

# GOING PLACES

NOVEMBER 2022

Chef Michael Brownlee tempts  
foodies and culinary travellers  
to visit Nipawin

Saskatchewan added  
to Stories of Canada™  
collection

Survey shows potential  
for growth in winter  
tourism

Teresa Ryder discusses  
industry recovery and a  
new Saskatchewan  
Indigenous tourism  
association

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**COVER IMAGE**

Michael Brownlee, chef and owner,  
Mabel Hill Farm Kitchen & Marketplace

Past issues of *Going Places* are available on  
[Business.TourismSaskatchewan.com/going-places](https://Business.TourismSaskatchewan.com/going-places).

Saskatchewan comprises lands covered by Treaties 2, 4, 5, 6, 8 and 10, the traditional lands of the Cree, Dakota, Dene, Lakota, Nakota and Saulteaux peoples, and the traditional home of the Métis.

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## Tourism Saskatchewan welcomes Rae Gallivan as CFO



Rae Gallivan joined Tourism Saskatchewan in October as CFO and Vice-President of Corporate Services. She leads teams of professionals in the departments of Finance and Administration, e-Business and Technology, Human Resources, and Planning and Research.

Gallivan has been a Government of Saskatchewan employee for 25 years and has served in various ministries, including Corrections, Policy and Public Safety, Saskatchewan Environment and Post-secondary Education. She brings expertise in finance, project management, and strategic planning and policy to her new role at Tourism Saskatchewan.

She follows Kathy Rintoul, who was with the organization since 2017 and retired in September.

# MESSAGE FROM THE CEO

## Reconnecting with industry and celebrating tourism growth



I enjoyed participating in the Hospitality Saskatchewan Conference in September and spending time with tourism operators and stakeholders. Opportunities to gather together seem more significant and appreciated than ever – nothing beats having face-to-face conversations and experiencing the energy of people who are passionate about tourism.

A highlight of the conference was hearing the resounding applause for the finalists and recipients of the Hospitality Saskatchewan Awards. It was a distinct honour for me to present Tourism Builder Awards to Harvey Kroll and Tina Cresswell.

I have had the privilege of working with both during my career, and it was rewarding to publicly acknowledge their achievements. Harvey and Tina represent different parts of the province and different industries within the tourism sector. Each has a distinct leadership style. But they are alike in their visionary thinking and ability to bring together forces that can drive positive change.

The conference gave Tourism Saskatchewan an opportunity to update industry on our work to rebuild a thriving visitor economy and reach the *Saskatchewan Growth Plan* target of \$3.6 billion in annual travel spending by 2030. I was able to share some encouraging numbers with delegates, including the following:

- Tourism employment in Saskatchewan reached 67,700 full- and part-time positions in August, just shy of the number of people working in the industry in August 2019.
- Hotel occupancy and RevPAR numbers in the summer exceeded figures for the same period in 2019.
- Spending in restaurants and licensed establishments this summer was above pre-pandemic levels. It is a reality that high input costs are affecting margins and significant labour challenges still exist; however, the numbers are moving in the right direction.

There has been more good news since my address to industry. Sales of Saskatchewan hunting and fishing licences to U.S. residents are showing signs of a healthy recovery. Angling licences sold between April and November measured nearly 80 per cent of the figure for 2019. This reassuring total underscores the hard work and determination of Saskatchewan outfitters. It also affirms that Tourism Saskatchewan's strategic marketing to American hunters and anglers is hitting its mark.

Market research conducted on Tourism Saskatchewan's 2022 winter advertising campaign in the U.S. highlighted elements that resonated with people who travel for hunting and angling adventures. This campaign had some bold messaging and imagery. For instance, the tagline "It's not a vacation. It's a hunting trip." spoke to Saskatchewan's U.S. market in a very real way.

Data collected in an online survey confirmed that the campaign was successful in connecting with intended audiences, persuading them to seriously consider a trip to Saskatchewan, and inspiring them to take action and start planning their visit. Valuable findings from the survey are shaping plans for the 2023 winter campaign.

In the last issue of *Going Places*, we reported on a new partnership with Travel Manitoba that is focused on recovery and growth of the outfitting sector in both provinces. After a successful marketing campaign this year, we anticipate renewing the partnership for two more years. This will enable a concentrated focus on advertising in key U.S. markets and boosting media exposure on outdoor adventure channels.

*Jonathan Potts*

## Denise Hauta joins Tourism Saskatchewan as Director of Workforce Development

Tourism Saskatchewan is pleased to welcome Denise Hauta, who stepped into the role of Director of Workforce Development on September 26. She is responsible for leadership and training support to help strengthen and grow the province's tourism industry.

Prior to joining Tourism Saskatchewan, she was employed at the University of Saskatchewan as Language Centre Director. In this position, she was active in strategic enrolment management and English as a Second Language training development.

Hauta worked at Saskatchewan Polytechnic for over ten years and held a number of roles, including Continuing Education Consultant for the School of Hospitality and Tourism, and Director of Continuing Education.



# Board of Directors enjoy Yorkton and area attractions



Top: Board of Directors tour Yorkton Brick Flour Mill

Bottom: Viewing memorabilia collection, Gallagher Centre; exploring sand dunes at Good Spirit Lake Provincial Park

Tourism Saskatchewan's board members conduct much of their business virtually and rely on technology to make the most efficient use of time and resources. At the same time, they recognize the value of face-to-face meetings and opportunities to engage with tourism operators and stakeholders.

In September, the Board of Directors met for a retreat in Yorkton. A busy schedule offered a mix of formal board and committee meetings with stops at local attractions. Members enjoyed visiting with business owners, employees and volunteers who drive a vibrant local tourism sector and are committed to delivering memorable visitor experiences.

"We were impressed by what we saw and heard – the state-of-the-art Gallagher Centre, the Yorkton Brick Flour Mill, and so many other examples of a proud community that sees the value in investing in tourism," Norm Beug, Board Chair, said. "My board colleagues and I appreciated the hospitality that we received during our short stay and enjoyed hearing fascinating stories, along with plans for future tourism development."

A morning was spent at Good Spirit Lake Provincial Park, where the group took a short hike along the natural sand dunes – a defining feature of the

park. Brian Dundas, park manager, took time out of his schedule to meet with the delegation from Tourism Saskatchewan and brief them on plans for modernizing infrastructure and enhancing visitor experiences.

A tour of the Gallagher Centre took board members behind the scenes at the massive recreation and entertainment hub that houses an indoor waterpark, the Westland Arena, curling rink, convention and meeting spaces, and the 25,000 sq. ft. Flexihall – a multi-use field house for hosting athletic programs and large events. The Gallagher Centre also displays memorabilia belonging to the Yorkton Sports Hall of Fame and Museum.

