINESS EVENTS OBJECTIVES

## GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- Inspire pre and post stays to business event attendees
- Inspire business event attendees to return as leisure travellers

## GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Indigenous inclusion provided as part of the incentive for the conference
- Provide a resource to help meeting planners create inclusive events

## GOAL 3

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Develop and deploy companion programs for business events and incentivize to delegates and attendees

## GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Establish the Saskatoon Advisory Board of National Leaders to assist in planning for the next five years
- Develop and build alignment on common strategies among stakeholders for national and international events



## GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Host sales meetings to enable high level of engagement for Discover Saskatoon stakeholders
- Prioritize SDMH and member facilities when in market and through all channels

## GOAL 6

Position tourism as a key driver of economic and social prosperity.

**OBJECTIVES:**

- Develop and measure and promote return on investment of Discover Saskatoon-enabled business events



✓ **GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Position Discover Saskatoon destination values through BID documents and client relation

✓ **GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Increase awareness of tourism as a vehicle to create and sustain employment (with an emphasis on youth), economic prosperity and the overall value of tourism as an economic driver
- Compile and create reporting on the economic impact of business events

✓ **GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Showcase the new brand to industry members of the international business event community

✓ **GOAL 10**

Ensuring adequate resources to support growth and development.

**OBJECTIVES:**

- Leverage Destination Canada, Tourism Saskatchewan and other external resources to enable further reach, expanded prospecting and attainment of Discover Saskatoon business event opportunities



✓ **GOAL 11**

Proper investment in a happy and high-performing team.

**OBJECTIVES:**

- TBD

✓ **GOAL 12**

Appropriate policies, processes and procedures in place.

**OBJECTIVES:**

- Business development processes are known and evaluated to ensure consistent, high quality service delivery (RFP responses, bid packages, incentives)





## SECTION FOUR

# THE LEGACY PROJECT

The Legacy Project brings meaningful local, national and international events to Saskatoon! Meetings transform—epiphanies, relationships, ideas, even economies—and meetings in Saskatoon change the world.

The Legacy Project was created to strengthen Saskatoon's community and raise our profile, by bringing meaningful and memorable events home.

The Legacy Project is bringing world-changing business, industry and sport events to Saskatoon, and the impact will be felt by the entire community.

Many events we attract are within our sectors of strength—agriculture, technology, life sciences, advanced manufacturing and natural resources. More still are sport related. The personal and economic impact of these events will resonate for generations.

Discover Saskatoon will be working with Legacy Builders to leave a mark on our city. We provide true partnership from proposal to retrospective, through consultations, resources, strategy and more. As a business, academic or community leader, bring impactful events to the Saskatoon stage.





# THE LEGACY PROJECT OBJECTIVES

## GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

## GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Communicate legacy impact of business events and sporting events hosted in Saskatoon

## GOAL 3

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Prospect outside of traditional sectors and secure legacy builders in these areas

## GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Create and refine the core value proposition of the Legacy Project to current and prospect Legacy Builders
- Promote the value and encourage adoption of the Legacy Project by target Legacy Builders



## GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Engage Legacy Builders to gain market intelligence on upcoming events to prospect

## GOAL 6

Position tourism as a key driver of economic and social prosperity.

**OBJECTIVES:**

- Create ambassadorship in Legacy Builders
- Communicate Legacy Builder's individual industry and event hosting as it relates to overall economy



✓ **GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Enable Legacy Builders to live and lead with Discover Saskatoon brand

✓ **GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Enable mentorship through Legacy Builders

✓ **GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Enhance awareness of the Legacy Project locally and nationally
- Align Legacy Project into greater Discover Saskatoon brand

✓ **GOAL 10**

Ensuring adequate resources to support growth and development.

**OBJECTIVES:**

- TBD

✓ **GOAL 11**

Proper investment in a happy and high-performing team.

**OBJECTIVES:**

- TBD



✓ **GOAL 12**

Appropriate policies, processes and procedures in place.

**OBJECTIVES:**

- Annual Legacy Development and Communications Plan
- Tactic: Calendar of events, purpose of events, leads on team



