



Discover ^{ᑦᓴᑦ}
saskatoon

BUILDING A LEGACY: 2025 BUSINESS PLAN

HOW SASKATOON'S VISITOR ECONOMY
IS LEADING GROWTH AND GLOBAL
RECOGNITION

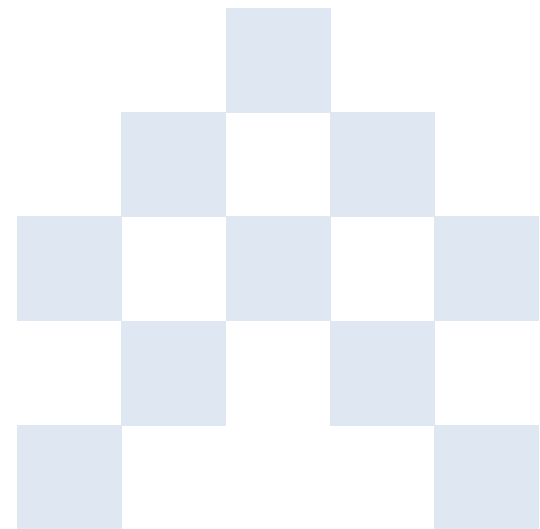


LAND ACKNOWLEDGEMENT

We acknowledge that we are on Treaty 6 Territory and the Homeland of the Métis people. We reaffirm our relations which we are bound to by our ancestors through Treaty, to steward this land and seek mutual benefit for as long as the grass grows, the sun shines, and the river flows. We pay our respect to the First Nation and Métis ancestors of this place and honour Elders and Survivors as we bring awareness to Indian Residential and Day Schools, the Sixties Scoop, Missing and Murdered Indigenous Women, Girls, and Two-Spirited. To acknowledge this territory and its keepers on their traditional terms is to act in reciprocity so that truth may be understood, and reconciliation made possible.

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SDMH and Discover Saskatoon

A Gold Standard Partnership in Driving Tourism Success

The enduring partnership between Saskatoon Destination Marketing Hotels (SDMH) and Discover Saskatoon is foundational to Saskatoon's tourism success. With SDMH's continued involvement and investment, Discover Saskatoon has become a catalyst for innovation, growth, and economic impact in Saskatoon's visitor economy. Together, we're shaping Saskatoon as a premier destination for leisure, sports, and business travel.

Discover Saskatoon: Championing the Visitor Economy

As Saskatoon's official Destination Marketing Organization (DMO), Discover Saskatoon promotes and manages our city as a dynamic, attractive destination for national and international visitors.

Our work influences not only visitor decisions but also the choices of people and businesses considering Saskatoon as a place to live, work, learn, and invest. This approach fosters a positive cycle of growth, building community pride and vibrancy that benefits all residents.

The Power of a Well-Resourced DMO

A well-funded DMO like Discover Saskatoon is essential for sustaining and expanding Saskatoon's wealth and well-being. Competing nationally and internationally, we must be equipped with the flexibility and resources to:

- ✓ Secure bids for high-profile conferences, events, and leisure activities
- ✓ Create partnerships and access national and international funding
- ✓ Drive the visitor economy, which stimulates investment, attracts talent, and elevates Saskatoon's profile as a vibrant community
- ✓ Tourism is an "industry of industries" that, when successful, benefits sectors like retail, hospitality, real estate, and more. An empowered DMO ensures Saskatoon remains a competitive, thriving destination, building economic resilience for the future.

SDMH and Discover Saskatoon: A Partnership of Over 35 Years

SDMH is a voluntary, not-for-profit organization that has been dedicated to advancing Saskatoon's tourism economy for over 35 years. Since 2013 alone, SDMH has contributed over \$38 million toward tourism marketing. This remarkable investment underscores Discover Saskatoon's ability to leverage resources effectively, attracting visitors who fuel our local economy.

SDMH empowers Discover Saskatoon to

- ✓ Generate demand for business events, sports competitions, and leisure travel
- ✓ Drive economic growth by boosting visitor spending, creating jobs, and supporting local businesses
- ✓ Enhance visitor experiences by integrating Saskatoon's culture, values, and unique offerings into every tourism opportunity

2025: Strengthening Our Shared Vision for the Visitor Economy

In 2025, Discover Saskatoon will advocate for the long-term sustainability of our partnership with SDMH and actively work to inspire new hotel partners to join us. Together, we are committed to:

- ✓ Prioritizing the visitor economy as a driver of Saskatoon's economic future
- ✓ Defending the integrity and purpose of the Visitor-Based Assessment (VBA) to ensure it remains focused on driving tourism
- ✓ Positioning Saskatoon as a city where tourism thrives, businesses grow, and visitors return
- ✓ With this shared commitment, we're building a future where Saskatoon's visitor economy is a powerful force in the community's growth and prosperity.

A MESSAGE FROM THE CEO

Tourism is a powerful economic engine for Saskatoon, creating a ripple effect that strengthens a diverse range of industries—from agriculture and manufacturing to business services. For every dollar spent on tourism, our city's economy sees an estimated \$2 in return, underscoring tourism's extensive impact across Saskatoon's economic landscape.

Our 2025 Business Plan reflects our commitment to further solidify tourism as a cornerstone of Saskatoon's growth. Together with SDMH and many partners, we are strategically positioning Saskatoon for sustainable success and heightened recognition provincially and nationally.