Larry Pearen and Thom Weir, board members of the Yorkton Brick Mill Heritage Society, welcomed the group on a tour of the historic flour mill that has undergone restoration and is now open to the public for pre-booked, guided tours. Storyboards on the property highlight milestones in the mill's history and share insights on pre-settlement times. The Yorkton Brick Flour Mill is an ambitious legacy project and a welcome addition to the city's tourism resources.

Tourism Saskatchewan extends thanks to the local operators, volunteers and everyone who shared their time, knowledge and stories.

Tourism Saskatchewan is a Treasury Board Crown Corporation, led by a nine-member, appointed Board of Directors. Members bring business acumen and experience to their role in providing broad policy direction to management. Current board members are Norm Beug, Chair; Cory Rideout, Vice-Chair; Kevin Dureau; Trent Fraser; Brian Hoffart; Sandra Jensen; Jessica McNaughton; Shawna Nelson; and Kim Wondrasek.

# IN CONVERSATION

## Teresa Ryder discusses industry recovery and a new Saskatchewan Indigenous tourism association

Teresa Ryder is the Director of Partnerships at the Indigenous Tourism Association of Canada (ITAC). She is responsible for nurturing partnerships with funders, stakeholders and industry, as well as overseeing the formation of a network of Indigenous tourism associations across Canada. Her role with ITAC has brought her to Saskatchewan on numerous occasions, and she has a solid understanding of the potential for growth and expansion of export-ready Indigenous tourism businesses here.

In an interview with Tourism Saskatchewan, Ryder spoke about industry recovery, the value of forging strong partnerships, and the promising developments ahead as a new tourism association – Indigenous Destinations Saskatchewan – takes shape.

***Indigenous tourism was particularly hard hit by the COVID-19 pandemic, with 2028 as the initial forecast date for full recovery. That timeline was recently shortened to 2025. What accounts for this dramatic recalculation?***

ITAC adjusted its forecast due to the shift in interest by consumers. Our research showed that during the pandemic, Canadians began looking for ways to engage with Indigenous tourism operators across Canada and better understand their neighbours.

Because of certain events, such as the discoveries of unmarked graves at some residential school sites, Canadians are in a different place and are seeking Indigenous tourism experiences as ways to engage with and understand Indigenous people in Canada. Many of our operators offer a place to gain this understanding. Travellers across the country are also looking to disconnect from their devices and reconnect with nature – slow down and take life at a more grounded pace.

The other thing contributing to our revised targets is that, during the pandemic, ITAC was able to access \$16 million in stimulus funds from the Government of Canada. That allowed us to stabilize the operators and really focus on how we can make businesses more sustainable. We're seeing the success of that play out in our recovery and in our forecast.

One of the challenges, pre-pandemic, is that consumers didn't know where to find our experiences. ITAC's launch of *The Original Original* campaign brought new life to Indigenous tourism by showing Canadians that these experiences exist and that they are easily accessible through our platform.

***The formation of Indigenous Destinations Saskatchewan is an exciting development. What does this mean for Indigenous tourism businesses, attractions and experiences in the province?***

It really means a more co-ordinated, well-organized approach to Indigenous tourism development and marketing. In other provinces where Indigenous tourism associations exist, we see alignment of partners – Indigenous and non-Indigenous.

ITAC recognizes that the needs of Saskatchewan operators differ from those in other parts of the country, so having this new organization in place will help build tools to support those needs. We see, elsewhere in Canada, a focus on development and telling local stories. This helps non-Indigenous businesses, as well, by having more of those real, authentic stories that can be shared with domestic and international travellers alike.

When we look at investment, having an Indigenous tourism association brings partners together and helps leverage funding commitments from governments to grow the visitor economy.

***What can Saskatchewan learn from other provincial Indigenous tourism associations?***

There are lots of great learnings from coast to coast to coast that Saskatchewan can borrow. Leveraging partners is first and foremost, as I mentioned. We've seen that in other parts of the country – Alberta, Manitoba,

BC, Quebec – having a provincial entity has enabled them to align resources and work towards common goals.

Other destinations have built specific programs to help with development. Our colleagues in the Yukon have great training and development programs to make sure that the authentic story of place is being shared, but with a good business foundation. There are successful examples of leveraging marketing dollars and bringing those stories to the forefront, while making sure the integrity of the Indigenous story is being maintained. We see some of our partners – BC and Alberta, for example, working with the Indigenous operators to put that story together, whether it's for social media or a blog post or campaign, and then it's the Indigenous association that is leading the collective and bringing it to the partners.

I feel that Indigenous Destinations Saskatchewan has a real opportunity to look to colleagues from across the country and build what works best for operators in the province.

***Indigenous tourism experiences vary greatly across Canada. How is Saskatchewan distinct from other areas?***

I've had the privilege of travelling across our nation and seeing, firsthand, that Saskatchewan is rich in Indigenous culture. It's a story that is mostly untold, so far. Indigenous Destinations Saskatchewan will become a key player in starting to define what makes Saskatchewan different and what is the story of place.

I've spent a lot of time getting to know the unique First Nations and Métis cultures – there is lots to celebrate. I visited Dakota Dunes Resort a few months ago and was blown away by the absolute beauty of the place and how it celebrates the history of the Dakota people – from the subtle details through to the large-scale infrastructure. We're really seeing developments in and around Saskatoon, and the new tourism corridor, Kichiota Indigenous Destinations, is a model for others across the country.

Of course, you can't talk about Saskatchewan and Indigenous tourism without acknowledging the work undertaken at Wanuskewin Heritage Park – not only the archaeological discoveries, but in the efforts to make it a place that appeals to the five senses and honours Indigenous history and traditions.

When I think about Saskatchewan, I see so much potential for future development and for really shaping the story of the province in the eyes of the traveller. People can take those stories back to their own place and their own journey. I really think there's endless potential to set Saskatchewan apart from the rest of Canada.



# Chef Michael Brownlee tempts foodies and culinary travellers to visit Nipawin



*Mabel Hill Farm Kitchen & Marketplace, Nipawin*

The community of Nipawin has a history of involvement in tourism. It is home to award-winning businesses and attractions. Local leaders served on Tourism Saskatchewan's Board of Directors and advisory committees. Above all, Nipawin is known for outdoor recreation and adventure, and draws visitors from near and far for exceptional fishing at Tobin and Codette Lakes. But the popularity of Mabel Hill Farm Kitchen & Marketplace is now making the town a culinary destination.

The story came together somewhat unexpectedly. Chef and owner Michael Brownlee grew up in Carrot River, where his grandparents owned a large fruit and vegetable farm. He had an appreciation for good food, as well as an entrepreneurial nature from a young age – while in high school, he began catering local Christmas parties and business events.

After completing degrees at the Culinary Institute of Canada, Brownlee worked at The Inn at Bay Fortune on Prince Edward Island. "That was a big inspiration for me," he said. "The menu was seasonal and changed every three days. Guests knew that they could eat there multiple nights in a row and always have new options. We focused on what we were growing in the large garden and what could be foraged locally, and always tried to showcase the bounty that was around us."