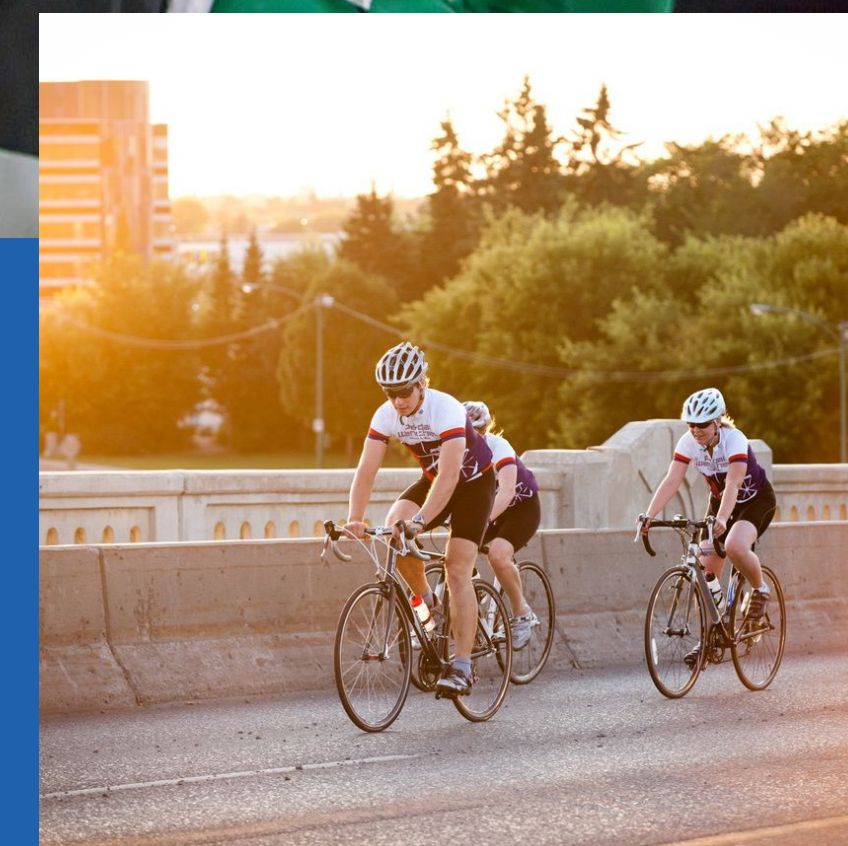
## SECTION FIVE

# SPORT & MAJOR EVENTS

**Our Mission:** To drive the visitor economy in Saskatoon through the hosting of sport and sport-related events—and to provide opportunities for visitors and residents to experience our community through sport event hosting. In Canada, sport tourism is a \$7.4 billion industry annually and the fastest growing tourism segment. In Saskatoon, sport tourism was the first tourism industry to host in-person events following the COVID-19 pandemic.

**Our Strategy:** We prospect and incubate sport event opportunities for our city, and connect with local, provincial, national and international sport rights holders to support our hosting initiatives.

**Our Focus:** The new Sport and Major Cultural Event strategy will enable the pursuit of high-yield sport event opportunities and showcase our world-class facilities. We are creating an event calendar to support the sport community in bidding on and securing events and to work collaboratively as a united sport hosting community. We are also working closely with Legacy Builders and the Sport and Major Events Advisory Committee to drive year-round visitation through sport event hosting.





# SPORT & MAJOR EVENTS SALES STRATEGY

Discover Saskatoon has developed the Saskatoon Sport & Major Events (SSME) Advisory Committee to advise on major event opportunities and initiatives. The committee is comprised of members of Saskatoon's sport community, provincial sport organizations, sport venues and representatives from the City of Saskatoon and the University of Saskatchewan. The committee helps set strategy, advise on new opportunities and provides outreach into the wider sports community.

Discover Saskatoon has been focused on establishing and enhancing relationships with the national, provincial and local sport delivery and governing bodies to identify and submit competitive bids for sporting and major events.

## World Class Hosting Opportunities:

- ✓ **Short-term:** cultivate and strengthen relationships with event rights holders to position Saskatoon as a premier, right sized host city. Generate incremental hotel room nights and maximize economic and social impact from events attracted to Saskatoon while developing hallmark annual events designed to anchor the sport and major event sector in the city.
- ✓ **Long-term:** inform the design and support for infrastructure requirements needed for more elaborate, pinnacle events. Elevate the destination profile and presence nationally and internationally, deliver platforms for place branding, activate to extend the value of event hosting, garner political support and alignment needed to support and grow a thriving sport and major event sector



## Major Event Development

- Develop** – and/or attract 1 to 2 hallmark annual events
- Lead** - a collaborative process to bid and evaluate sport and major event opportunities
- Create** – of a "carousel" of opportunities across a ten year outlook
- Build** – capacity and alignment toward bids for multi sport national and international games

## Service & Acquisitions

- Showcase** – the social, economic value of the live event sector and services offered
- Position** - Saskatoon as a premier host for sport and major events in Canada
- Identify** - cultivate and celebrate local champions and legacy builders
- Raise** – awareness in community of support and services offered
- Event** – activations to leverage opportunities and maximize ROI



# SPORT & MAJOR EVENTS OBJECTIVES

## GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- Prioritize hosting opportunities during low occupancy periods
- Provide a wide array of year-round, high-yield, event opportunities to our partners

## GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Immerse travelling teams, spectators and families in Saskatoon from pre-arrival to post departure

## GOAL 3

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Prospecting and attracting non-traditional sports to fill prospect and sales pipeline
- Incubate sport and major cultural events during need periods

## GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Distribute itineraries to inspire extended stays
- Collaborate with partners to provide funding opportunities



## GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Host sport tourism partnership events
- SDMH awareness and partnership
- Advocate for event hosting infrastructure

## GOAL 6

Position tourism as a key driver of economic and social prosperity.

**OBJECTIVES:**

- Develop and implement annual event funding program
- Provide economic impact reports highlighting the value of sport tourism in Saskatoon
- Develop, measure and promote return on investment of Discover Saskatoon-enabled sport events



✓ **GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Position Discover Saskatoon destination values through BID documents and client relations
- Increase sustainability, inclusion and diversity through sport event execution
- Host sport event rights holders on site visits, including value-based experiences and protocols

✓ **GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Increase awareness of sport event hosting in our community

✓ **GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Bring the Discover Saskatoon brand to life in core markets

✓ **GOAL 10**

Ensuring adequate resources to support growth and development.

**OBJECTIVES:**

- Develop avenues to support and incentivize high-yield events



✓ **GOAL 11**

Proper investment in a happy and high-performing team.

**OBJECTIVES:**

- TBD

✓ **GOAL 12**

Appropriate policies, processes and procedures in place.

**OBJECTIVES:**

- Data collection through the CRM
- Implementation of partnership agreements





## SECTION SIX

# CONSUMER MARKETING

**Our Mission:** To develop and implement strategic and intentional marketing campaigns that gain awareness and interest in our destination, inspiring visitors through consumer, travel trade, business and sport markets to book in Saskatoon.

**Our Strategy:** We tell our story through beautiful and inspiring content that utilizes photography, video, our website, our blog, our social media channels and digital advertising campaigns.

**Our Focus:** We are excited to work with our SDMH partners and members to build content that will showcase transformative experiences through engaging campaigns.





