

# Business Plan

2023-24

Tourism Saskatchewan

*Saskatchewan!* 

# Statement from the Minister



*The Honourable Jeremy Harrison  
Minister Responsible for Tourism Saskatchewan*

---

I am pleased to present Tourism Saskatchewan's Business Plan for 2023-24.

Tourism Saskatchewan serves a broad mandate that includes marketing the province as a destination and assisting industry to develop and market quality tourism products. This important work involves solid research and planning, along with sound strategies to deliver services and programs that strengthen Saskatchewan's tourism sector.

The organization's 2023-24 budget and Business Plan concentrate on growing the visitor economy, advancing industry development and workforce initiatives, and optimizing the digital realm to influence potential travellers. Activities align with *Saskatchewan's Growth Plan*, which sets a goal of generating \$3.6 billion in tourist expenditures by 2030.

The following pages summarize plans and tactics to reach this goal and assure industry success and sustainability. These efforts will enable Saskatchewan stories and experiences to stand out and appeal to new, lucrative visitor markets. The work will enhance the quality of tourism experiences and services in the province and build a vibrant, resilient industry. Furthermore, it will see tourism recognized for offering fulfilling entrepreneurial and career options.

Strategic marketing initiatives will position Saskatchewan front and centre in key markets. Campaigns will highlight Indigenous stories, fishing, hunting and outdoor adventures, local culinary experiences, and more.

Tourism Saskatchewan delivers a range of programs to encourage investment in developing, diversifying and elevating tourism experiences. To entice more visitors and increase profits, there is a concentrated focus on winter and shoulder-season activities and encouraging operators to design travel offers and packages. Support for event hosting and business travel further position the industry for long-term growth.

Shifting travel trends and expectations present both challenges and opportunities. Building a robust, service-driven tourism workforce is fundamental to delivering on the promises made to visitors. The work ahead will support employee recruitment, retention and training, and involve partnerships with provincial and national bodies to help address workforce issues.

The following pages outline a detailed plan for 2023-24 that will benefit tourism businesses and communities across the province.



# 2023-24 Budget Highlights

1	Attract high-yield travellers by investing in advertising campaigns and partnership opportunities with select international media and tour operators.
2	Increase visitation and spending by U.S. anglers and hunters through investing in advertising and partnerships with popular outdoor media.
3	Support the re-establishment of direct air access between Saskatchewan and the U.S. by co-investing with carriers on inbound marketing.
4	Increase the number of Saskatchewan tourism experiences and products to strengthen the province's competitiveness as a travel destination.
5	Understand and influence niche market travellers by undertaking comprehensive research.
6	Attract large-scale events and business travel by supporting event planners and destinations to secure successful bids.
7	Amplify the presence, reach and influence of Saskatchewan tourism operators and experiences through increased investment in digital initiatives.
8	Develop training programs and awareness campaigns to address industry-wide labour challenges and promote tourism careers.

# Government Vision and Goals

## Saskatchewan's Vision

---

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

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

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

All organizations will report on progress in their 2023-24 annual reports.

## Tourism Saskatchewan Overview

### Mandate

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

### Mission

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

### Vision

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

## **Goal 1: Increase economic benefit to the province through compelling, branded marketing initiatives targeting high-yield, passionate markets**

Tourism Saskatchewan is committed to the goal in *Saskatchewan's Growth Plan* to increase tourism expenditures by 50 per cent by 2030. Precision marketing tactics targeting high-yield and passionate markets will broaden Saskatchewan's reach and attract more international visitors to the province.