## **Rooted in Saskatchewan**

Brownlee returned to Saskatchewan and rose to the position of sous chef at Ayden Kitchen & Bar in Saskatoon. But he wanted to reconnect with his family traditions – growing quality food, being creative in the kitchen and entertaining guests.

He considered purchasing his grandparents' farm in 2017, but the size of the operation and location presented challenges. That fall, property near Nipawin came on the market. It was near enough to family at Carrot River, close to a community with a thriving tourism industry, and offered the chance to create a unique restaurant experience.

"I'm a small-town boy and knew that, eventually, I wanted to raise a family away from the city," Brownlee said. "The Nipawin location needed work, but I thought I would start small, grow much of what was needed, and create something that wasn't there already. I wanted to cut my own swath."

He took possession in April 2018 and, with the help of family, immediately started building the restaurant. Four acres of grass were ploughed and planted to garden. A healthy crop of vegetables was harvested in time for the opening of Mabel Hill Farm Kitchen & Marketplace that December.

## **Family traditions**

As for his vision, Brownlee shared that he started with a desire to treat people to fresh food and bring the uniqueness of fine dining to a comfortable rural setting. "I wanted to make it fun and casual – a place where people could go for a special outing or for a burger and beer. It grew as things went along. We added the marketplace because we were growing excess produce, plus doing a lot of canning and preserving. It's a tradition that I learned from my grandparents and mom and dad, and I wanted to continue it."

## **Entertaining more guests**

Soon after the business opened, he began receiving inquiries about catering and hosting large special events. There were pros and cons to consider. The restaurant had limited space and offsite venues often lacked the equipment to prepare certain menu items. Events, on the other hand, offered another creative channel and could augment business, if done well.

The solution was to build a pavilion and make the property a site for weddings and celebrations. The foundation was poured in late 2019; construction was scheduled to begin in March 2020. The COVID-19 pandemic delayed the project for several months.

### Operating post-pandemic

Brownlee reported that this past summer, the pavilion was up and running for a full season and hosted 16 large events throughout May-October. This activity, on top of operating the restaurant, offering a weekly farmers' market and tending the large garden, made for a busy season.

From every angle, it looks like Brownlee has determined the recipe for success. "There seems to be demand for all that we do," he said. "Still, due to the pandemic, we haven't had a normal year and it's hard to measure the success we've had."

He identifies staffing as currently the biggest challenge – one common to hospitality businesses in big cities and small communities. "The industry is hungry for people and it's extremely hard to find staff for small town restaurants. We have positions for 15-20 employees from front- to back-of-house. Right now, we have 12 staff and are hiring for all positions. We're happy to train and build careers for people."

Brownlee added that many of his staff have been a part of the operation from the beginning. A career in the industry may not have been their initial plan, but they have grown to appreciate the experience and excel in their roles. "Work in the restaurant business doesn't have to be a stepping stone – it's a rewarding industry," he said.

### Transforming the tourism landscape

Mabel Hill Farm Kitchen & Marketplace is quickly becoming a tourism anchor for Nipawin and attracting new visitor markets to the area. Brownlee estimates that over 70 per cent of the customer base is from elsewhere and admits to being surprised by the fact that people are travelling considerable distance for a meal.

"We're still fairly new, and it feels great to be compared to many of the top restaurants in Saskatchewan," he said. "We've gained some very supportive clientele who are repeat customers. They have brought people from all over the world to come and hold meetings here. I never imagined this would end up being what it is or that people would contact me as much as they have. It's great, and a bit hard to believe."



# RESEARCH AND TRENDS

## Survey shows potential for growth in winter tourism



Cypress Hills Interprovincial Park

Saskatchewan is known for its snowy winters and for being “cold enough” to enjoy outdoor adventure, connect with nature and participate in activities that benefit overall health and well-being.

Over the past few years, Sask Parks has been making a concentrated effort to grow winter offerings. Saskatchewan residents are encouraged to embrace the season, whether that means discovering a new hobby, starting new family traditions, enjoying a winter getaway, or simply getting outside for some physical activity and fresh air.

The Ministry of Parks, Culture and Sport partnered with Environics Research on a survey to gain deeper understanding of current and potential park visitors, and their wants and needs during the winter season. The survey ran from December 17, 2021-April 6, 2022. Feedback was received from 1,189 respondents in three different sample groups: 1) recent provincial park visitors; 2) past summer (2021) park visitors; and 3) Saskatchewan residents.

The following survey highlights are helpful to designing appealing winter packages and experiences:

### **Current winter visitors to provincial parks are outdoor enthusiasts**

They are familiar and comfortable with winter activities and are likely to continue visiting. They appreciate the peace and quiet of the season. Popular activities include skating, winter hiking, snowshoeing, tobogganing, cross-country skiing and enjoying a campfire.

Overall, 86 per cent of visitors were satisfied with their winter experiences at a provincial park and indicated a strong likeliness to return to the same park (95 per cent) or visit another park (87 per cent) in the winter.

### **Summer visitors and Saskatchewan residents are potential winter guests**

Data collected from summer park visitors and residents, in general, indicated that they are more likely to visit in the winter if comfortable amenities are available. These include rental accommodations, restaurants, heated washrooms and spaces to warm up.

### **Winter camping appeals to some; interests others**

Although not a top activity, winter camping is popular with some survey respondents, while others are curious. More than a third of people across all sample groups indicated an interest in trying it.

Current winter visitors/outdoor enthusiasts are the most promising market. They enjoy tenting in summer and feel comfortable with winter activities. Winter camping is appealing for the peace and quiet offered, which is a main motivation for current winter visitors.

### **Guided winter activities and camping are motivating factors**

Approximately half of respondents, across all three sample groups, would like to see more guided winter activities or events offered.

Among those interested in winter camping, 47 per cent said that a guided experience would increase their likelihood to try it. Younger age groups (18-29 years) are most interested, with 71 per cent agreeing that guided experiences are motivation to try winter camping.

### **Understanding challenges and opportunities**

The top barriers to visiting provincial parks in the winter are cold weather (53 per cent), concerns about road conditions (45 per cent) and lack of familiarity with winter offerings (41 per cent). Access to firewood and heated washrooms with flush toilets are the top two expectations and were identified as necessary for a winter visit.

For those people not currently visiting in the winter, rental accommodations (59 per cent), heated washrooms (54 per cent), restaurants (51 per cent) and warming stations (47 per cent) were identified as the top amenities to entice them.

Flexible cancellation policies, due to weather, are appreciated and help visitors feel comfortable planning a visit. It is important to ensure that visitors are aware of these offerings by promoting them on various channels, and by regularly updating websites and social media channels with important information.

Sask Parks is continuing to look for opportunities to expand its winter offerings through guided activities and unique experiences. To inquire about potentially partnering with Sask Parks or investigating a new business opportunity, contact [businessinfo.saskparks@gov.sk.ca](mailto:businessinfo.saskparks@gov.sk.ca).