This plan is purposefully crafted to expand economic impact, drive high-profile events, and establish partnerships that deepen our positioning within the marketplace. Our shared goal is to maximize tourism's role as a key economic driver, ensuring our collective efforts benefit stakeholders across Saskatoon and beyond.



As we look to 2025, our path forward is clear. Discover Saskatoon will continue to build a resilient visitor economy by fostering relationships, innovating experiences, and amplifying the unique stories of our city. We are entering a pivotal year with the opportunity to engage newly elected officials, strengthen our partnerships, and work closely with stakeholders to create a thriving community for all.

Initiatives such as the Downtown Event and Entertainment District (DEED), Meewasin's National Urban Park designation, and Wanuskewin's UNESCO status illustrate the value of the visitor economy—not just for Saskatoon, but for the entire province.

Together, with the support of our partners, we are building a future that invites the world to discover Saskatoon while ensuring long-term prosperity for our residents.

Stephanie Clovechok

CEO, Discover Saskatoon



OUR STRATEGIC PLAN

Vision for 2025

Our strategic pillars are designed to elevate Saskatoon's profile as a premier destination, aligning each initiative with the overarching goals of Saskatoon Destination Marketing Hotels (The City of Saskatoon and, the Government of Saskatchewan). These pillars not only drive economic growth but also reflect Discover Saskatoon's commitment to building a sustainable, inclusive, and vibrant visitor economy that enhances our community's well-being.

OUR STRATEGIC PILLARS FOR SUCCESS

✓ Grow the Visitor Economy

Our primary objective is to expand Saskatoon's visitor economy through targeted initiatives that boost visitation in key areas, including business events, sports, and leisure travel. This growth directly drives economic impact, supporting local businesses, creating jobs, and enriching Saskatoon's unique character.

✓ Develop a Thriving Sector

Strengthening Saskatoon's visitor economy by ensuring equitable economic development, driven by partnerships, infrastructure, and investment. Through this pillar, we recognize that a thriving visitor sector relies on investment in both physical and social infrastructure, aiming for equitable growth that enhances the lives of residents and the experiences of visitors alike.

✓ Operate a Culturally Sound & Performance-Based Organization

Strengthening Saskatoon's visitor economy by ensuring equitable economic development, driven by partnerships, infrastructure, and investment. Through this pillar, we recognize that a thriving visitor sector relies on investment in both physical and social infrastructure, aiming for equitable growth that enhances the lives of residents and the experiences of visitors alike.

✓ Enhance & Evolve the Visitor Experience

Delivering culturally authentic, transformative experiences that engage both residents and visitors. We aim to create visitor experiences that go beyond traditional offerings, focusing on transformative, authentic moments that showcase Saskatoon's spirit and values, inviting guests to become part of our community's story.

✓ Live & Lead with Our Brand

Positioning Saskatoon's brand through emotional connection, storytelling, and market leadership, ensuring our offerings resonate with diverse audiences. Our goal is to connect deeply with audiences, using stories that resonate, inspire, and reflect the diversity and inclusivity at the heart of Saskatoon's identity.



A Unified Message for 2025

Everything we do in 2025 must align with one or more of these pillars. These are not just words but the guiding principles that shape every decision and action we take moving forward.

Through our aligned and visionary approach, Discover Saskatoon and SDMH share a path toward a stronger economic landscape, fostering an environment where tourism drives lasting growth, inclusivity, and pride in our city. This shared commitment will ensure Saskatoon stands out on the national and global stage, securing its legacy as a destination of choice for visitors, investors, and residents alike.



ENVIRONMENTAL SCAN

ECONOMIC AND CONSUMER TRENDS

Controlled Inflation & Rising Disposable Income

Inflation moderation in Canada and Europe, coupled with rising disposable income, provides a favorable backdrop for increased consumer spending in tourism.

Rising Interest in Leisure Travel & Increased Vacation Days

U.S. and Canadian households are prioritizing travel, with U.S. consumers allocating substantial savings toward vacations. Furthermore, the average consumer has gained approximately 10% more vacation time compared to pre-pandemic levels, which is now driving a travel spend increase.

Meetings Mean Business

The corporate sector shows resilience with 25% growth in RFP activity since 2019, highlighting a strong demand for in-person connections, team-building, and client engagement. Moreover, remote work has spurred the need for corporate travel, as employees travel to gather with colleagues.

BEHAVIORAL TRENDS IN EVENT-BASED TOURISM

Return to In-Person Events

With virtual formats failing to replace the value of face-to-face interaction, there is a clear pivot back to in-person and hybrid events. Planners emphasize the importance of adaptable, technology-enabled spaces that support networking and personal interactions, as well as enhancing delegate well-being.

Event Flexibility and Engagement

Increased flexibility in event spaces is paramount, with event planners opting for formats that allow for more experiential engagement and wellness-driven activities. The demand for “Next Generation” and “AI for Business Events” shows a focus on innovation and personal experience, making Saskatoon well-positioned to adapt and offer authentic, value-driven event experiences.

POLITICAL AND GEOPOLITICAL FACTORS

Local and Provincial Political Changes

The anticipated change in federal leadership and City Council and Provincial government turnover, underscore the importance of steady advocacy for federal, provincial and municipal support in tourism. Federal cuts may affect funding and programs supporting tourism, making flexibility in securing grants and partnerships crucial.

