



**Discover** ГубС  
**saskatoon**  
Strategic Plan 2023

## Land Acknowledgement

We acknowledge that we are on Treaty 6 Territory and the Homeland of the Metis people. We reaffirm our relations which we are bound to by our ancestors through Treaty, to steward this land and seek mutual benefit on this land for as long as the grass grows, the sun shines, and the river flows. We pay our respect to the First Nation and Metis 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, Girls, and Two-Spirited. 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.

We are all treaty people

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# Message From Our CEO

Discover Saskatoon's role is to always be looking at the bigger picture, leading the way to promote and manage our community as a four-season destination while developing experiences, incubating events, and strengthening partnerships that position Saskatoon as a destination of choice. This makes Saskatoon an incredible place to live, work, learn, and play. Our role in building and nurturing an engaged tourism sector is so important, now more than ever. Our focus is on collaboration and contributing to a viable and thriving economic model for Saskatoon's visitor economy and doing so with sustainability and purpose. We are on a path to a resilient future, where new ways of collaborating will be key to our success in Saskatoon, a community flourishing because of the tourism ecosystem. Doing business must contribute to positive outcomes from a broader perspective:

## For our businesses

– through competitiveness and profits that are contributing to overall social wellbeing.

## For our planet

– regenerating natural capital and avoiding all forms of waste.

## For our people

– a sector of satisfied employees inspired by our long-term vision, and a healthy local community where equality and diversity are thriving.



Saskatoon is a place like no other, a land of abundance and opportunity where residents and an estimated 2.7 million visitors per year alike can experience life connected. Wherever you hail from, you'll feel the significance of this land. Not only does the visitor economy create jobs and generate revenue, but it also drives awareness of this amazing city around the world, in turn, contributing to our city's local economic vibrancy, future prosperity, and quality of life.

This plan provides a shared direction of what we want to accomplish and how we will leave a positive legacy in the work we do. We know where we are going (our vision), how we're going to get there (our strategic pillars) and what we want to accomplish along the way (key opportunities).

### **Purposeful Action**

The global pandemic, the climate crisis, and social consciousness have had dramatic impacts on just about every aspect of life, including how individuals, businesses, and investors think about potential destinations and their own communities. It is imperative that Saskatoon enhance its position as a place to live, work, learn, play, and visit. In doing so, we are able to forge a future of long-term stability, prosperity, and quality of life for residents of Saskatoon and the region's economic sectors. Fulfilling these objectives requires investment in our experiential assets and core tourism functions. This plan allows us to be strategic in those investments and set a clear vision for the future of Saskatoon as a globally sought-after and celebrated destination.

Unprecedented times call for unprecedented collaboration. Together, our journey involves creating compelling invitations to discover Saskatoon as a committed group of partners invested in seeing the community thrive. Our message will inspire visitation for generations to come, and our experiences will have transformational impacts on both our residents and travellers, creating a sense of pride and passion for our city and our province.

This document was created in collaboration and oversight with the entire Discover Saskatoon team, Board of Directors, Saskatoon Destination Marketing Hotels, and other key community stakeholders.

With a collective confidence and partnership we will continue as leaders that connect the value of the visitor economy to our city's prosperity and quality of life.

[We are inviting the world to Discover Saskatoon!](#)

Stephanie Clovechok  
CEO  
Discover Saskatoon

# Purpose

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

Description: The essence of our purpose encapsulates inclusivity, the ability to discover, share in the lived experiences of our land, and participate in the co-creation of economic and social value.

# Vision

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

Description: 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.

Together, we inspire visitation and drive economic prosperity by creating meaningful connections through business, sporting events, leisure activities, and lasting memories. The stories of this city deserve to be told and it is our responsibility to do so in ways that are intentional, inclusive, and authentically Saskatoon.

This vision for Saskatoon is for a vibrant urban centre on the edge of abundant, protected nature. It is a destination of choice, beloved by travellers from near and far who come to discover and connect to self, to each other, to the land and community.



# Strategic Pillar

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.

## 1 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.

## 2 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.

## 3 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.

## 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.



## Community Well-Being

With over 100 years of legacy and leadership at home and abroad, Saskatoon has built a strong foundation for the visitor economy to strengthen and grow. Discover Saskatoon will help to fuel economic and social wellbeing to hotels, attractions, businesses, and the community at large by driving visitation, extending traveller stays, increasing tourism spending and inspiring demand for Saskatoon experiences.