## Create winter travel offers

Developing enticing winter travel offers can drive new business and build a steady stream of visitors.

Tourism businesses and operators can list their experiences for free on [TourismSaskatchewan.com](http://TourismSaskatchewan.com), which is the definitive resource for planning a Saskatchewan vacation. The website features a popular Travel Offers section where potential visitors can shop for packages and exclusive offerings. Tourism Saskatchewan's current winter marketing campaign also has a dedicated landing page featuring relevant travel offers.

A travel offer can include a packaged deal (accommodation, transportation, meals, etc.); value-added incentives, such as equipment rental or meals included in the price; or discounts for a specific amount or percentage. Advice about creating and posting travel offers is available at [Business.TourismSaskatchewan.com](http://Business.TourismSaskatchewan.com).

Email [information.updates@tourismsask.com](mailto:information.updates@tourismsask.com) to inquire about posting offers.

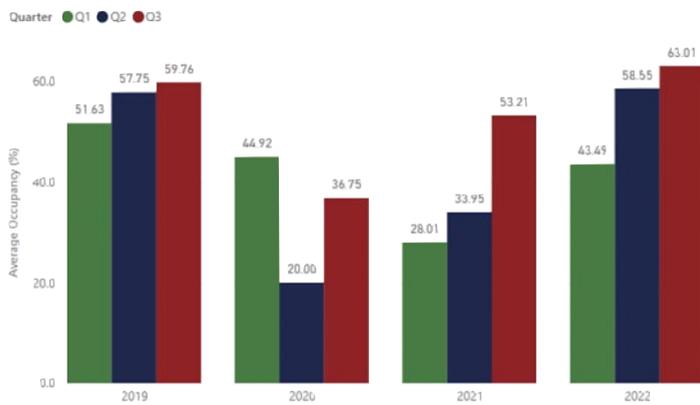
# Summer travel indicates strong recovery for tourism sector

During the summer, Saskatchewan's tourism sector began to show clear signs of recovery from the fallout of COVID-19. Hotel occupancy and tourism employment figures were particularly strong. Industry performance indicators provide optimism that the hardest times are behind, and businesses can shift from survival mode into growth.

## Hotels welcome back guests

Hotels across Saskatchewan experienced an uptick in reservations. All major hotel performance indicators exceeded pre-pandemic levels in the third quarter of 2022. Average hotel occupancy increased from 59.8 per cent in 2019 to 62.7 per cent this year. Revenue Per Available Room (RevPAR) reached \$80, compared to \$70.10 in 2019. These indicators exceeded 2019 levels in nine of the ten jurisdictions tracked by Tourism Saskatchewan.

Figure 1. Average hotel occupancy by quarter



## Tourism labour market sees growth

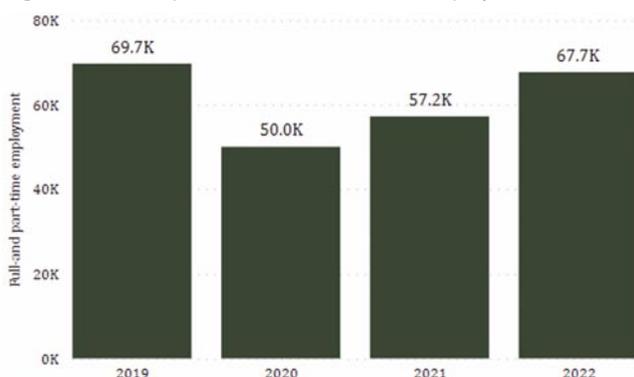
Tourism employment grew steadily throughout the summer. In August, 67,700 people were employed in Saskatchewan's tourism sector, just 3 per cent (-2,000 jobs) below the pre-pandemic peak in August 2019. The Recreation and Entertainment industry saw the strongest recovery, with employment levels exceeding pre-pandemic levels. This increase was propelled by the return of live events, concerts and festivals.

While the tourism labour force has experienced a rebound from unprecedented lows during the pandemic, there are still serious concerns about employee shortages.

Tourism HR Canada puts it in frank terms. "Forget a labour shortage – tourism is facing a labour crisis," Philip Mondor, President and CEO, said. "Tourism's workforce was devastated by the impacts of the pandemic and has yet to recover. Many employers are having difficulty attracting talent in a very competitive job market. The increasing demand for Canada's unique tourism experiences is grossly outpacing the number of workers available to provide the world-class service we aspire to. We require cohesive, collaborative action to secure and support a skilled, diverse, and inclusive workforce."

In October, Tourism HR Canada was announced among four national tourism bodies to receive funding through the federal government's National Priorities Stream. The organization will lead a pan-Canadian taskforce to address employment challenges. The ensuing work will involve developing a comprehensive strategy to avert a labour crisis, along with resources and tools to address training needs.

Figure 2. Full and part-time tourism-related employment

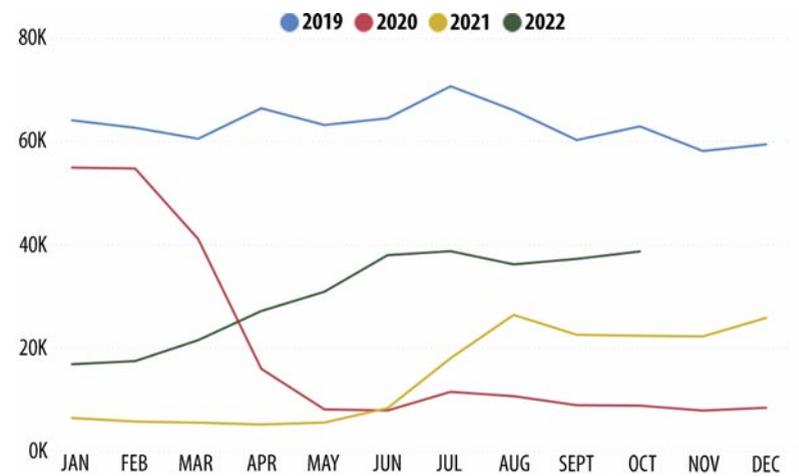


## International travel faces long road to recovery

Canada did not fully reopen to international visitors until mid-2021. Non-essential international travel continued to be discouraged to reduce exposure to COVID-19 and its variants. Subsequently, the number of domestic and international arrivals in Canada continues to trail 2019 figures; however, there has been significant improvement since 2021.

On October 1, all COVID-19-related measures for entering Canada were lifted. There is optimism that international visitation will accelerate in 2023 and reach full recovery by 2024.

Figure 3. International air arrivals to Saskatchewan (2019 to 2022)



## National Priorities Stream supports tourism recovery

The Government of Canada's \$15 million National Priorities Stream is designed to help the tourism sector rebuild and be in a strong position to receive international visitors as travel rebounds.