Global Risks and Exchange Rates

Favorable exchange rates in Canada make it an attractive destination for both U.S. and European travelers.



LOCAL & PROVINCIAL FACTORS IMPACTING SASKATOON

Air Access & Accommodation Tax

Recent improvements in air access, including routes to Minneapolis, enhance Saskatoon's appeal to international markets. Additionally, the introduction of the DMP being leveraged as a funding source for the Downtown Entertainment and Event District, along with other jurisdictions considering an increase to their DMP, places Discover Saskatoon and SDMH in a position of interest to ensure the DMP is protected and, that there are substantial revenues available to remain competitive.

Event Dynamics & Economic Diversification

The steady growth of Saskatoon's unique events like the YXE Urban Games and upcoming TMAC conference emphasizes the city's appeal as an emerging destination for experiential and cultural tourism. Additionally, strategic alignment with local sectors like agriculture and manufacturing provides cross-industry benefits and drives diversified tourism revenue streams.

IMPLICATIONS FOR 2025, THESE INSIGHTS UNDERSCORE THE STRATEGIC APPROACH NEEDED TO POSITION SASKATOON'S TOURISM ECONOMY EFFECTIVELY

Leveraging the Consumer Travel Boom

Growing disposable incomes, a high prioritization of travel in consumer budgets, and a strong rebound in leisure and business travel present clear opportunities for 2025. Discover Saskatoon can capitalize on this momentum by targeting high-yield segments with tailored campaigns that highlight Saskatoon's unique blend of cultural and event-based tourism.

Strengthening Resilience with Partnerships & Funding

As the political landscape shifts, securing flexible funding sources and partnerships will be vital. Discover Saskatoon's partnerships with municipalities, Indigenous communities, and regional organizations will bolster Saskatoon's competitive edge, making the destination both adaptable to changes and appealing to new markets.

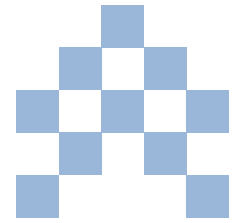
Positioning Saskatoon as a Premier Event Destination

Demand for unique, culturally authentic experiences and flexible event spaces positions Saskatoon as a prime candidate for in-person events and incentive travel. By emphasizing Saskatoon's safety, unique offerings, and growing reputation for hospitality, Discover Saskatoon can leverage these factors to drive bookings and economic impact across the region.

In 2025, Discover Saskatoon and SDMH are poised to take advantage of these market shifts, ensuring the visitor economy is a key driver of Saskatoon's economic growth and community enrichment.

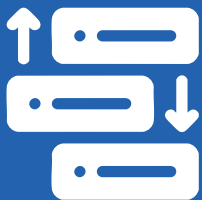
STRATEGIC FRAMEWORK

Discover Saskatoon aligns its business plan closely with its strategic pillars, ensuring every action contributes to long-term goals. Our strategic framework is designed to:



IDENTIFY PRIORITIES

Based on our strategic pillars, we identify key priorities for the year.

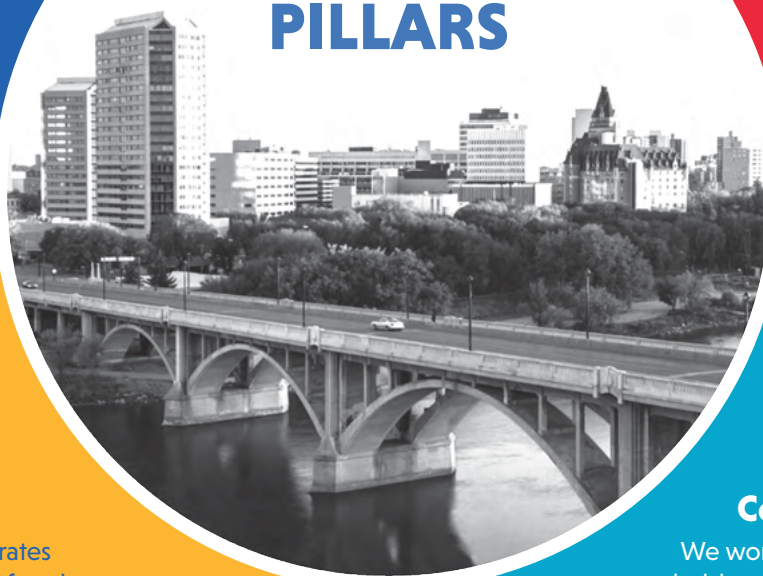


DEVELOP ACTIONS

We then develop clear, actionable steps for each business unit to achieve these priorities.



STRATEGIC PILLARS



MEASURE SUCCESS

Our business plan incorporates KPIs to track the progress of each initiative.



COLLABORATE FOR IMPACT

We work in partnership with stakeholders, both public and private, to ensure that every action we take contributes to Saskatoon's broader economic and social well-being.

VISION AND PURPOSE

Purpose

To invite all people to discover and experience Saskatoon in a transformative way.

Vision

Saskatoon as a destination of choice, inspiring connections and driving economic prosperity

Major Focus for 2025

Engage new municipal and provincial officials post-November 2024 elections, focus on tourism growth, capitalize on citywide conferences, and promote key projects like the Downtown Event and Entertainment District (DEED), Meewasin's National Urban Park, and Wanuskewin's UNESCO bid.