# Sustainable Competitive Advantage

Our sustainable competitive advantages include subject-matter experts, truth and reconciliation, sector and industry expertise, and social license to operate. These resources and capabilities are valuable, rare, inimitable, and organized, leading to enhanced organizational performance (Barney, 1991).

## SASKATOON EXPERTS

Our team creates inspiring invitations to discover Saskatoon because we are subject-matter experts in all that Saskatoon has to offer.

## TRUTH TELLING & ACTION TOWARDS RECONCILIATION

We understand our obligations and are committed to The Truth and Reconciliation Commission of Canada's Calls to Action, specifically calls #87, #89, & #92 (see footnote) and enable Indigenous experiences, events and partnerships to chart a stronger path forward.

## ALIGNMENT WITH SECTORS OF STRENGTH

We have expertise in the diverse sectors and industries of Saskatoon that meet global demands and needs. We enhance economic development initiatives and fuel Saskatchewan's trade & export excellence.

## SOCIAL LICENSE TO OPERATE

We have a unique corporate culture in Saskatoon that is committed to community prosperity and wellbeing through collaborative committees and councils.

## RELATIONSHIPS & PARTNERSHIPS

We collaborate with tourism organizations and across multiple sectors to create unparalleled organizational, community, and visitor value.

Our other value-adding resources and capabilities include:

- Incubating and Developing Authentic, Transformative Experiences Through Innovative Development Programs
- Long Standing Global Client Relationships
- Meaningful Community Engagement and Involvement
- Development and Sharing of Compelling Creative Assets
- Destination Stewardship & Sustainability
- Digital Marketing Expertise
- Incubating and Supporting Sustainable & Competitive Events in Saskatoon
- Showcasing World Class Facilities in Saskatoon
- Visitor Experience Excellence and Training Programs

## FOOTNOTE:

Call to Action #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.

Call to Action #89 – We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.

Call to Action #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) (Truth and Reconciliation of Canada, 2015).

# Core Opportunities

Opportunity identification and mapping are essential to strategic renewal and value creation. Opportunities are scored based on their impact and prevalence. The opportunity's impact on the organization ranges from negligible (1) to revolutionary (5). The opportunity's prevalence in the market ranges from standard (1) to exceptional (5). The overall opportunity score is a product of the impact and prevalence. The higher the overall score, the more impactful the opportunity. It is important to note that the absolute scores are somewhat arbitrary, though relative scores help to stratify opportunities. Discover Saskatoon's top five strategic opportunities, based on overall score, include leveraging the United Nation Sustainability Development Goals to create global competitiveness through sustainable event production and regenerative experience development, destination development and stewardship, truth-telling and inclusiveness, gold standard partnerships, and community shared value.

ID	Opportunity	Impact	Prevalence	Score
A	Sustainability & Stewardship	5	4	20
B	Destination Innovation	5	4	20
C	Truth-Telling & Inclusiveness	4	4	16
D	Gold Standard Partnerships	4	4	16
E	Community-Shared Value	5	3	15

Impact	Revolutionary (5)	5	10	15	20	25
	Major (4)	4	8	12	16	20
	Moderate (3)	3	6	9	12	15
	Minor (2)	2	4	6	8	10
	Negligible (1)	1	2	3	4	5
Barriers to Adoption		Standard (1)	Common (2)	Emerging (3)	Uncommon (4)	Exceptional (5)
Prevalence						



## Sustainability & Stewardship



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 plan, commit and integrating and leveraging these goals to develop unique programs that enable no waste events and carbon neutrality in event hosting and production. We will let these goals guide us in implementing regenerative practices into our experience development.

## Destination Innovation



Destination development and stewardship means ensuring that 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 we have an obligation to live and work in the Spirit of the Treaty so that all 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 be possible.

