

# Business Plan

2024-25

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 2024-25.

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 sound strategies to deliver services and programs that strengthen Saskatchewan's tourism

sector, supported by solid research and planning.

The organization's 2024-25 budget and Business Plan concentrates on growing the visitor economy by increasing the capacity of the tourism sector through industry development and workforce initiatives, enabling businesses to reach new markets, and developing partnerships to increase revenue and further strategic priorities. 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 to distinguish itself as a destination of choice for new, lucrative visitor markets, including business and event travellers. 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. A focus on automating consumer personalization through new technologies and a refreshed brand strategy will bring Saskatchewan experiences to a range of niche and emerging markets. Increased investment in digital initiatives will amplify the reach and influence of Saskatchewan tourism operators.

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 involve employee training and upskilling to expand the tourism sector's capacity, as well as the development of crucial partnerships with key industry stakeholders.

The following pages outline a detailed plan for 2024-25 that will expand the tourism sector and benefit businesses and communities across the province.

# 2024-25 Budget Highlights

<b>1</b>	Attract high spend travellers by investing in advertising and partnership opportunities with international media, tour operators and airlines.
<b>2</b>	Increase visitation and spending by U.S. anglers and hunters through investing in advertising and partnerships with popular outdoor media.
<b>3</b>	Provide industry support to increase the number of Saskatchewan tourism experiences and products to strengthen the province's competitiveness as a travel destination.
<b>4</b>	Attract large-scale events and business travel by supporting event planners and destinations to secure successful bids.
<b>5</b>	Amplify the presence, reach and influence of Saskatchewan tourism operators and experiences through increased investment in digital initiatives.
<b>6</b>	Develop training programs and awareness campaigns to help 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 2024-25 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 tourism expenditures to \$3.6 billion by 2030

Tourism Saskatchewan is committed to meeting the *Saskatchewan's Growth Plan* target of increasing visitor expenditures by 50 per cent by 2030. Precision marketing tactics targeting high-spend and passionate niche markets will strengthen Saskatchewan's competitive advantage, visitor expenditures and attract more international visitors to the province.

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

Generate demand in high-spend markets through research-driven marketing and compelling storytelling

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

- Grow awareness and demand in export markets
- Develop market presence across priority niche markets
- Establish new opportunities in long-haul domestic markets
- Conduct research to support expansion into new consumer markets
- Support new domestic and international air routes with targeted, in-market campaigns with Destination Marketing Organizations (DMOs), airports, and airlines

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

Amplify the presence, reach and influence of Tourism Saskatchewan and the tourism industry through digital initiatives

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

- Implement real-time consumer personalization systems through AI, machine learning and automation capabilities
- Redevelop the consumer website to implement the new brand strategy and advanced user experience features to meet consumer expectations

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

<b>Measures</b>	<b>Baseline</b>	<b>Target 2024-25</b>
Total annual visitor expenditures in Saskatchewan (goal of \$3.6B by 2030)	\$2.4B (2022-23)	\$2.6B
Digital Sentiment Score	54 (2022-23)	59
Number of angling and hunting licenses sold to U.S. visitors	20,663 (2022-23)	22,700
International air arrivals (based on ticket sales)	80,489 (2022-23)	82,800
Total number of social media followers on Tourism Saskatchewan platforms	503,405 (2022-23)	528,575
Organic social media engagement rate	1.49% (2022-23)	2%
Paid search advertising clickthrough rate (CTR)	11% (2022-23)	11%
Paid social advertising CTR	0.50% (2022-23)	0.90%
Paid display advertising CTR	0.10% (2022-23)	0.20%
Number of Saskatchewan industry experiences carried by receptive tour operators	84 (2022-23)	90

## Goal 2: Increase the capacity of the tourism sector to meet consumer expectations

One of the major barriers to growth for the tourism industry in Saskatchewan is ongoing labour shortages and pressures, particularly in rural and remote areas. Training and upskilling for those currently working in the sector, as well as those interested in working in the sector, is one of the ways to increase workforce capacity for tourism businesses. Tourism Saskatchewan is taking action to help mitigate shortages and support industry members to increase competitiveness and ensure that new market opportunities can be capitalized on.