Three other organizations, in addition to Tourism HR Canada, will receive funding: the Tourism Industry Association of Canada, Hotel Association of Canada and Indigenous Tourism Association of Canada. All are recognized as having the ability to lead initiatives and partner with stakeholders, at the national, regional and local levels, to "maximize the impact of government investments aimed at addressing national gaps and priorities."

# MARKETING SASKATCHEWAN

## Saskatchewan added to Stories of Canada™ collection



Twin Falls Lodge



Wanuskewin Heritage Park



Photos by Entrée Canada

*"Stories of Canada™ was born out of our need for connection. To connect our guests to Canadians, to new experiences, and to lands they may have never had the chance to learn about, let alone discover. For a country as vast as Canada, there are countless unique places, people and communities that are unknown to travellers, the tourism industry and most Canadians."*

*Entrée Canada*

Tourism Saskatchewan's relationship with Destination Canada has opened doors to working with global agencies and bringing greater attention to Saskatchewan travel experiences. These opportunities are a critical part of tourism recovery and positioning Saskatchewan as a desired destination among international and niche travel markets.

In 2021, Destination Canada entered into a partnership with internationally acclaimed Entrée Canada to create a new collection of travel itineraries featuring all 13 provinces and territories. The Stories of Canada™ series steers away from iconic landmarks and locations, and focuses on the diversity of cultures, people and communities across the nation. The itineraries are designed to foster deeper, more meaningful exploration of Canada and create memorable connections between host communities and their guests.

Entrée Canada President and CEO Marc Telio, along with several teammates, travelled to Saskatchewan in June. The trip enabled them to capture video footage and photography, and forge connections with a number of operators in the Saskatoon area and several northern locations. Telio shared that, for most of the team, it was their first opportunity to spend concentrated time in the province. They appreciated the opportunity to experience, firsthand, some of the remarkable landscapes, sights, sounds, tastes and traditions that Saskatchewan offers.

"I visited Saskatchewan once, about 20 years ago, so was entirely open to suggestions," Telio said, adding that discussions with Tourism Saskatchewan representatives heightened his anticipation to return. "They were engaged, passionate, excited, professional – all the things that excite me. My expectations were created from those conversations. I definitely fell in love with every moment of every leg and component of our trip."

"Tourism Saskatchewan values this new relationship with Entrée Canada," Amy McInnis, Vice-President of Marketing and Communications, said. "We enjoyed working with the team and managing the schedule, logistics and introductions to make every minute of the trip count. It was another example of great collaboration with operators and industry partners."

For 28 years, Entrée Canada has been customizing vacation packages for discerning customers, taking them to some of the nation's top wilderness resorts and offering a seamless experience designed to their specific needs, budget and desired location. Multi-generational trips are popular. The company often works with families, taking into consideration the different interests and needs of grandparents, parents, children and grandchildren, and designing a group adventure that provides cherished memories.

"Entrée Canada continues to develop and is becoming widely known for cultural experiences – for what the Stories of Canada™ feature," Telio said. "A goal for us is to introduce guests to more remote places, especially in the north, and bring recognition to communities, to Indigenous experiences and history, and to on-the-ground, rugged and unscripted experiences. The response to the collection is spectacular. The ideas, the videos, the materials we've created – everyone who looks at it says it's a Canada they've never seen before."

Telio and his colleagues covered a range of activities and locations on their six-day visit that gave them a taste of Saskatchewan hospitality and some of the inspiring travel experiences offered here. "We were 'rocked' by Twin Falls Lodge – by the beauty of the setting, by the way management engages Cree guides and by the plans to extend the season and create more experiences that feature local people," he said.

Their time in Saskatoon included visits to Black Fox Farm & Distillery, the Remai Modern and several other locations. A special Han Wi Moon dinner was hosted at Wanuskewin Heritage Park. Telio expressed appreciation for the park interpreters, who shared compelling stories while leading a bison tour and demonstrating tipi raising. "I was so impressed by the youth interpreters and how articulately they handled difficult stories in such a thoughtful way, without it being a painfully hard discussion. That's extremely sensitive material for a young person to communicate so well. It was very touching, masterful and natural. That was a highlight for me, just hearing those personal stories."

"My crew said over and over that the trip was beyond epic," he added. "The shooting, the weather, the conditions, the suppliers and people we met, the experiences we enjoyed – everybody thought it was spectacular. We loved it. Saskatchewan held its own among all the provinces."

The Saskatchewan chapter in the Stories of Canada™ collection will be posted on [entreedestinations.com](http://entreedestinations.com).

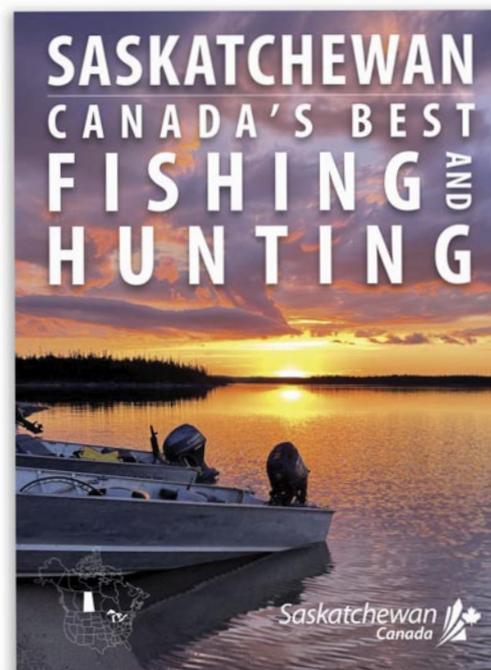
# Saskatchewan Fishing and Hunting Map promotes outdoor adventure

Tourism Saskatchewan is accepting orders for the *2023 Saskatchewan Fishing and Hunting Map*. The compact, 16-panel map is a popular resource to take to outdoor adventure marketplaces and tradeshows. It offers quick facts and information about the province's fishing and hunting experiences.

Colourful photos highlight Saskatchewan's pristine wilderness, and its abundance of big game animals, waterfowl and upland game birds, and trophy-size fish. Informational copy includes season dates, species detail, licensing information, and regulations concerning border crossing and firearms import.

The map identifies the locations of 180 licensed Saskatchewan outfitters. A corresponding index categorizes fishing and hunting outfitters (some appear in both sections) and lists available species.

To order bulk quantities of the *2023 Saskatchewan Fishing and Hunting Map*, email [bulkorders@tourismsask.com](mailto:bulkorders@tourismsask.com).



## Tourism Saskatchewan offers tips for creating compelling stories that entice visitors

Tourism Saskatchewan appreciated the opportunity to participate in the Hospitality Saskatchewan conference and trade show, held in Regina on September 26-27. In an informative panel presentation, Amy McInnis, Vice-President of Marketing and Communications; Brooke Lochbaum, Executive Director of Marketing; Mitch Doll, Content Creation Consultant; and Andrew Hiltz, Saskatchewaner shared advice and best practices for storytelling that entices potential travellers and boosts business.