KEY STRENGTHS OVERVIEW

✓ Distinctive Visitor Experience

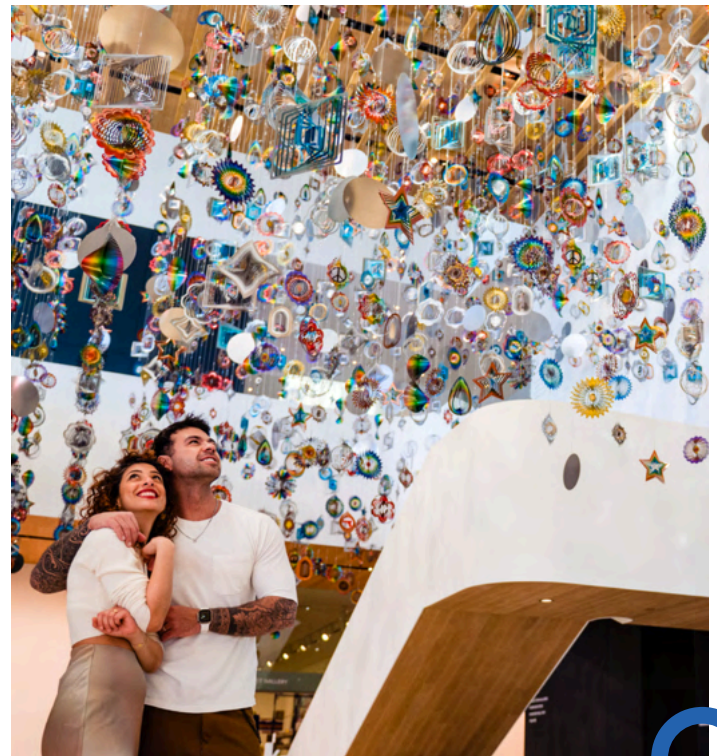
Saskatoon is known for its vibrant cultural scene, drawing visitors with events that are unique to the city and reflecting the region's rich heritage. From arts and entertainment to sports and culinary experiences, our destination consistently delivers memorable, culturally authentic experiences.

✓ Collaborative Partnerships

Discover Saskatoon actively unites local stakeholders—including cultural organizations, Indigenous communities, and city leaders—driving a collaborative approach that amplifies our impact and positions the visitor economy as a shared priority.

✓ National Advocacy and Relationship Capital

Discover Saskatoon's deep connections to national and international tourism organizations and advocacy bodies provide us with resources, insights, and platforms to elevate our voice in the industry. These relationships help secure Saskatoon's competitive edge and enhance our reputation across Canada and beyond.



CORE STRENGTHS

✓ Diverse Event Portfolio

Saskatoon's event lineup features high-profile draws like the YXE Urban Games and TMAC conference, as well as a wide range of cultural, sports, and business events that attract varied audiences. Our ability to incubate new events and innovate within existing ones keeps our calendar fresh and relevant, driving repeat visitation and citywide engagement.

✓ Leadership and Operational Excellence

A fully staffed, dedicated leadership team with industry expertise allows Discover Saskatoon to excel in developing and implementing high-impact strategies. With strong internal processes, we convert potential into high-yield business, securing robust visitation volumes. This internal cohesion positions us to remain agile and responsive in a competitive market.

✓ Destination Innovation and Event Incubation

As a leader in destination innovation, Discover Saskatoon is setting new standards with initiatives designed to foster the growth of the visitor economy. By developing unique experiences and incubating events, we create lasting opportunities to drive visitation and economic impact for the city and SDMH partners alike.



Through these strengths, Discover Saskatoon is building a foundation that supports sustainable growth, advances SDMH's goals, and secures Saskatoon's place as a leading Canadian destination. Together, we are poised to attract new business, cultivate visitor loyalty, and foster community pride, ensuring the visitor economy remains a key pillar of Saskatoon's vibrant future.

2025 MEASURES & TARGETS

Introduction to 2025 Measures & Targets

Our 2025 Measures and Targets are structured around four core objectives designed to grow Saskatoon's visitor economy, enhance partnerships, strengthen economic impact, and promote sustainability and inclusivity across our operations. These objectives are fundamental to our long-term strategic pillars, ensuring each initiative contributes to tangible, measurable outcomes

The following objectives and targets provide a roadmap for our team, partners, and stakeholders to achieve meaningful results that reinforce Saskatoon's position as a top destination and a vital economic driver in our province.

OBJECTIVES OVERVIEW

Grow the Visitor Economy

Target an increase in out-of-province visitation, high value bids confirmed, high profile media placement earned, incubate Discover Saskatoon's social enterprise and incubate events and tournaments in need periods.

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Enhance Partnerships

Expand and deepen relationships with local businesses, The City of Saskatoon, Tourism Saskatchewan, The Government of Saskatchewan, Airlines, Rights Holders, Indigenous communities, and institutions like the University of Saskatchewan.

Strengthen Economic Impact

Achieve a 10% year-over-year increase in hotel room nights and ADR across SDMH properties.

Promote Sustainability & Inclusivity

Implement sustainability initiatives city-wide and launch the JEDI framework for Indigenous partnerships, starting with the YXE Urban Games.