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

Offer training opportunities tailored to the needs of employers and employees

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

- Implement the updated *Workforce Development Strategy*
- Align and develop industry training to meet current and emerging needs
- Develop a targeted approach to increase awareness of training opportunities

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

Promote tourism employment opportunities to key audiences

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

- Work with educational institutions to introduce tourism career awareness at the middle school and high school level
- Reduce barriers for under-represented groups to increase access to tourism employment opportunities
- Provide entry level training and online tools and resources to help under-represented people acquire work

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

<b>Measures</b>	<b>Baseline</b>	<b>Target 2024-25</b>
Percentage of people employed within six months after completing Ready to Work training program	80% (2022-23)	80%
Number of people trained through Tourism Saskatchewan training programs annually	12,599 (2022-23)	Increase by 5% (13,230)
Training relevancy score (out of 5)	4.58 (2023-24)	Maintain
Number of visits to workinsktourism.ca	13,426 (2022-23)	Increase by 5% (14,100)
Number of high school students reached through career awareness activities.	1,348 (2023-24)	Increase by 10% (1,483)



### Goal 3: Enable tourism businesses to reach new markets and increase revenue

Tourism Saskatchewan works with the tourism industry to leverage new market opportunities by building marketing capacity and elevating experiences through funding and development programs. This work enhances positive perceptions of the province as a travel destination and supports sustainability and competitiveness. There is a great opportunity for Saskatchewan to grow visitor expenditures through the support of major events and business travel.

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

Deliver industry funding programs to support business growth, investment and the creation of new tourism experiences

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

- Deliver industry funding programs to support the development of new market opportunities, including niche and off-season experiences, and increase digital readiness
- Support off-season events and events aligned with the provincial brand and niche markets
- Work with operators to identify and attract private investment
- Provide experience development training for industry operators

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

Measures	Baseline	Target 2024-25
Experiential development training relevancy score (out of 5)	4.60 (2023-24)	Maintain
Percentage of priority niche market projects funded through diversification program	50% (2022-23)	40% to 60%
Percentage of Tourism Saskatchewan to total private sector investment in Tourism Diversification Program	70% (2022-23)	60% to 50%
Percentage of non-peak season events funded	17% (2022-23)	20%

## Goal 4: Develop and nurture meaningful partnerships to advance tourism-specific priorities

Tourism Saskatchewan works with multiple partners to leverage increased funding and expertise in order to advance strategic priorities. Collaboration with other ministries, governments, and industry and sector partners is crucial for meeting the targets laid out in *Saskatchewan's Growth Plan*.

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

Build relationships and develop collaborative initiatives with industry partners

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

- Explore and execute customer data collaboration opportunities with external stakeholders and partners

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

Partner to identify and address barriers limiting tourism growth

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

- Partner with Destination Canada to grow new market opportunities, including the Prairie Angling Partnership and multi-channel co-investments in key international markets
- Support Indigenous tourism development through collaboration with Indigenous Destinations Saskatchewan (IDSK) and the Indigenous Tourism Association of Canada (ITAC)
- Identify opportunities to address aviation infrastructure gaps and labour shortages through partnerships with federal, provincial, and territorial tourism and transportation ministries

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

Support strategic partnerships to attract high-yield events

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

- Partner with major city marketing organizations, government and industry partners to attract business events aligned with Saskatchewan's sectors of strength
- Work with event organizers and partners to effectively measure the economic impact of events
- Implement a restructured event funding program

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

<b>Measures</b>	<b>Baseline</b>	<b>Target 2024-25</b>
Number of international leads generated for business events	15 (2023)	30
Percentage of events using the economic impact calculator	72% (2023-24)	90%