# TARGETING

While Discover Saskatoon sees visitors from all corners of the globe and all walks of life, we cannot physically advertise and sell Saskatoon's products to all of them.

In order to meet our goals and objectives, we have narrowed down our demographics as follows. This section is used to summarize what the overall targeting will be for all paid advertising campaigns and sales efforts.

**Demographic:**

- ✓ 25-34 Young families (local & regional)
- ✓ 35-44 Couples (local, regional, domestic, business traveller, trade)
- ✓ 55 + High Value Travellers (local, regional, domestic, media and trade)

**Advertising Geographics:**

**Local Market:**

- Saskatoon & Region (within 40kms)
- Regional (within 2hrs)
- Provincial (within 6 hrs)

**Inter-Provincial Market:**

- AB (Calgary & Edmonton)
- MB (Winnipeg & Brandon)

**Sales & Trade Geographics:**

- Domestic
- United States
- United Kingdom
- Germany
- Japan

**Earned Media Geographics:**

- Domestic
- United States
- United Kingdom
- Germany



# EXECUTION SUMMARY

What we are promoting in 2023: Our team will utilize marketing campaigns to push out content, advertisements, promotions, offers, etc., to our targeted areas and target personas focused on our goals and objectives. Over the course of 2023, our team will promote the following pieces through our marketing campaigns.

**Activities:**

- Seasonal outdoor activities
- Attractions and indoor activities
- Indigenous culture
- Experiences
- Events

**Areas/Locations:**

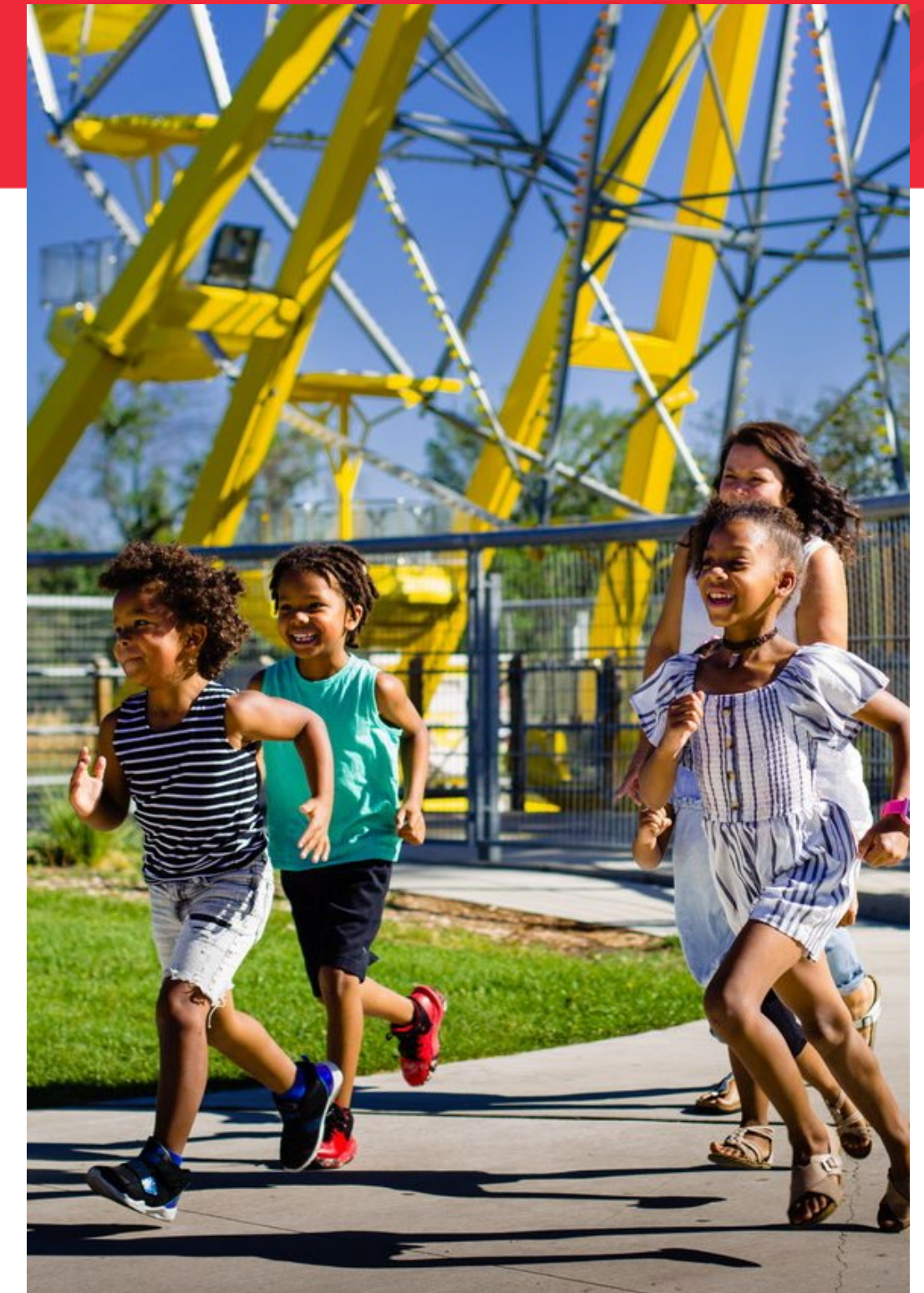
- Downtown Saskatoon
- Riversdale
- Broadway
- Meewasin Valley
- Wanuskewin

**Attributes:**

- Sunny weather
- Fall colours
- Winter wonderland
- Off-the-beaten path
- Snow
- Nature access
- Access to agriculture

**Business Sectors/Industries:**

- Accommodations/SDMH partners
- Retail and shopping
- Restaurants and bars
- Indigenous tourism
- Events





# CAMPAIGNS FOR 2023

## Campaign Categories

### Evergreen

Campaigns that will run constantly throughout the year. Content, messaging and targeting will remain the same.