We are all treaty people

## Gold Standard Partnerships



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

## Community-Shared Value

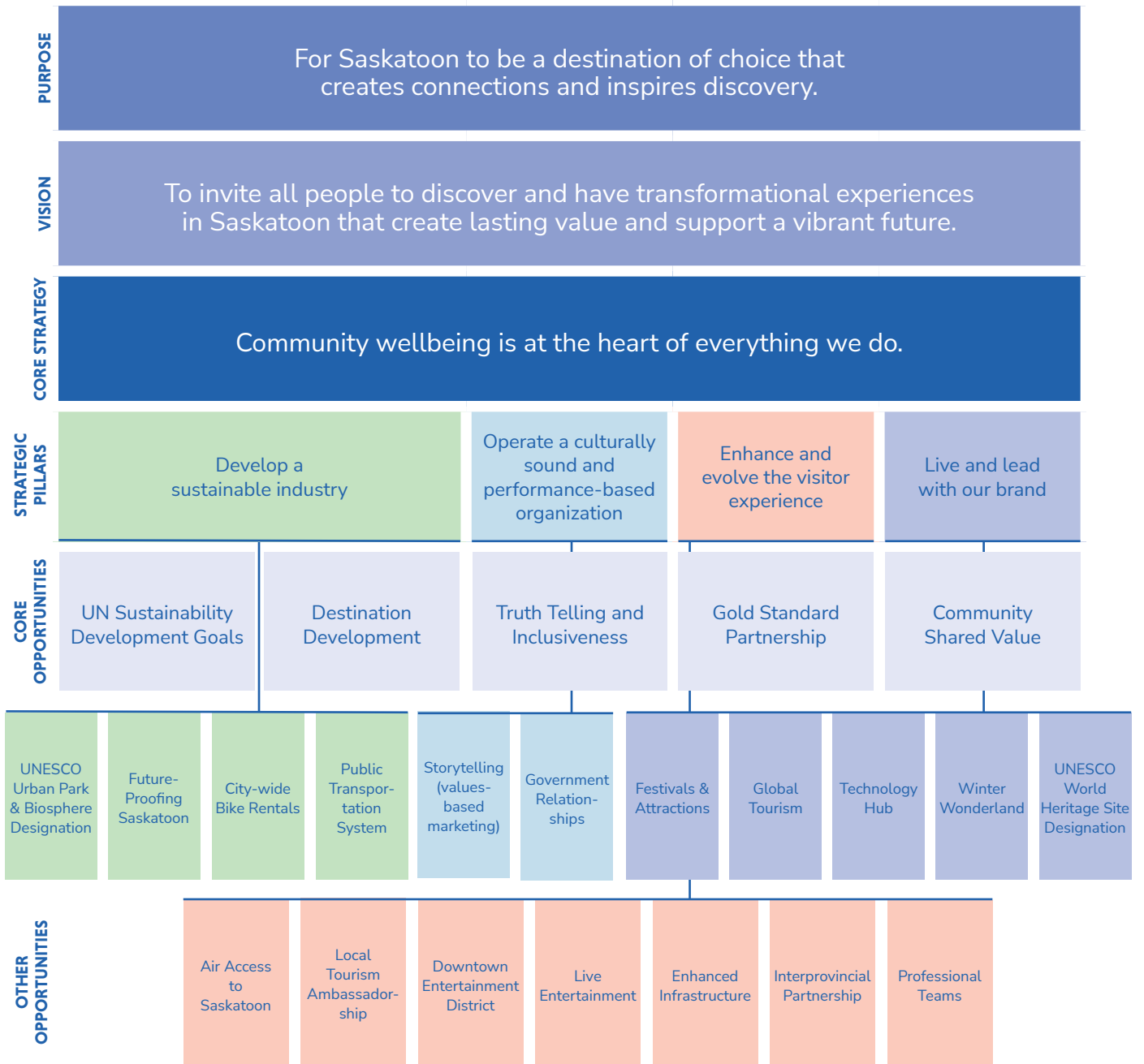


We are focused on the co-creation of value. The value is economic and social, fostering wealth and well-being for everyone in Saskatoon. We are passionate about our destination and have a strong desire and responsibility to strengthen the community's economic position and vitality to provide opportunities 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.