Page 1: Objective 1

Grow the Visitor Economy

Target

Increase out-of-province visitation by 15%

Strategic Focus

This objective focuses on positioning Saskatoon as a preferred destination for out-of-province visitors by leveraging high-impact events and innovative marketing.

✔ Link to Strategic Pillars

This objective directly supports our pillar of Develop a Thriving Sector. By hosting high-visibility and high volume events while strengthening our presence in key markets, we aim to attract new visitors, extend their length of stay, and increase overall visitation rates.

✔ Link to Results

Higher out-of-province visitation not only enhances Saskatoon's profile but also directly contributes to local economic growth through increased spending on accommodations, dining, and local attractions.

✔ Targeted Outcomes

- A 15% growth in out-of-province visitors in 2025
- Increased engagement and earned media coverage from flagship events like YXE Urban Games and TMAC
- 25% of bids secured are City Wide Bids

Targeted Campaigns to Increase Out-of-Province Visitation

- ✔ Use 2024 benchmarking data to launch focused campaigns targeting Alberta, Manitoba, the U.S., and Ontario, prioritizing high-value markets like national associations and business
- ✔ Implement in-market activations in Calgary, including Rush and Roughriders collaborations, to directly inspire travel to Saskatoon and increase room nights.

Enhanced Digital Asset Development for SDMH Hotels

- ✔ Provide each hotel with high-quality visual content (15 professional-grade photos, a 30-second highlight video, and a 1.5-minute feature video).
- ✔ Ensure assets are utilized in Discover Saskatoon's campaigns to amplify the digital presence of partner hotels and convert room bookings.

Data-Driven Market Analysis

- ✔ Leverage insights from Tourism Saskatchewan, Destination Canada, and SREDA to create targeted marketing strategies that resonate with potential travelers.
- ✔ Use QR code surveys in hotels to refine messaging and understand visitor preferences and spending patterns.

FAM Tours to Amplify Awareness

- ✔ Host targeted FAM tours centered around Indigenous, agricultural, and culinary themes to attract national and international media attention.
- ✔ Collaborate with influencers like Rick Mercer and Jann Arden to create engaging content that inspires travel to Saskatoon.

Expanded Media Pitching

- ✔ Pitch stories on Saskatoon's unique cultural and tourism experiences to high-value publications (e.g., Lonely Planet, National Geographic).
- ✔ Develop comprehensive media kits with case studies that highlight SDMH's impact and Saskatoon's unique offerings.

TMAC 2025 Showcase

- ✔ Create an immersive TMAC experience to build Saskatoon's reputation as a must-visit destination and secure national coverage.

Mastercard Campaign to Drive Room Nights

- ✔ Collaborate with the Marketing & Communications team to launch a Mastercard campaign that incentivizes direct bookings through SDMH hotels, aligning with citywide promotions.
- ✔ Track campaign performance to showcase its impact on room nights and guest engagement.

Enhancing Visitor Experience through Training

- ✔ Digitize Saskatooning training to equip frontline staff with knowledge and resources that enhance the visitor experience and encourage positive reviews and repeat visits.
- ✔ Distribute training modules across SDMH hotels and ensure participation to elevate service standards citywide.

Pipeline Development and Conversion

- ✔ Standardize sales processes and implement accountability to expand the business events pipeline and increase conversion rates for high-value events.
- ✔ Utilize the Legacy Project to engage local leaders and strengthen bids for international business events, highlighting Saskatoon's unique cultural and economic appeal.

Market Expansion through Trade Missions and Marketplaces

- ✓ Maintain strong participation in key marketplaces, such as PCMA, Ottawa VIP events, and Toronto networking opportunities, to attract national and international business events.

Event Acquisition Strategy

- ✓ Target high-profile exhibition and pre-season games, leveraging financial incentives to secure major events that attract out-of-town visitors.
- ✓ Collaborate with local sport user groups to enhance the ecosystem of annual and local tournaments, increasing visitor participation.

Sport-Specific Marketing and Promotions

- ✓ Execute digital campaigns and partner with local media to build awareness of Saskatoon's capacity for hosting sports and major events.
- ✓ Highlight Saskatoon's unique offerings during FAM tours for sport and cultural event clients.

Festival Portfolio Integration

- ✓ Leverage Saskatoon's festival calendar to attract complementary events, encouraging longer visitor stays and maximizing room nights.

Escorted Guaranteed Departures with Major Tour Operators

- ✓ Secure and expand escorted group tours with major operators to establish Saskatoon as a must-visit destination on inter-provincial itineraries.

FAM Tours with CITAP, VIA Rail, and DMOs

- ✓ Co-host FAM tours showcasing Saskatoon's integration into broader itineraries, leveraging Alberta's international air access to boost Saskatoon's visibility.

Pre-FAM Tour for Rendezvous Canada

- ✓ Host 12 European and UK operators to solidify Saskatoon's appeal as a hub for international group travel.
- ✓ Expand Saskatoon's footprint in long-haul international markets, supporting long-term visitor growth.

Efficient Resource Management

- ✓ Ensure timely financial reporting and effective allocation of remittances to maximize SDMH's ability to invest in tourism initiatives.