#### Themes

General brand awareness; promotions; experiences staycations; local people/business highlights

### Industry Sentiment

Promoting the value of tourism to residents and strategic industry partners. This campaign will highlight the value of the visitor economy and how we can work together. It will run year-round with some content as being evergreen and some as non-evergreen (because of seasonality).

#### Themes

Resident sentiment; strategic partnership; economic opportunity.

### Non-evergreen

These campaigns will be turned on and off based on the season. Messaging and what is being promoted will change based on the season.

#### Themes

Spring based; summer based; fall based; winter based; staycations; packages

### B2B Partners

While not a consumer-facing one, our B2B campaign will focus on connecting with our industry partners and sectors with relevant updates, information and resources.

#### Themes

B2B education; membership; collaboration



## Why campaigns?

Simply put, campaigns tie everything together into one neat package! They are an organized way to promote Discover Saskatoon's message, attributes, activities, areas, etc., to the target demographics we want, to achieve the goals that we identified.

Without campaigns, Discover Saskatoon wouldn't be able to convey everything to our target demographics in a strong manner.

### These campaigns will be comprehensive in two ways:

1. The campaigns incorporate all departments, including marketing, advertising, public relations, sales, the Discover Saskatoon Visitor Centre, etc.
2. The campaigns will utilize a blend of paid media, organic media, earned media and physical/ digital assets.



# CAMPAIGN SCHEDULE

## SPRING / SUMMER

CAMPAIGN	TIMING	THEMES	PLACEMENT/TACTICS
Spring/summer: Seasonal-based campaigns	Mid-May – End of August	Events; festivals; experiences; patios; river valley; culinary/agricultural experiences	Traditional advertising: print; radio; broadcast; billboard Digital marketing: Google; Facebook; Instagram Organic social media SEO Blogs Landing pages Email marketing Offer and deals pages
Spring/Summer: Seasonal-based campaigns (remarketing)	Mid-May – End of August	Events; festivals; experiences; patios; river valley; culinary/agricultural experiences	Digital marketing: Google; Facebook; Instagram
Experiences	Mid-May – End of August	Seasonal experiences; iconic Saskatoon experiences; Indigenous experiences; culinary experiences; outdoor experiences	Digital marketing: Google; Facebook; Instagram Organic social media SEO Blogs Landing pages Email marketing
General brand awareness	Continuous	Industry and resident sentiment; brand positioning; brand recognition	Traditional advertising: print; radio; broadcast; billboard Digital marketing: Google; Facebook; Instagram Organic social media SEO Blogs Landing pages Email marketing Offer and deals pages
Local People/Business Highlights	Continuous	Member highlights, events, experiences	Digital marketing: Google; Facebook; Instagram Organic social media

## FALL / WINTER

CAMPAIGN	TIMING	THEMES	PLACEMENT/TACTICS
Fall/Winter: Seasonal-Based Campaign	Mid October – end of February	Events; festivals; experiences; attractions; sport, staycations, packages and offers	Traditional Advertising: print; radio; broadcast; billboard Digital marketing: Google; Facebook; Instagram Organic social media SEO Blogs Landing pages Email Marketing Offer and deals pages
Fall/Winter: Seasonal-based Campaigns (Re-marketing)	Mid October – end of February	Events; festivals; experiences; attractions; sport, staycations, packages and offers	Digital marketing: Google; Facebook; Instagram
Staycations	Mid September – Mid February	SDMH Partners; urban experiences; retail; culinary	Digital marketing: Google; Facebook; Instagram Organic social media SEO Blogs Landing pages Email Marketing
B2B Campaigns	Continuous	Sharing partner content, events, advocacy support	Facebook; Instagram Organic social media Landing pages Email Marketing
Industry Sentiment Campaigns	Continuous	Value of tourism, resident sentiment	Digital marketing: Google; Facebook; Instagram Organic social media SEO Blogs Landing pages Email Marketing



# THE PATH TO PURCHASE



- General brand awareness
- Experiences
- Seasonal-based campaigns
- Local people/business highlights



# CONSUMER MARKETING OBJECTIVES

**GOAL 1**

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- Develop and deploy inspiration content and campaigns that promote the seasonality of our destination
- Create opportunities to create packaging and offers that highlight the seasonality of our destination and drive revenue in off-peak seasons

**GOAL 2**

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Maintain the current "positive influence of tourism" value
- Provide relevant and timely content to support the visitor experience

**GOAL 3**

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Maintain and develop our CMS to support conversion to members and SDMH partners
- Creation of digital campaigns to support referrals to members and SDMH partner businesses

**GOAL 4**

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Provide opportunities for education and alignment with brand, values and marketing initiatives

**GOAL 5**

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Provide up-to-date and timely information to tourism stakeholders and partners
- Become a trusted source for information and support for tourism stakeholders and partners
- Provide opportunities for engagement with members and SDMH partners

**GOAL 6**

Position tourism as a key driver of economic and social prosperity.

**GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Facilitate the implementation of value-based marketing campaigns
- Content development and deployment across all owned digital platforms

**GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Promotion of local member businesses and SDMH partners
- Maintain positive influence of tourism sentiment in our destination

**GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Facilitate the implementation of inspiring and inviting marketing campaigns
- Creation and deployment of awe-inspiring content

**GOAL 10**

Ensuring adequate resources to support growth and development.

**GOAL 11**

Proper investment in a happy and high-performing team.

**GOAL 12**

Appropriate policies, processes and procedures in place.