Here are a few of the insights shared:

- Content marketing is creating something valuable for a specific audience that builds trust and reputation for your brand. The concept is not new. Big companies have been at it for decades. John Deere, for example, has been creating valuable content for prospective customers by publishing a farm magazine – *The Furrow* – since 1985.

Content marketing is also where the soap in soap operas originates. Manufacturers, like Proctor and Gamble, produced daytime television shows (e.g. *As the World Turns*) to create something of value for target audiences. Social media has made content marketing increasingly effective and a valuable tool for business.

- Producing content is simpler than ever. The smartphone has evolved into a Swiss army knife of content production, enabling people to write blogs, take photos and edit videos with one device. The power to start creating is literally in your own hands.
- Honest, genuine storytelling is key. Content marketing is often an opportunity to showcase a company's personal side. Consider how your material may evoke emotional responses or create meaningful connections to a product or service. This can be as simple as an informative, sincere blog post that provides clients with helpful information and earns their appreciation.

Social posts that feature staff can create a sense of familiarity and connection. Telling the story of an employee's passion for their work can be a great way to build trust and showcase expertise.

- Consider the fundamentals of storytelling – answer Who? What? Where? When? and How? To further develop your story, build in a call to action and address the urgency of the message – answer Why now? Find the heart of the story by determining why should people care.
- Consider content shelf life in your marketing strategy. Content that is timely, engaging and keeps people consistently connected to your business works harmoniously with timeless, compelling pieces that hold value for years.
- Creating content can feel like a daunting task. Knowing where to start is often the biggest hurdle. Up-to-date market research is essential to identify potential visitors to Saskatchewan, where they live and what motivates them to travel. With this information in hand, it is easier to determine the most effective and valuable type of content to create. You can also gauge the best time to distribute it.
- Know your business' brand, values and mission statement. These are all key indicators that can inform the stories you tell and how you tell them.
- Consider the marketing landscape. How does your content strategy align with the efforts of local, regional or provincial partners? What makes your business and content unique and distinct from the competition?
- Be bold and try different approaches when creating content. Pay close attention to the stories that receive high engagement, and repeat those winning formulas.

Visit [Business.TourismSaskatchewan.com](https://Business.TourismSaskatchewan.com) for additional tips for creating compelling content.

# DESTINATION AND WORKFORCE DEVELOPMENT

## Detangling Tourism Saskatchewan's AWE programs

*Multiple programs, similar names, all designed to create authentic, unique tourism experiences.*

Tourism Saskatchewan offers several programs with AWE in the title. They are related, but different. Experiential tourism is a common theme. Each plays a role in developing authentic awe-inspiring tourism products and experiences that enrich a destination. Below are concise explanations of the programs.

### **AWEshops**

Tourism Saskatchewan delivered a number of in-person AWEshops in 2016-2019. The program was recently revised and delivered in 2022 to a select group of established tourism operators located in provincial parks.

AWEshops engage participants in an immersive, interactive forum that generates ideas and concepts for distinct, authentic tourism product offerings. Operators are introduced to Left Field philosophy, which encourages a focus on the small details to create unexpected, memorable guest experiences. After the in-person session, participants receive follow-up coaching to help bring their vision and ideas to fruition.

### **AWEsome Experience Design Studio**

Launched in 2020, the AWEsome Experience Design Studio is an eight-module online course that provides a step-by-step approach to creating a unique new tourism offering. Course content is based on the foundation of experiential tourism AWEshops. The program takes 6-8 hours to complete. Tourism Saskatchewan's Industry Development consultants are available to answer questions as participants work through the components.

### **Achieving AWEsome**

Achieving AWEsome is a program for people who are interested in tourism but may have little or no experience in the industry. It is also recommended for established tourism operators who want to develop fresh ideas and authentic stories into unique travel experiences.

This program has a longer timeline and involves a mix of online workshops and self-directed studies, live and virtual meetings, along with peer discussions. Participants have access to expertise and virtual one-on-one coaching from Nancy Arsenault, co-founder of the Tourism Café. As experiences move through the development stages, there is opportunity to pilot them to an audience and work with professional photographers and videographers to collect content for marketing purposes.

Tourism Saskatchewan reached out to four participating operators for comment on the new experiences and products that will augment the province's tourism resources.

### **Back2Nature Wellness and Events, Blackstrap Provincial Park**



Owner Kyla Bouvier appreciated how the Achieving AWEsome program aligned with her approach to creating self-nurturing nature-based experiences. "The program offers you the ability to think holistically about the experience you are creating and every single aspect from start to finish," she said. "I've learned what makes an experience awesome and now consider all of

those aspects in package design."

Involvement in the program enabled Bouvier to work out the details for expanding products and offering winter experiences that enable visitors "to connect to nature and to themselves through mindful adventure." She focused on a winter wellness hiking package, which includes relaxing in

a wood-burning barrel sauna. The portability of the sauna expands the range of settings and locations. After pilot testing this winter, the experience will be featured among the variety of products offered by Back2Nature Wellness and Events.

Bouvier particularly valued the opportunity for one-on-one coaching and expert advice from the Tourism Café. Additionally, she found the group calls helpful. "I enjoyed meeting all of the other participants, learning about their background and offerings, and hearing their suggestions," she said. "It's great to be able to share an experience that you are creating and gain insight and perspective from others."

### **The Crossing at Grasslands, Val Marie**



Since purchasing The Crossing at Grasslands in 2015, Susan Howard and Neil Ward have catered primarily to fully independent travellers by offering boutique self-contained vacation suites and an experience of quiet and direct entrance to Grasslands National Park. The Achieving AWEsome program enabled them to explore concepts for group retreats and workshops that provide

opportunities to explore the landscape and express connections to the natural world through art, photography, night sky viewing and various creative mediums.

"Building a tourism experience was a whole new step for us," Howard said. "The program validated moving forward with the vision for Wellness in Nature retreats that focus on self-care and connecting with the natural world at our doorstep."

She emphasized the value of meeting other tourism operators from across the province and receiving feedback and encouragement from participants and mentors. "The opportunity to expand and detail my vision within a structured framework was important. I can now better calculate pricing, based on anticipated costs and potential market."

To accommodate small groups, attract shoulder season travel and fulfil plans for the Wellness in Nature retreats, the couple are expanding infrastructure. They submitted a successful application to Tourism Saskatchewan's Diversification and New Market Program and are investing in an accessible event facility that includes additional guest suites, a group workshop space and a catering kitchen. A photography teaching studio and specialized astro-photography viewing pad are also part of the planned expansion. Pilot testing of the new offerings will begin in spring 2023.