Operational Excellence for Board Leadership

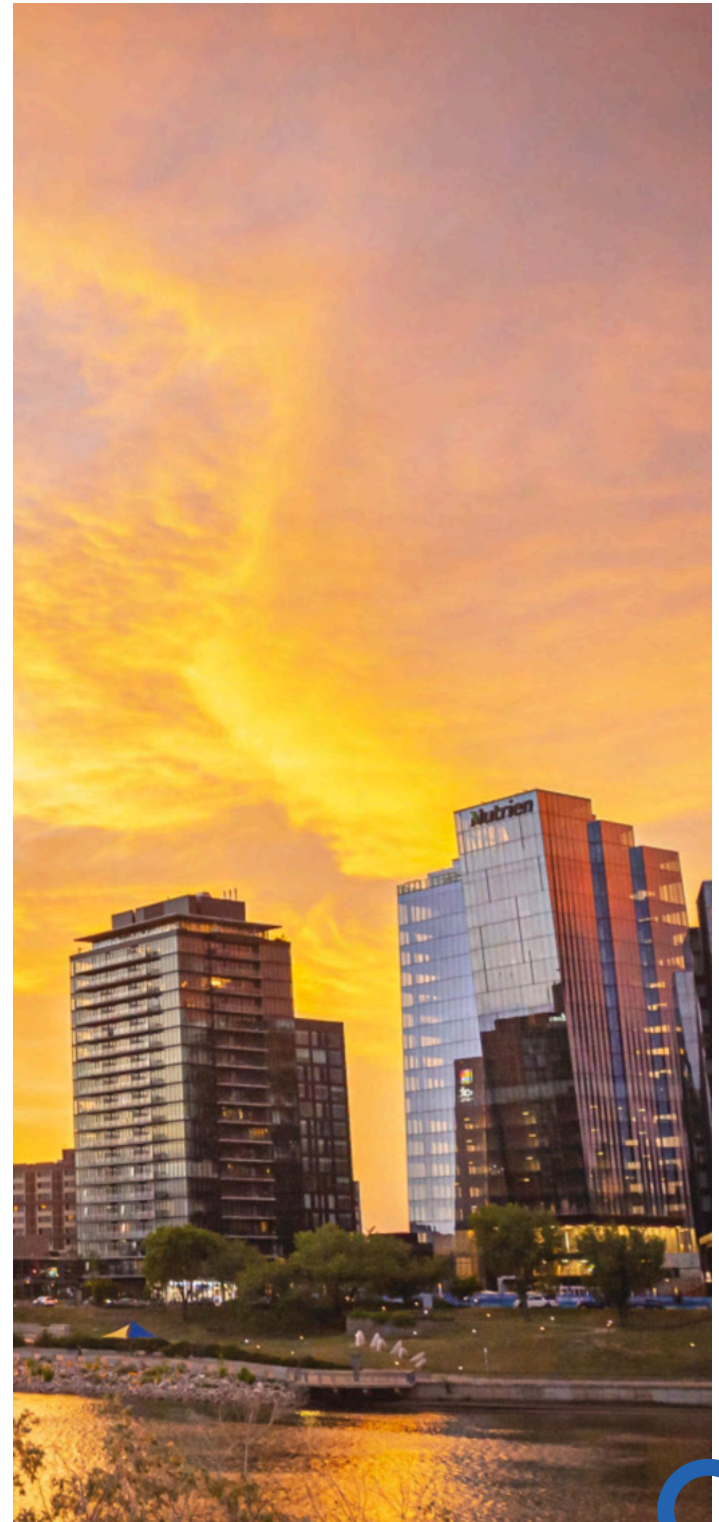
- ✓ Execute high-impact board meetings and AGMs to align leadership on strategies that support Saskatoon's visitor economy.

MSP Trade Mission

- ✓ Strengthen Saskatoon's market presence by collaborating with WestJet and MSP stakeholders to boost the Saskatoon-MSP route.

Social Enterprise Development

- ✓ Launch Discover Saskatoon led Social Enterprise that will act as a tour operator and point of sale for packaging and sale of local experiences and itineraries



Page 2: Objective 2

Enhance Partnerships

Target

Expand and deepen relationships with local businesses, The City of Saskatoon, Tourism Saskatchewan, The Government of Saskatchewan, Airlines, Rights Holders, Indigenous communities, and institutions like the University of Saskatchewan.

Strategic Focus

Building and deepening partnerships to foster a stronger tourism ecosystem in Saskatoon and increase collaborative initiatives that benefit the community and economy.

✔ Link to Strategic Pillars

This objective aligns with the Develop a Thriving Sector pillar. By collaborating with diverse partners, we create a tourism network that supports mutually beneficial growth and innovative, inclusive programming.

✔ Link to Results

Enhanced partnerships lead to shared resources, extended reach, and a unified vision for Saskatoon's tourism landscape.

✔ Targeted Outcomes

- Establish three new strategic partnerships with Indigenous communities
- Increase collaborative initiatives with local businesses by 20%
- Strengthen ties with academic institutions, specifically UofS, for event support and joint initiatives

Strategic Partnerships to Amplify Reach

- ✔ Collaborate with Destination Canada and Tourism Saskatchewan for aligned messaging and resource sharing.
- ✔ Strengthen local partnerships to capture attribution data and integrate cultural milestones into marketing campaigns.
- ✔ Integrate Wanuskewin's UNESCO designation and Meewasin's National Urban Park into bid materials and client-hosting events, showcasing these assets as competitive differentiators.

Collaborative Sports and Event Marketing

- ✔ Work with sports teams like the Saskatchewan Rush and Roughriders to host promotional activations that encourage travel from nearby feeder markets.