## SECTION SEVEN

# MEDIA & PUBLIC RELATIONS

**Our Mission:** Assist our partners in telling their stories to a provincial, national and international audience.

**Our Strategy:** Recruiting talented travel writers, bloggers and travel influencers to create informative and inspirational content focused on the Saskatoon experience so we can share these local stories with the world.

**Our Focus:** We will be pursuing contributors of key publications to tell the stories of Saskatoon with a focus on Indigenous stories and our culinary scene's unique connection to our local agriculture industry.





## MEDIA & PUBLIC RELATIONS FOCUS

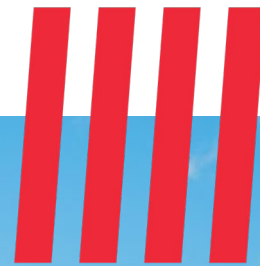
Travel Media is an important channel through which to reach potential visitors to Saskatoon. Media from print, TV, digital, and other influencers offers valuable third party endorsement and content to promote Saskatoon as a destination of choice for travellers.

We identify and assess opportunities to increase exposure for Saskatoon by sharing inspiring story ideas that align with our content pillars and target markets. An in-depth understanding of Saskatoon's regions, experiences, and operators is required to pitch the story angles that will appeal to a journalist's or influencer's audience.

Working collaboratively with industry operators to host these media influencers on familiarization tours of Saskatoon is key to our success in this. A strong partnership delivers the best experience for influencers and journalists, and allows for leveraging resources to host more qualified media.

### Examples include:

- Participating in media marketplaces to build relationships with media contacts, providing new story ideas and information.
- Hosting media on familiarization tours, creating and organizing customized itineraries to match the journalists' needs.
- Providing destination knowledge and product information for media enquiries.
- Sharing destination news and highlights with a variety of media contacts through media sales calls, events, e-newsletters, and press releases.
- Partnering with Tourism Saskatchewan and Destination Canada to extend media reach through in-market events, marketplaces, and press releases.



### Traditional Tactics

- ✓ Media relationship building
- ✓ Media outreach
- ✓ Targeting media outlets, contact lists and editorial calendars
- ✓ Press materials with news releases, blog posts, fact sheets, etc.
- ✓ Monitoring and tracking press coverage and Net Promoter Score
- ✓ Hosting media FAMs, media trips and in-market rep presentations
- ✓ To attract conventions to Saskatoon for the benefit of publicity, future



# MEDIA & PUBLIC RELATIONS OBJECTIVES

## GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- Highlight Saskatoon to key media for all four seasons

## GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Secure local traditional media spots supporting advocacy and tourism sentiment
- Reach industry benchmark for Net Promoter Score

## GOAL 3

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Establish Saskatoon as the starting point for Saskatchewan exploration

## GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

## GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Support development and story building with tourism partners in Saskatoon

## GOAL 6

Position tourism as a key driver of economic and social prosperity.

## GOAL 7

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Attract media and travel writers from target publications that align with the values and stories of Saskatoon

## GOAL 8

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- TBD

## GOAL 9

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Maintain strong lines of communication with strategic industry partners

## GOAL 10

Ensuring adequate resources to support growth and development.

## GOAL 11

Proper investment in a happy and high-performing team.

## GOAL 12

Appropriate policies, processes and procedures in place.





## SECTION EIGHT

# TRAVEL TRADE

**Our Mission:** To promote Saskatoon as a destination for leisure travellers who book their travel through a travel agent or tour operators—we've got small-town vibes with big-city amenities and experiences.

**Our Strategy:** To establish and nurture relationships with key account Receptive Tour Operators (RTOs) and in-market tour operators through hosting FAMs, delivering sales and product development presentations and executing joint marketing partnerships with these key accounts.

**Our Focus:** Creating a new line of revenue opportunity for both our experiential and hotel partners. We're also prioritizing product team training with RTO clients, tour operator clients and travel agencies to grow awareness and visitation to Saskatoon—as well as working with tour operators to create guaranteed departures that include overnight stays in Saskatoon.





## TRAVEL TRADE FOCUS

Tour operators and travel agents are an important market development and sales channel, particularly in international markets, and it is expected they will continue to play a significant role in future years. They provide added value to customers who are less familiar with Saskatoon and Saskatchewan and its product offerings, as well as for those who prefer to book travel with the assistance of a travel expert.

Tour operators and travel agents source a range of holiday itineraries, and they can provide services and experiences that may not otherwise be available directly to consumers. The travel trade not only provides a sales opportunity for Saskatchewan's tourism industry, it also offers access to customers and markets that we could not easily reach on our own.

Discover Saskatoon will continue to undertake travel trade initiatives to promote a greater understanding of the province and our destination, and to facilitate sales opportunities for trade-ready products and experiences.

### These initiatives include:

- Participating in key travel trade marketplaces in all target markets to build sales relationships and identify new opportunities.
- Implementing partnership marketing activities with key accounts to increase the promotion of our destination.
- Hosting qualified travel trade clients on familiarization tours.





# TRAVEL TRADE OBJECTIVES

## ✓ GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

### OBJECTIVES:

- Confirm 1 new fall/winter itinerary with key account RTO's and Tour Operators

## ✓ GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

### OBJECTIVES:

- Increase critical mass of experiences included in RTO and Tour Operator itineraries to lengthen stay in Saskatoon and drive revenue to member businesses
- Ensure action to fulfilling Call to Action #92 by including territorial protocol and Indigenous partnership for RTO and Tour Operator partners

## ✓ GOAL 3

Diversify the visitor economy in Saskatoon and the region.