### **Grant Schiller Knives, Carrot River**



Grant Schiller brought an interesting perspective to the program. An artisan knifemaker, he never considered that his craft would lead to involvement in the tourism sector. Schiller received encouragement from Carrot River Economic Development and was put in touch with Tourism Saskatchewan. Achieving AWEsome was the perfect fit because it is designed for people,

like Schiller, who have a unique talent or skills that they can turn into an immersive guest experience.

"As a second generation knifemaker, I wanted to continue the legacy that my father built but with a different model," Schiller said, sharing that he and his father would travel elsewhere to conduct workshops. "I wanted to bring people here and create tourism within the community."

Schiller worked through the program components and refined his concept for a three-day knife-making workshop. He found the assistance with financial aspects particularly beneficial and appreciated the clear, honest picture of all the costs to consider.

Recently, he seized an opportunity to purchase a building in Carrot River to accommodate beginner and advanced multi-day knife-making workshops. Further investment, through the Diversification and New Market Program, has helped with renovations to create a comfortable and inspiring teaching/learning space. Schiller is exploring opportunities to work with local outfitters and provide guests with the unique experience of making their own hunting knife.

#### Kinder Surprises Antiques, Davidson



Owner Erin Kinder was a Saskatchewan Tourism Awards of Excellence winner in 2018, four years after she opened her business. She has taken advantage of several programs offered by Tourism Saskatchewan – opportunities that have helped Kinder Surprises Antiques evolve and diversify. "Their insights have helped me to develop a unique

experience at my antiques village, which is so much more than a retail environment, but rather an immersive day trip full of nostalgia, memories and experiences," Kinder said.

Participating in Achieving AWESome helped her fine-tune a concept for a new guest experience – an Après Antiques Picnic in a converted grain bin. Kinder identified a number of partnership opportunities, involving local caterers, craft alcohol providers and other tourism businesses, that would distribute benefits throughout the community and surrounding area.

She is already planning for the next stage, to make the Après Antiques Picnics a component of weekend getaway packages, in partnership with established local businesses. These packages will attract visitors to the area beyond the summer season.

Through the Diversification and New Market Program, Kinder is investing in construction of an all-season washroom on the property. A 115-year-old church has been added to the collection of heritage buildings and is getting new life as a cookhouse equipped for food preparation and service. These enhancements to the site will enable customizable visitor experiences and expand settings and group size for the Après Antiques Picnics and other events.

For more information about these programs, contact Corrina Kapeller at 306-812-8882, [corrina.kapeller@tourismsask.com](mailto:corrina.kapeller@tourismsask.com).

## Waterhen Lake First Nation reshaping local tourism experiences

Waterhen Lake First Nation has been active in tourism for several decades, particularly through the operation of M&N Resort in Meadow Lake Provincial Park. In 2022, its leadership and vision for expanding Indigenous tourism in the area made headlines with the purchase of Waters Edge Eco Lodge on Greig Lake.

Plans moved ahead quickly after the announcement to train Waterhen Lake residents for careers in hospitality and tourism. Tourism Saskatchewan took its Ready to Work program to the community, providing skills-based training and hands-on experience in food preparation and service. At the same time, acclaimed chef Jenni Lessard was enlisted to design a new menu for Waters Edge Eco Lodge that highlights local products and ingredients foraged from the boreal forest.

More recently, M&N Resort underwent a name change to Miywâsin Ôta Resort. Devon Fiddler, CEO of Waterhen Lake First Nation Development, explained that Miywâsin Ôta means – "It is beautiful here." The new name speaks to the pride and essence of place, and supports the vision for greater involvement in tourism and sharing authentic stories and traditions.

"We saw the need and opportunities for more Indigenous inclusion and more Indigenous experiences, and really wanted to build our story and build our history into tourism," she said. "There is so much rich history that hasn't been shared yet from our First Nation community members and our Elders. Both sites – Miywâsin Ôta Resort and Waters Edge Eco Lodge – are on traditional territory where our ancestors lived. We feel very connected to the land – it's a piece of our history and who we are. We want to share our history and culture through those stories about the land."

Fiddler mentioned that plans to expand activity at the resort involve upgrading infrastructure to make it a four-season destination. This includes updating the water treatment system, winterizing and refurbishing cabins, and building a storage structure and additional washrooms. Investment through Tourism Saskatchewan's Diversification and New Market Program is assisting Miywâsin Ôta Resort with expanding food services in 2023.

In addition to these enhancements, new recreational equipment was purchased to offer a greater range of activities and attract new visitor markets. "This winter, we are focusing on ice fishing and snowmobiling packages," Fiddler said. "Until now, we have missed out on these markets because our infrastructure and cabins were not outfitted for winter. The expansion and improvements required a lot of work, but it's exciting. We're looking forward to welcoming guests to Miywâsin Ôta Resort in the winter."

The resort also added new equipment to diversify summer experiences. Plans ahead include adding a seasonal eatery to the resort, raising tipis and offering cultural experiences.

Fiddler acknowledged the value of Tourism Saskatchewan's training programs, which benefit community members and augment skills to provide great guest experiences and find fulfilling work in tourism. "We are trying to ensure that the jobs created are community-based, as much as possible," she said. "We are building skills for housekeeping attendant jobs, for culinary positions. Bringing these types of training programs to our community helps build employability skills. We're building people's capacity to find tourism-specific jobs, here or elsewhere, or start their own business."

### Ready to Work

Community-based organizations and businesses hiring from non-traditional labour pools rely on Tourism Saskatchewan's Ready to Work program to develop a stable workforce. Ready to Work offers essential skills training for the tourism sector. The program assists unemployed or under-employed individuals in finding and retaining work, or returning to school. Training is available in a wide range of occupations, particularly in the food and beverage and accommodation industries.

Visit [Business.TourismSaskatchewan.com](https://www.business.tourismsaskatchewan.com) for details about courses and workshops offered by Tourism Saskatchewan, as well as information about tourism careers.

# ExploreSask Photo Contest winners announced

Tourism Saskatchewan is pleased to announce the winning submissions in the 2022 ExploreSask Photo Contest. The competition, launched in June, received more than 4,100 entries.

Changes to the contest this year included refreshed categories, along with a new category for video submissions. An external panel of judges selected the winners and honourable mentions.

## Grand Prize Winner

Joseph Holoién

## Prairie

**Winner:** Joseph Holoién

**Honourable Mention:** Herry Himanshu (two images); Lee Miller (two images); Tiffany Schaefer

## People & Places

**Winner:** Ahmed Awad

**Honourable Mention:** Herry Himanshu (two images); Jeff Ortiz; Marleen Vicary

## Wildlife

**Winner:** Andrew Interisano

**Honourable Mention:** Micah Derksen; Herry Himanshu; Tracy Kerestesh; Abbie Reilander (two images)

## Winter

**Winner:** Tracy Kerestesh

**Honourable Mention:** Ahmed Awad; Heather Griffith; Herry Himanshu; Ciera Wolitski

## Woods & Water

**Winner:** Herry Himanshu

**Honourable Mention:** Roger Boucher; Lee Miller (two images)

## Food & Drink

**Winner:** Naila Fawad

**Honourable Mention:** John Cameron MacNeal; Tracy Kerestesh

## Video

**Winner:** Neil Fisher

**Honourable Mention:** Ryan Beston; Herry Himanshu; Lee Miller

Visit [TourismSaskatchewan.com/Photo-Contest](https://TourismSaskatchewan.com/Photo-Contest) to view the award-winning photographs and video.