**Strategy:** *The approach we will take to achieve our goal*

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

**Key Actions:** *What we will do to get there*

- Create, curate and evaluate consumer-focused, digital-first, always on, influence-driven content marketing
- Strengthen industry's alignment with target market segments through customer segmentation analysis and the development of educational resources
- Identify and develop passionate market segments, potential niche markets and resilient domestic and international travellers
- Develop strategies for generating positive online conversations
- Develop and implement regional travel zone and accompanying storylines to differentiate the province from its competitors

**Strategy:** *The approach we will take to achieve our goal*

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

**Key Actions:** *What we will do to get there*

- Enhance and optimize content for consumer-facing channels
- Support the creation and promotion of year-round travel offers
- Grow U.S. visitation through targeted marketing of hunting and angling experiences
- Create online and media content to support niche market experiences

**Strategy:** *The approach we will take to achieve our goal*

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

**Key Actions:** *What we will do to get there*

- Evaluate, adjust and implement Tourism Saskatchewan's brand for export markets
- Develop long-term brand and niche market strategies

**Performance Measures:** *What success looks like*

Measures	Baseline	Target 2023-24
Total annual visitor expenditures in Saskatchewan (goal of \$3.6B by 2030)	\$2.7B (2019)	\$2.1B
Number of social media followers	499,642 (2022)	524,624
Paid search advertising click through rate (CTR)	3.17% (2021-22)	4.00%
Paid social advertising CTR	0.82% (2021-22)	0.90%
Paid display advertising CTR	0.07% (2021-22)	0.17%
Digital Listening Sentiment Score	56 (2021-22)	58
Number of events and attractions participating in customer segmentation analysis	7 (2018-19)	14
Number of angling and hunting licences sold to U.S. visitors	27,406 (2019)	23,300
Annual provincial hotel occupancy (%)	56% (2019)	55%
International air arrivals (based on ticket sales)	87,185 (2019)	74,100
Consumer engagement with blog content (measured in page views)	151,358 (2019)	185,000

## Goal 2: Increase the number and quality of Saskatchewan tourism experiences and products to meet traveller expectations

Tourism Saskatchewan's ten-year Destination Development Strategy guides the advancement of compelling experiences and competitively positions Saskatchewan in key markets. Tourism Saskatchewan works with the tourism industry to build capacity and elevate experiences through its funding and development programs, and activities identified in its Workforce and Destination Development strategies.

**Strategy:** *The approach we will take to achieve our goal*

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

**Key Actions:** *What we will do to get there*

- Support the Truth and Reconciliation Commission Calls to Action 7 and 92 through the implementation of the Saskatchewan Indigenous Tourism Strategy
- Monitor key performance indicators to measure destination reputation and visitor satisfaction
- Focus on industry development to support key priority niche areas
- Provide industry training about sustainable tourism practices to increase business competitiveness and meet customer expectations

**Strategy:** *The approach we will take to achieve our goal*

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

**Key Actions:** *What we will do to get there*

- Deliver advice and programming to elevate the quality of tourism experiences and build a robust tourism workforce
- Provide product development funding to operators to support the development of new, high-yield experiences that focus on international markets
- Develop and implement an industry competitiveness program

**Strategy:** *The approach we will take to achieve our goal*

Build a strong tourism workforce

**Key Actions:** *What we will do to get there*

- Review and update the Workforce Development Strategy to ensure relevant, competitive and strong support for tourism businesses in the areas of recruitment and retention
- Work with provincial and federal partners to support program and strategy development to help address labour shortages
- Continuously evaluate training and education programs and services

**Strategy:** *The approach we will take to achieve our goal*

Deliver co-operative marketing, event hosting and experience development funding programs as mechanisms to grow the economy and promote Saskatchewan communities

**Key Actions:** *What we will do to get there*

- Evaluate and refine co-operative marketing, event hosting and experience development programs to remove barriers to participation and ensure alignment with strategies and industry needs
- Refresh and implement Tourism Saskatchewan's Event Hosting and Partnership Strategy
- Increase investment to support event hosting and the business travel sector