### OBJECTIVES:

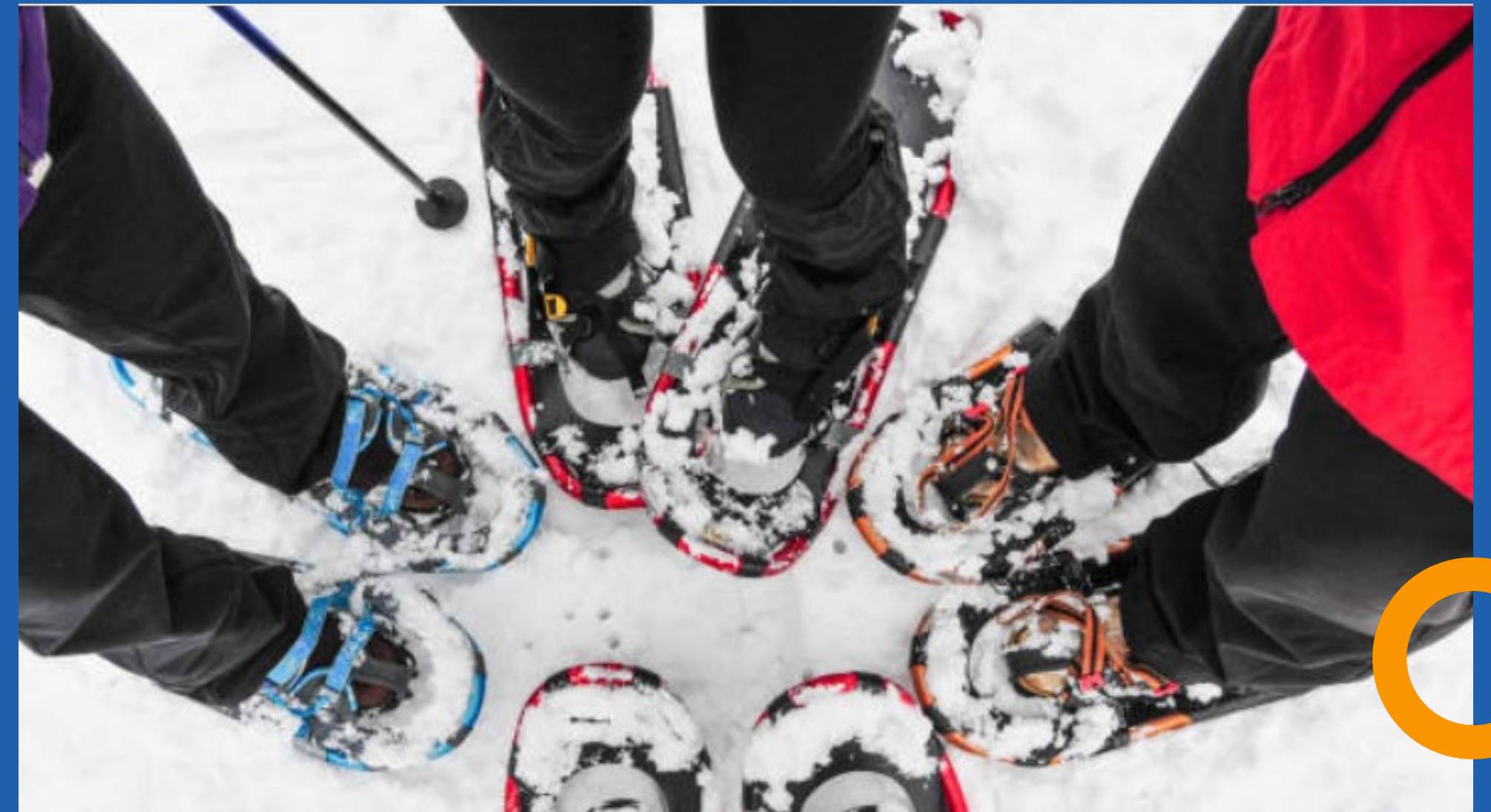
- Drive visitation from outside of Saskatchewan through RTO's, Tour Operators and Travel Agents
- Collaboratively create interprovincial partnerships that drive travel from outside of Saskatchewan that leverage rail and rubber tire transportation partners

## ✓ GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

### OBJECTIVES:

- Establish Saskatoon as a known, export ready destination for RTO's, Tour Operators and Travel Agents
- Establish a comprehensive narrative guide to enable ease for tour guides and trade partners
- Grow the number of fully trained Indigenous tour guides in Saskatoon
- Enable pre-post, escorted tours for business events to inspire extended or bleisure travel



## ✓ GOAL 5

Educate tourism stakeholders and advocate on their behalf.

### OBJECTIVES:

- Grow awareness and participation in travel trade activities amongst SDMH partners and member businesses
- Present SDMH partners as leaders to travel trade clients around the world
- Create ambassadors in Saskatoon of itinerized and guided experiences

## ✓ GOAL 6

Position tourism as a key driver of economic and social prosperity.

### OBJECTIVES:

- Position Discover Saskatoon as a known resource to the Ministry of Trade and Export, STEP, SREDA and the University of Saskatchewan



✓ **GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Establish Saskatoon as a known destination for high value US Tour Operators and Travel Agents
- Establish Saskatoon as a known destination for high value travellers that book through Canadian Based RTO's from Germany, UK and Japan
- Leverage Tourism Saskatchewan's investment in travel trade marketplaces to ensure Saskatoon is top of mind for Signature Travel Agents

✓ **GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Inspire residents of Saskatoon to promote the value of Saskatoon experiences and increase local visitation to Discover Saskatoon export ready experiences

✓ **GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Bring the Discover Saskatoon brand to life in market, on OTA platforms and in partnership with travel trade partners
- Ensure brand alignment with all joint marketing partnerships and published collateral to travel trade partners

✓ **GOAL 12**

Appropriate policies, processes and procedures in place.