# Strategic Directives (3-Year)

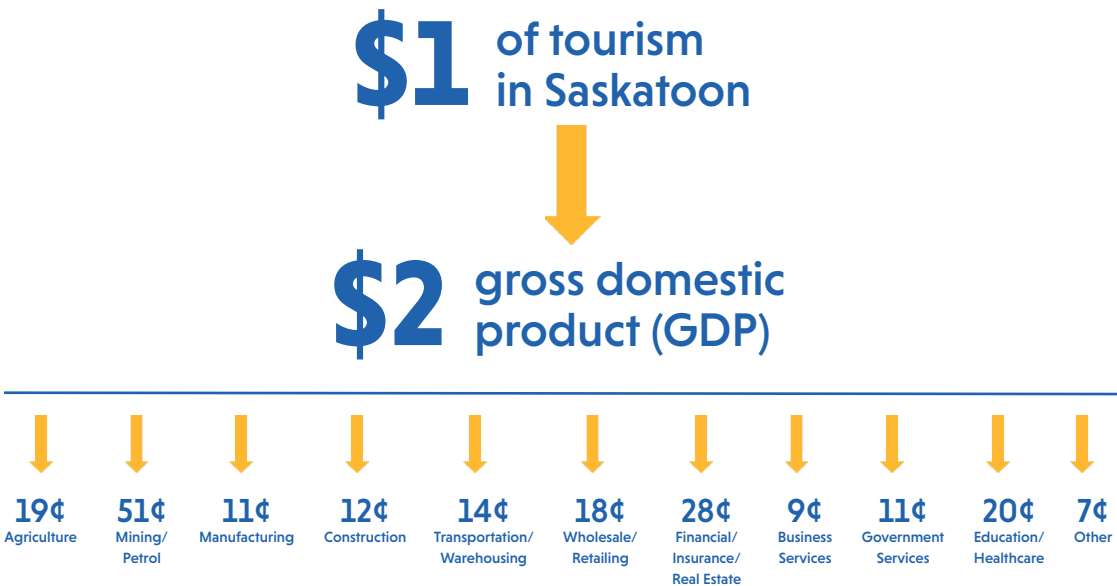
Opportunity	Resources & Capabilities To Leverage	Resources & Capabilities Requiring Further Development
Sustainability & Stewardship	People, Authentic Experience, Sectors and Expertise, Licence to Operate in Saskatchewan	Digital Marketing, Saskatoon Destination Marketing Hotels, Creative Assets, Facilities in Saskatoon, Community Engagement, Client Relationships, Funding, Federal and Provincial Resources
Destination Innovation	People, Saskatoon, Authentic Experience, Response to Truth and Reconciliation, Sectors and Expertise	Digital Marketing, Saskatoon Destination Marketing Hotels, Creative Assets, Facilities in Saskatoon, Community Engagement, Events in Saskatoon, Funding, Federal and Provincial Resources
Truth-Telling & Inclusiveness	People, Authentic Experience, Response to Truth and Reconciliation, Sectors and Experience, Licence to Operate in Saskatchewan	Community Engagement, Saskatoon Destination Marketing Hotels, Digital Marketing, Client Relationships Funding, Federal and Provincial Resources
Gold Standard Partnerships	People, Authentic Experience, Response to Truth and Reconciliation, Sectors and Expertise	Community Engagement, Saskatoon Destination Marketing Hotels, Client Relationships, Events in Saskatoon, Destination Expertise, Facilities in Saskatoon, Increasing Capacity of Facilities
Community-Shared Value	People, Authentic Experience, Response to Truth and Reconciliation, License to Operate in Saskatchewan, Sectors and Expertise	Community Engagement, Saskatoon Destination Marketing Hotels, Client Relationships, Events in Saskatoon, Facilities in Saskatoon, Funding, Federal and Provincial Resources

# Strategic Roadmap



# Economic Value of Tourism in Saskatoon

Tourism is an essential driver of the Saskatoon economy. The economic impact of tourism in Saskatoon is best illustrated by the well-known economic theory of the multiplier. The multiplier effect suggests that \$1 spent in the economy raises gross domestic product (GDP) – the standard measure of economic value created through the production of goods and services in a country, province, or city – by upwards of \$2 (Keynes, 1936; Corporate Finance Institute, 2020; Rusu, 2011). Therefore, \$1 spent on tourism in Saskatoon enhances the city’s overall economic impact by \$2. Based on the current makeup of the Saskatchewan economy (Saskatchewan, 2021), it is estimated that \$1 spent on tourism in Saskatoon results in an increase of \$0.19 to agriculture, \$0.51 to mining and petroleum, \$0.11 to manufacturing, \$0.12 to construction, \$0.14 to transportation, warehousing, and utilities, \$0.18 to wholesale and retail, \$0.28 to finance, insurance, and real estate, \$0.09 to business services, \$0.11 to government services, \$0.20 to education and healthcare, and \$0.07 to other industries. Accordingly, it is evident that tourism in Saskatoon plays an important role in the economy today and into the future.



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