**Performance Measures:** *What success looks like*

Measures	Baseline	Target 2023-24
Net Promoter Score (out-of-province visitors)	59.2 (2021-22)	60.0
Percentage of people employed within six months after completing Ready to Work training program	79% (2017-18)	80%
Number of Indigenous experiences supported through funding programs	7 (2020-21)	9
Number of people trained through Tourism Saskatchewan education and training programs annually	12,101 (2021-22)	14,000
Percentage of successful Marketing and Events Partnership Program (MEPP) applicants with a digital marketing and content component	82% (2020-21)	88%
Number of Saskatchewan industry experiences carried by receptive tour operators	82 (2020-21)	86



### Goal 3: Engage Stakeholders

Industry engagement is critical to identifying and delivering programs and services that benefit tourism operators. Through research, partnerships and activities that support product and experience development, Tourism Saskatchewan helps stakeholders increase their competitiveness and attract domestic and international visitors.

**Strategy:** *The approach we will take to achieve our goal*

Cultivate effective partnerships with Saskatchewan tourism industry stakeholders

**Key Actions:** *What we will do to get there*

- Develop and maintain an industry website and Business Hub
- Host strategic engagement sessions with industry stakeholders to collect timely information and feedback to inform Tourism Saskatchewan's programs and services
- Identify new workshops and programs to advance industry knowledge and skills in key areas

**Strategy:** *The approach we will take to achieve our goal*

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

**Key Actions:** *What we will do to get there*

- Provide relevant research and data analysis to support sector growth and influence future planning
- Continually improve the industry partner portal for programs and services
- Develop and implement an industry-facing strategy to guide content development for the business support hub

**Strategy:** *The approach we will take to achieve our goal*

Work with stakeholders and government partners to promote growth across the visitor economy

**Key Actions:** *What we will do to get there*

- Work with provincial and federal ministries to identify opportunities for collaboration and ensure alignment with the objectives of *Saskatchewan's Growth Plan*
- Develop partnerships with travel trade and travel media in key target markets

**Performance Measures:** *What success looks like*

Measures	Baseline	Target 2023-24
Business hub engagement score	7M (2022)	8M
Open rate (%) for <i>Industry Update</i> newsletter emails	25% (2020-21)	30%
Number of industry participants in experiential development training programs	32 (2022-23)	35

## Goal 4: Amplify the presence, reach and influence of Tourism Saskatchewan and the tourism industry through digital initiatives

The risks of technical disruptions and vulnerabilities require a firm commitment to being a digital-first, customer-focused, data-driven organization. Tourism Saskatchewan employs an integrated digital experience platform (DXP) to maximize marketing reach, industry growth and consumer spending, while ensuring operational efficiencies and improvements.

**Strategy:** *The approach we will take to achieve our goal*

Establish and implement an enterprise architecture plan

**Key Actions:** *What we will do to get there*

- Identify and implement systems and processes that lead to increased operational efficiencies
- Develop data, information and technology architecture roadmaps to enhance capabilities required to meet business and growth plan goals
- Establish and implement real-time consumer personalization systems through artificial intelligence, machine learning and automation capabilities

**Strategy:** *The approach we will take to achieve our goal*

Prioritize cyber security initiatives

**Key Actions:** *What we will do to get there*

- Continuously review and improve cyber security systems and processes
- Migrate technological infrastructure to the Cloud
- Develop and update information technology policies and procedures
- Conduct periodic security assessment and audits

**Strategy:** *The approach we will take to achieve our goal*

Improve web and application development processes

**Key Actions:** *What we will do to get there*

- Monitor the success and performance measures of digital products
- Develop and improve industry collaboration products
- Explore customer data integration opportunities with external stakeholders
- Develop and enhance advanced user experience features on consumer websites

**Strategy:** *The approach we will take to achieve our goal*  
Increase employees' digital capacity

**Key Actions:** *What we will do to get there*

- Provide training to increase employees' digital skills
- Develop digital learning plans for employees
- Provide employees with access to digital collaboration tools and resources