Community Story Mining

- ✔ Conduct quarterly story mining sessions with SDMH hotels, Indigenous communities, and local businesses to identify fresh narratives that resonate with media.
- ✔ Develop a collaborative storytelling pipeline that benefits all partners by amplifying shared content.

Local Talent and Institutional Partnerships

- ✔ Collaborate with institutions like Polytech and SIIT to develop local talent in event management, ensuring a sustainable workforce for future events.

Strengthen Local Media Relations

- ✔ Host local media at major events to deepen understanding of SDMH's contributions and tourism's economic impact.
- ✔ Regularly provide local media with story angles that showcase SDMH partnerships and highlight hotel properties' unique offerings.

Strengthen SDMH Member Engagement

- ✔ Host quarterly all-hotel meetings featuring tailored programming on industry trends, labor challenges, and customer service innovations to provide actionable insights
- ✔ Collaborate with organizations like the Hotel Association of Canada to bring high-value speakers and best practices to SDMH members.

Industry Events and Recognition

- ✔ Organize the SDMH AGM, Annual Golf Tournament, and Industry Awards Banquet to foster collaboration, celebrate achievements, and strengthen the bond between Discover Saskatoon and SDMH hotels
- ✔ Recognize outstanding contributions through awards to inspire continued excellence and pride in the industry.

Activate External Advisory Committees

- ✔ Host quarterly lead-generation sessions to source new prospects and leverage industry connections for business event opportunities.

Strategic Partnerships with NSOs

- ✔ Build and deepen relationships with National Sport Organizations to strengthen Saskatoon's pipeline for hallmark events.
- ✔ Engage key stakeholders like Saskatoon Tribal Council, FSIN, MNS, and Sask Sport to foster collaboration and attract Indigenous-led events.



CITAP Partnership

- ✔ Strengthen collaborations with CITAP to increase Saskatoon's exposure to inbound tourism agents and specialists globally.
- ✔ Enhance relationships with key international markets and align Saskatoon's offerings with global tourism trends.

Indigenous Tourism Partnerships

- ✔ Work with Indigenous groups to develop Pow Wow tours, fostering authentic partnerships that amplify Saskatoon's cultural narrative.
- ✔ Highlight Indigenous leadership while creating mutually beneficial relationships with cultural and community partners.

Transparent Reporting

- ✔ Regularly share financial and operational reports to foster trust between Discover Saskatoon, SDMH, and external stakeholders.

Collaborative FAM Tours

- ✔ Partner with CITAP, VIA Rail, and regional DMOs to deliver an integrated tourism experience.
- ✔ Build cross-regional partnerships that strengthen Saskatoon's position within national and international travel networks.

Governance and Board Support

- ✔ Strengthen SDMH's governance practices to build trust and credibility with stakeholders, including city officials, hotel partners, and other community leaders.

Strengthening Relationships with Officials

- ✔ Host engagement events with newly elected municipal and provincial officials to highlight the visitor economy's importance.



Page 3: Objective 3

Strengthen Economic Impact

Target

Increase hotel room nights by 10% year-over-year across SDMH properties

Strategic Focus

Positioning Saskatoon as a competitive and appealing destination for business, leisure, and major events to drive economic returns for SDMH hotels and Saskatoon's economy.

✔ Link to Strategic Pillars

This objective aligns with Developing a Thriving Sector. By focusing on occupancy rates we're driving the economic returns that matter most to our stakeholders in the hospitality industry.

✔ Link to Results

Increased occupancy support SDMH's financial goals and reinforce Saskatoon's status as a premium destination.

✔ Targeted Outcomes

- A 10% increase in total room nights booked across all SDMH hotels.
- Greater awareness and value perception for Saskatoon as a year-round destination.

Comprehensive Economic Impact Study

- ✔ Conduct a study quantifying the economic contributions of Discover Saskatoon's initiatives, demonstrating the tangible ROI for SDMH's investment.

Monetization of Digital Channels

- ✔ Increase revenue by offering exclusive advertising opportunities for SDMH hotels on the Discover Saskatoon website and e-newsletters.

Campaign Planning with ROI Focus

- ✔ Develop a calendar of year-round campaigns targeting leisure, business events, sports, and cultural audiences, ensuring consistent messaging and measurable conversions.

Visitor Funnel Optimization

- ✔ Track content performance metrics (engagement rate, click-through rate, and conversions) to fine-tune campaigns and maximize visitor bookings.

Amplify Business Event Stories

- ✔ Pitch stories focused on Saskatoon's business events sector, showcasing its strengths in industries like technology, agriculture, and life sciences to attract high-value visitors.
- ✔ Position SDMH properties as the preferred venues for business travelers and conference attendees.

Strategic Media Engagement for ROI

- ✔ Expand media focus to include business events, sports tourism, and cultural initiatives, directly driving room nights and economic impact.
- ✔ Highlight Saskatoon's leadership in sustainable tourism by promoting environmental and cultural stewardship initiatives.

Promote Industry Events as Economic Drivers

- ✔ Leverage the AGM, Golf Tournament, and Industry Awards Banquet to engage members in discussions on economic trends and opportunities, fostering strategies that support sustained growth in room nights.
- ✔ Use these platforms to highlight initiatives like the Mastercard campaign and Saskatooning training, showcasing their direct impact on economic outcomes.