**OBJECTIVES:**

- Establish travel trade awareness and "ambassadorship" in SDMH partners and member business through high accountability in reporting and communications





## SECTION NINE

# DESTINATION INNOVATION

**Our Mission:** To increase quality of life for our residents by focusing on experience development and event incubation while implementing core strategies for regenerative tourism, environmental and social sustainability, stewardship of the destination and the implementation of action towards the Truth and Reconciliation Commission's Calls to Action.

**Our Strategy:** We work with partners to ensure that their experiences are "Export Ready" and can be sold directly to travellers outside of market and to travel agents and tour operators from around the world. We promote these experiences in business event bids and sport event bids, and work with tour operators from core markets to include these experiences in their itineraries.

**Our Focus:** Developing a critical mass of transformative experiences—that are sustainable, relevant and competitive—to share with the world that authentically represent our community.

Our partnership with the Saskatoon Tribal Council enables the development of Indigenous tourism experiences and the development of Pow Wow Tours that will be piloted and launched in 2023.





# DESTINATION DEVELOPMENT

To stay competitive and realize our full potential requires us to continually enhance and add to our tourism offerings. Boosting supply for the long-term will ensure Saskatoon continues to have desirable travel experiences that meet the ever-changing needs of visitors.

Cities that focus on destination development have diversified economies, a powerful network of connected and strategically aligned partners, collaboration with government and engaged citizen advocates. This translates to a robust visitor economy, pride of place for residents and a sought-after destination for travellers.



We see our role in destination development in three categories:

### As a driver

We strategically invest in destinations and experiences with the greatest potential for a high return. This creates jobs, supports businesses, and diversifies the economy.

### As a partner

We coordinate a holistic and collaborative approach to growing the visitor economy with our stakeholders. Working together toward common goals fast tracks achievement of them.

### As a convener

We bring together economic development bodies, businesses, and governments to accelerate investments, navigate regulatory processes and position tourism as a positive contributor.



# DESTINATION INNOVATION OBJECTIVES

## GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- Increase the critical mass of market and export ready experiences in Saskatoon
- Incubate cultural events to increase visitation and lengthen traveller stays
- Partner to grow number of export ready Indigenous tourism experiences with Saskatoon as a hub and spoke destination

## GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Ensure TRC Calls to Action relevant to tourism sector are implemented through all lines of business
- Ensure UNDRIP is implemented through all lines of business
- Enable destination wide sustainability initiatives that create a compelling invitation and support Saskatoon's ability to stay relevant, competitive and sustainable as a destination
- Enable a circular and regenerative economy in Saskatoon through the lens of the visitor economy

## GOAL 3

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Grow Saskatoon's winter economy through event and experience incubation to enable a quality of life and vitality during winter months



## GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Develop partnerships that enable destination wide, globally recognized sustainability goals and initiatives
- Demonstrate the tourism sector's ability to drive an increase in visitation and greater social & economic impact through the lens of experiential tourism
- Demonstrate the economic and social value of the visitor economy through immersive and transformational experiences

## GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Ensure Saskatoon and Region stakeholders and partners understand and integrate regenerative tourism principles
- Ensure Saskatoon and Region stakeholders and partners are trained and able to provide a safe and inclusive tourism experience for the 2SLGBTQ+ market

## GOAL 6

Position tourism as a key driver of economic and social prosperity.





### GOAL 7

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Saskatoon is renowned for experiences and events that inspire meaningful, value driven travellers to discover Saskatoon



### GOAL 9

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Experience development and event incubation partners are able to bring the Discover Saskatoon brand to life within their experiences and events



### GOAL 10

Ensuring adequate resources to support growth and development.



### GOAL 8

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Involve residents, government, stakeholders and sector partners to share the success, value and impact of Saskatoon's visitor economy



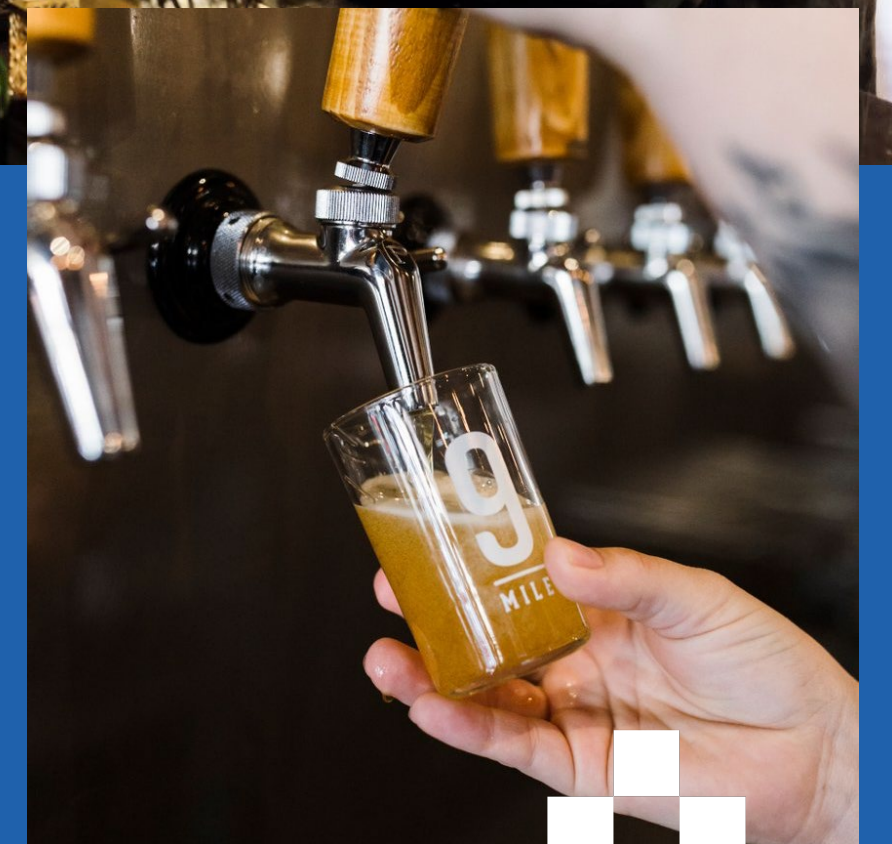
### GOAL 11

Proper investment in a happy and high-performing team.