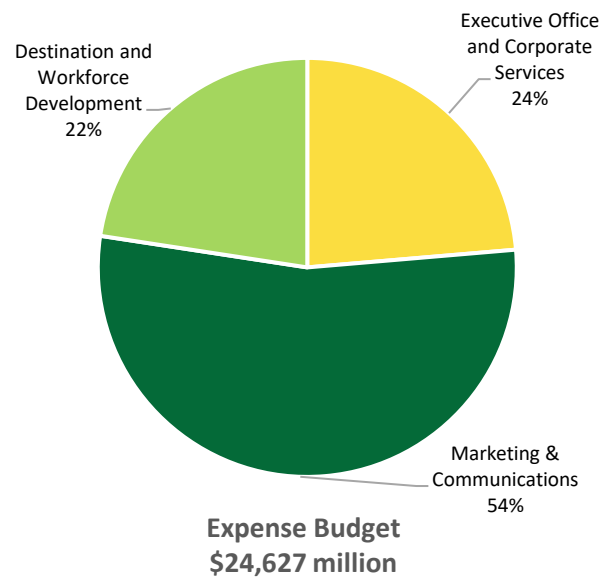
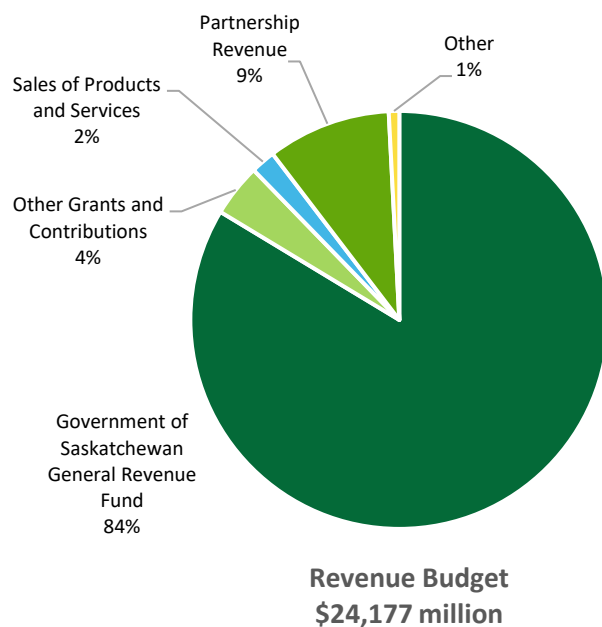
**Performance Measures:** *What success looks like*

Measures	Baseline	Target 2023-24
Percentage of employees participating in digital skills improvement training	83% (2021-22)	85%
LastPass – Average Security Score	45% (2022-23)	55%
Centre for Internet Security (CIS) CSAT Score (Security Controls Assessment)	38 (2022-23)	50

# Financial Summary

Tourism Saskatchewan 2023-24 Estimates (\$20,223 million)		(in thousands of dollars)
Appropriation		\$20,223
<b>Revenue</b>		
Government of Saskatchewan General Revenue Fund		\$20,223
Other Grants and Contributions		\$986
Sales of Products and Services		\$460
Partnership Revenue		\$2,312
Interest and Other		\$196
<b>Total Revenue</b>		<b>\$24,177</b>
<b>Expense</b>		
Executive Office and Corporate Services		\$5,824
Marketing & Communications		\$13,140
Destination and Workforce Development		\$5,663
<b>Total Expense</b>		<b>\$24,627</b>
<b>Budgeted Deficit</b>		<b>(450)</b>

**Tourism Saskatchewan Budgeted Revenue and Expense for 2023-24**



**Links to More Information**

- Please visit Tourism Saskatchewan's consumer website at [tourismsaskatchewan.com](https://tourismsaskatchewan.com)
- Please visit Tourism Saskatchewan's industry website at [business.tourismsaskatchewan.com](https://business.tourismsaskatchewan.com)
- [Government of Saskatchewan Budget, Planning and Reporting](#)