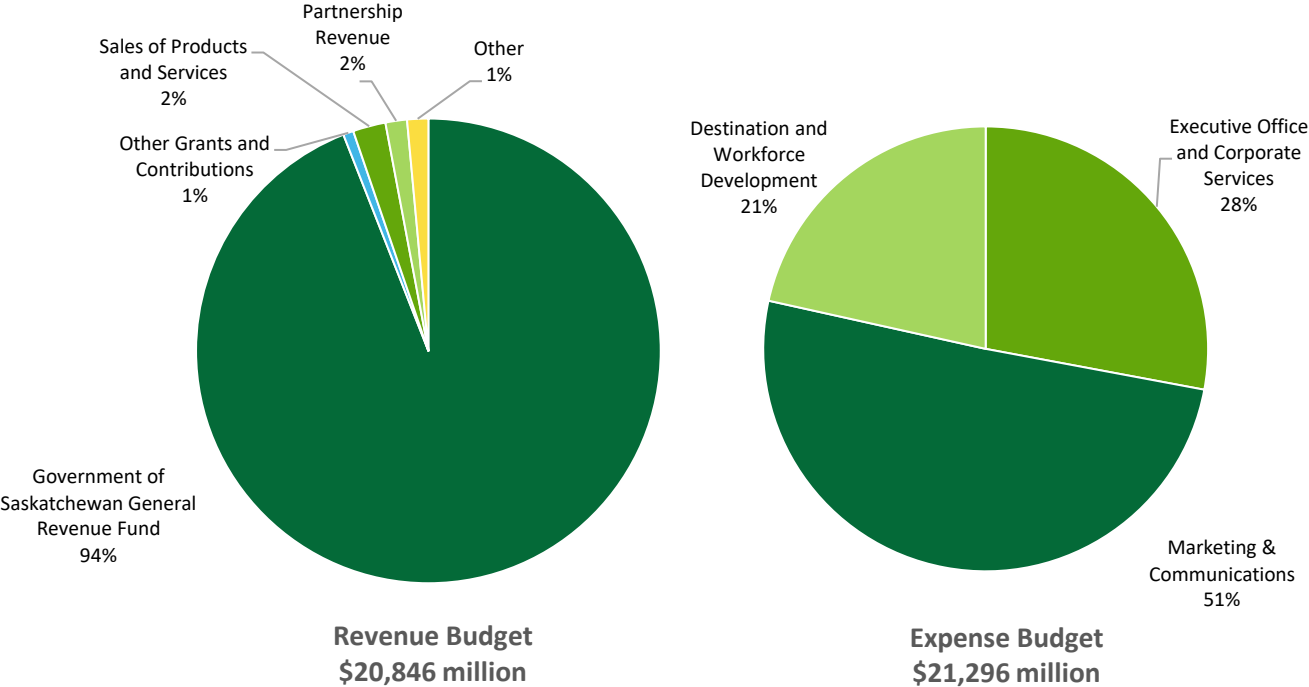
# 2024-25 Improvement and Innovation Highlights

<p><b>1</b></p>	<p>Saskatchewaner Program Evolution: Content marketing and social media have undergone significant change in the past decade. The Saskatchewaner Program continues to play an important role as the province’s official travel ambassador, inspiring travellers to visit new destinations and businesses. However, the program must evolve to continue to grow its channels and increase engagement with new audiences. In 2024, Tourism Saskatchewan will broaden the scope of the program beyond a single storyteller and introduce a diverse range of guest content creators across the province to bring attention to the distinctiveness of the province’s travel zones, highlight diverse and fresh perspectives, and engage subject matter experts to bring knowledge and profile to niche market experiences.</p>
<p><b>2</b></p>	<p>Event Strategy Implementation: Tourism Saskatchewan is increasing the economic impact of event funding by implementing a new events strategy in 2024-25. The strategy leverages a new strategic framework and eligibility criteria and will use an industry standard economic impact tool from Destination International. The new tool will help to evaluate sport, culture and business event investments. Identifying benchmarks in several key consideration categories, including overall sales, direct provincial tax revenue, hotel room nights and total visitor days, will inform decisions for pre-event funding requests, standardize funding levels, and yield better post-event evaluations.</p>
<p><b>3</b></p>	<p>Dynamics 365: Tourism Saskatchewan will be migrating the organization’s financial system from Microsoft Dynamics GP, an on-premise server, to Dynamics 365, housed on the Cloud. This move will improve user experience and increase efficiency.</p>
<p><b>4</b></p>	<p>User-focused Website Design: Tourism Saskatchewan is upgrading its websites to run on a new, feature-rich platform. The new platform will provide a user-focused, research-driven approach to website design and functionality. An increased focus on personalization and automation will provide an enhanced user experience aligned with customer expectations. This shift will build brand awareness and provide more value to our target travelers.</p>
<p><b>5</b></p>	<p>Learning Management System (LMS) User-Focused Upgrades – the Workforce Development department will be implementing new features to the LMS system as a continuous improvement. The features will be focused on user navigation, training awareness and career pathways, and access to foundational skills for the industry. The current system is not user friendly and does not showcase training available. This change should lead to greater awareness, access, and ease of use. Learning paths can be created for individuals. There should be an increase in course sales and people trained in the province.</p>

# Financial Summary

Tourism Saskatchewan 2024-25 Budget		(in thousands of dollars)
<b>Revenue</b>		
Government of Saskatchewan General Revenue Fund		\$19,603
Other Grants and Contributions		\$150
Sales of Products and Services		\$475
Partnership Revenue		\$312
Other		\$306
<b>Total Revenue</b>		<b>\$20,846</b>
<b>Expense</b>		
Executive Office and Corporate Services		\$5,950
Marketing and Communications		\$10,762
Destination and Workforce Development		4,584
<b>Total Expense</b>		<b>\$21,296</b>
<b>Budgeted Deficit</b>		<b>(\$450)</b>

Tourism Saskatchewan Budgeted Revenue and Expense for 2024-25



**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](#)