### GOAL 12

Appropriate policies, processes and procedures in place.





## SECTION TEN

# MEMBERSHIP & VISITOR EXPERIENCE

**Our Mission:** To connect our SDMH hotel partners and members to local residents and visitors. We are a trusted resource and have highly trained staff who can tell the stories of our destination and provide visitors with the information they need. We are experts when it comes to Saskatoon and we are passionate about supporting our thriving visitor economy.

**Our Strategy:** First, we provide services and support to our SDMH partners and members, while also creating educational and networking opportunities. We connect our members to the visitor. On the visitor side, we make sure our front-line team has relevant and inspiring content and information to share so that we are able to highlight our destination in a desirable way.

**Our Focus:** We plan to deepen our connection to local partners and members, creating further opportunities to showcase Saskatoon's experiences in our Visitor Centre as well as online.





## OUR ROLE

Discover Saskatoon, originating in 1977, is a membership-based, non-profit, visitor and convention bureau that markets Saskatoon and the region as a destination of choice for leisure, sport, and business travel.

We represent nearly 400 members related to the tourism industry and work with them to attract visitors to Saskatoon.

Our services include convention, sport, and major event attraction, media relations, and membership & visitor services and advocacy; and

we are one of only a handful of internationally accredited destination marketing organizations in Canada.

We value, champion, and share in our member's success!

**When tourism works –we all work!**



## CONNECTION AND COMMUNITY FUEL BUSINESS GROWTH

Leveraging a variety of programs and services, Discover Saskatoon works collaboratively with more than 400 industry partners to market our city in new and exciting ways. We advocate for what's best for our destination and for our industry. The success of Saskatoon's visitor economy depends on our continued collaboration. Marketing our great city and businesses like yours is a top priority because memorable fond experiences mean greater economic impact for Saskatoon.

### AREAS OF FOCUS

- ✓ Enhance the profile of the visitor center in the community - to increase member and partner referrals to visitors and residents
- ✓ Enhance the membership program to/for our members to deliver on the value of membership
- ✓ To create a meaningful connection between Destination Saskatoon, its partners, and our members and support the delivery of strategy initiatives
- ✓ New and improved annual billing structure for our members
- ✓ Saskatooning training (building local ambassadors by training the frontline staff on Saskatoon's offerings)
- ✓ Building a strategy to grow our membership base

### AS A MEMBER YOU HAVE

- ✓ Connection to local network
- ✓ Industry advocacy support
- ✓ Marketing support and assistance





# MEMBERSHIP & VISITOR EXPERIENCE OBJECTIVES

## ✓ GOAL 1

Support a more consistent, year-round economy by inspiring consistent year-round visitation.

**OBJECTIVES:**

- Enhance the Visitor Centre experience to support year-round visitation

## ✓ GOAL 2

Enhance the holistic visitor experience in Saskatoon and the region.

**OBJECTIVES:**

- Deliver Visitor Experience Strategy
- Attend in-market conferences to gather industry intel and create connections
- Enhance holistic Visitor Centre experience

## ✓ GOAL 3

Diversify the visitor economy in Saskatoon and the region.

**OBJECTIVES:**

- Create and implement targeted member prospecting strategy

## ✓ GOAL 4

Create stability through grounded principles, methodology and diversification of service offerings.

**OBJECTIVES:**

- Streamline and enhance member onboarding and renewal process
- Create and deliver Member Communications Plan
- Create and deliver Member Networking Strategy
- Restructure membership tiers to ensure accessibility and inclusion

## ✓ GOAL 5

Educate tourism stakeholders and advocate on their behalf.

**OBJECTIVES:**

- Create and implement calendar of development opportunities for member/partners

## ✓ GOAL 6

Position tourism as a key driver of economic and social prosperity.

**OBJECTIVES:**

- Build and maintain tactical partnerships within the community





✓ **GOAL 7**

Attract value-based, responsible travellers by creating compelling invitations in targeted core markets.

**OBJECTIVES:**

- Provide vital Visitor Services for visitors and residents

✓ **GOAL 8**

Inspiring pride of place for Saskatoon residents, government, stakeholders and industry.

**OBJECTIVES:**

- Provide Visitor Services and become a resource hub for residents

**GOAL 9**

Define our brand's positioning, mission and guiding principles.

**OBJECTIVES:**

- Deliver Visitor Experience Strategy

✓ **GOAL 10**

Ensuring adequate resources to support growth and development.

**OBJECTIVES:**

- Onboard Visitor Experience Seasonal Team Members for peak season
- Create holistic and comprehensive training plan for seasonal team

✓ **GOAL 11**

Proper investment in a happy and high-performing team.

**OBJECTIVES:**

- TBD

✓ **GOAL 12**

Appropriate policies, processes and procedures in place.

**OBJECTIVES:**

- Establish Visitor Centre Risk Assessments, Safety and Security Procedures
- Complete Member Invoicing structure and process







[discoversaskatoon.com](http://discoversaskatoon.com)

202 4th Ave N #101,  
Saskatoon, SK S7K 0K1

(306) 242-1206