Top: Joseph Holoién (Grand Prize Winner/Prairie)  
Middle: Herry Himanshu (Woods & Water); Andrew Interisano (Wildlife); Naila Fawad (Food & Drink)  
Bottom: Ahmed Awad (People & Places); Tracy Kerestesh (Winter); Neil Fisher (Video)

# Hospitality Saskatchewan Awards presented at celebration in Regina

Hospitality Saskatchewan is the province's tourism industry association and advocates on behalf of the entire tourism sector. Formerly the Saskatchewan Hotel and Hospitality Association (SHHA), the organization builds on the previous work of the SHHA and pursues an expanded mandate to represent the broader interests of tourism operators and businesses in Saskatchewan. Its responsibilities include managing a new tourism industry award program.

The inaugural Hospitality Saskatchewan Awards dinner and presentations were celebrated in Regina on September 26. In this first year of the program, nominations in four award categories were received from industry. A special Hall of Fame Award was also presented.

Tourism Saskatchewan extends congratulations to the Hospitality Saskatchewan Award recipients and finalists, and acknowledges the newly named Tourism Builders – Harvey Kroll and Tina Cresswell.



Meghan Hawkins and Cristie Zyla, co-owners, *The Prairie Grazer*

## **Rookie of the Year Award**

**The Prairie Grazer, Saskatoon**

Additional finalists: Little Kahuna's Tiki Bar, Blackstrap Provincial Park; Regina Winter Festival Committee, Regina



Blaine Mirasty, owner, *Cree North Adventures*

## **Indigenous Tourism Experience Award**

**Cree North Adventures, Flying Dust First Nation**

Additional finalists: Dakota Dunes Resort, Whitecap First Nation; Wanuskewin Heritage Park, Saskatoon



Steve Terlesky, engineer, *Prairie River Cruises*

## **Employee of the Year Award**

**Steve Terlesky, Prairie River Cruises, Saskatoon**

Additional finalists: Shannon Davies, Discover Saskatoon, Saskatoon; Deanna Wood, Historic Reesor Ranch, Maple Creek



Darlene Brander, CEO; Andrew McDonald, Director of Marketing and Communications, *Wanuskewin Heritage Park*

## **Hall of Fame Award**

**Wanuskewin Heritage Park, Saskatoon**

## **Tourism Builder Award**

Presented by Tourism Saskatchewan, the Tourism Builder Award honours individuals who have made tourism an important part of their life's work. Their actions have helped shape the sector as a vibrant economic contributor and position Saskatchewan as a welcoming destination.



Harvey Kroll, *Hatchet Lake Lodge*, northern Saskatchewan

As owner and operator of Hatchet Lake Lodge, Harvey Kroll has years of experience working in Saskatchewan's tourism industry. The premium camp, most often visited by Americans, has a reputation of providing exceptional service from the moment guests step off the plane. This is largely due to Kroll's hard work and dedication to giving visitors a memorable experience. As Chair of the Saskatchewan Commission of Professional Outfitters (SCPO), Kroll's contributions have led to many successful outcomes for the outfitting sector in the province. He has been informally recognized by his peers as an industry builder for years, which is one of many reasons he is deserving of the Tourism Builder Award.



Tina Cresswell, *Maple Creek*

Throughout the years, Tina Cresswell has been a tourism advocate in many capacities. These range from business owner to past president of the Maple Creek Chamber of Commerce; from active participant on the Southwest Consortium to her current role as a councillor for the Town of Maple Creek. Under her leadership, the Cypress Hills Destination Area took on a new name – Cypress Hills Grasslands Destination Area – enabling the entire southwest region to benefit from the destination marketing organization. Cresswell's dedication, passion and desire to see tourism flourish in southwest Saskatchewan have earned her widespread admiration, leading to this new distinction – Tourism Builder.

# Destination Canada's regenerative approach to tourism explained



Little Manitou Lake

*"A regenerative hosting economy contributes net benefits to its hosts – socio-culturally, environmentally, economically. It means that we need to think about the hosting economy as a complex, continually living system that, under the right conditions, will benefit all stakeholders."*

Destination Canada

In the May 2022 issue of *Going Places*, Tourism Saskatchewan summarized a research report by Destination Canada (DC), titled *Tourism's Big Shift: Key Trends Shaping the Future of Canada's Tourism Industry*. That document listed factors reshaping travel and tourism, along with current industry challenges and influential market trends. In the year since the report's release, DC has undertaken more research and developed strategies and tools to help industry navigate change and build resilience.

A shift in language accompanies any major transition for an industry, and the term "regenerative" appears throughout materials and reports recently issued by DC. The organization is finalizing a framework for a "regenerative approach to tourism" that will expedite recovery post-COVID-19 and signal the transformation to a resilient sector positioned for growth and success. The framework includes industry tools and resources, which will soon be available online.

In concise terms, a regenerative approach is a way to achieve long-term resilience for the tourism sector by balancing economics and well-being; by focusing on benefits for the host community, as well as satisfying the needs of guests. It takes the complex, intertwining factors that drive tourism and looks at them through a holistic lens. In this way, tourism can be seen and understood as a catalyst for economic growth, societal well-being and community revitalization.

The framework and strategies developed by DC focus on six outcomes:

- 1) Tourism businesses are prosperous, deeply embedded in and generate wealth for communities** – As different types of tourism operations thrive, there are more widespread benefits to communities and supportive relationships between businesses and residents.
- 2) Tourism jobs are coveted and inclusive of diverse groups of people and geographies** – Urban, rural and remote destinations will be desired places to work and provide stable, good paying jobs.
- 3) Local cultures thrive, are rooted in community and welcome the world** – Local traditions and cultures are celebrated, and festivals and cultural/recreational assets are vibrant parts of communities throughout Canada. Residents are engaged in activities and eager to welcome guests.
- 4) Tourism operates in harmony with ecological abundance and rebalancing of the carbon cycle** – Tourism and environmental interests work in tandem. Natural spaces are valued and nurtured. Environmental thriving will be measured, including the health of natural spaces that offer tourism experiences.
- 5) Indigenous peoples have agency over the potential of tourism to enhance their lives** – They are the decision makers about tourism development and activities that generate economic benefits, create jobs and preserve cultural practices, languages and traditions.
- 6) Guests are transformed by rich experiences that distinguish Canada in the world** – Canada's brand will resonate with and attract guests seeking meaningful discoveries and authentic, enriching experiences.

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