Report on Direct Benefits to SDMH Hotels

- ✔ Provide transparent tracking and reporting on initiatives like the Mastercard campaign and training program to demonstrate their contribution to room nights and visitor spending.

Economic Impact Reporting and Accountability

- ✔ Implement tools and technology for comprehensive reporting on the economic impact of secured events, highlighting tangible ROI for SDMH hotels and the city.
- ✔ Distribute monthly RFP summaries to SDMH hotels, ensuring transparency and enabling proactive planning for high-value events.

Incentivized International Bookings

- ✔ Collaborate with SDMH hotels to offer strategic incentives for confirmed international bookings, driving increased economic value and room nights.

10-Year Event Carousel

- ✔ Conduct feasibility assessments for core events and pursue hallmark opportunities like the 2033 Canada Winter Games, positioning Saskatoon as a long-term leader in the sports industry.
- ✔ Align with the Downtown Event and Entertainment District (DEED) project to secure major events for Saskatoon's new facility.

Major Event Fund Development

- ✓ Establish a dedicated fund to support large-scale event hosting, with contributions from private sector partners through the “Fueling the Machine” initiative.

Economic Reporting and ROI Measurement

- ✓ Develop metrics to track the economic impact of secured events, providing transparency and demonstrating tangible benefits for SDMH partners.

Travel Trade Pipeline Development

- ✓ Establish benchmarks for room nights generated by travel trade initiatives, focusing on guaranteed group departures and hosted FAM tours.
- ✓ Create measurable targets to track economic contributions from group travel and strengthen long-term trade opportunities.

Pre-FAM Tour for Rendezvous Canada

- ✓ Showcase Saskatoon to key international operators before Rendezvous Canada.
- ✓ Increase room nights and establish Saskatoon’s prominence as a central Canadian destination for international visitors.

Provincial & Municipal Bid Incentive Fund

- ✓ Advocate for provincial and Municipal funding to secure high-profile events and generate significant room nights.
- ✓ Position Saskatoon as a leading destination for major events, driving direct economic benefits.

Promoting Citywide Event Participation

- ✓ Emphasize SDMH exclusivity for bid-driven room blocks to attract non-partner hotels to join.

Social Enterprise Implementation

- ✓ Launch social enterprise to fill market gaps in Saskatoon’s cultural and leisure offerings.
- ✓ Generate new revenue streams for Discover Saskatoon while driving economic benefits to local partners like hotels and transportation providers.



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Promote Sustainability & Inclusivity

Target

Implement destination-wide sustainability initiatives and launch JEDI framework for Indigenous partnerships, starting with YXE Urban Games

Strategic Focus

Ensuring a sustainable, inclusive tourism model that reflects Saskatoon's values and respects its natural and cultural resources.

✔ Link to Strategic Pillars

This objective supports Living & Leading with our Brand. By embedding sustainability and inclusivity into our operations, we're creating a tourism model that benefits all stakeholders and preserves Saskatoon's appeal for future generations.

✔ Link to Results

Sustainable practices enhance Saskatoon's reputation as an environmentally responsible and inclusive destination, attracting like-minded visitors and partners.

✔ Targeted Outcomes

- Full implementation of destination-wide sustainability practices in partnership with local organizations
- Launch of the JEDI (Justice, Equity, Diversity, Inclusion) framework at YXE Urban Games, setting a standard for future events

Culturally Inclusive Content Development

- ✔ Highlight Indigenous tourism experiences and stories in blogs, videos, and campaigns, aligning with Saskatoon's unique cultural narratives.

User-Generated Content (UGC) Amplification

- ✔ Encourage visitors to share their Saskatoon experiences through social media, amplifying diverse and authentic perspectives.

Sustainability Messaging in Campaigns

- ✔ Integrate sustainability themes, such as Meewasin's biodiversity efforts, into marketing content to attract eco-conscious travelers and demonstrate commitment to responsible tourism.

Focus on Indigenous Narratives

- ✔ Highlight Indigenous-focused experiences, such as the Pemiska opening and Wanuskewin's UNESCO designation, in media campaigns to promote inclusivity and cultural awareness

Strengthen Local Media Relations

- ✔ Host local media at major events to deepen understanding of SDMH's contributions and tourism's economic impact.

Sustainability and Stewardship

- ✔ Collaborate with media to showcase Saskatoon's leadership in sustainable tourism, emphasizing partnerships with SDMH hotels on environmental and community-focused projects.

Recognizing Contributions Across the Hotel Ecosystem

- ✔ Use the Industry Awards Banquet to celebrate achievements from a diverse range of properties, fostering inclusivity and highlighting contributions to sustainable tourism.

Sustainable Market Development

- ✔ Focus on developing long-term relationships in international markets poised for sustainable growth, ensuring a steady pipeline of high-value events.

Indigenous Leadership and Event Integration

- ✔ Integrate Indigenous cultural elements into event bids and experiences to create meaningful and authentic visitor interactions.

Community Volunteer Programs

- ✔ Launch volunteer initiatives to engage Saskatoon residents and build local pride in hosting major events, fostering a sense of community ownership.

Sustainable Tourism Practices

- ✔ Ensure the social enterprise aligns with sustainable tourism goals, supporting local businesses while minimizing environmental impact.
- ✔ Foster a tourism model that contributes to local economic empowerment while preserving cultural and environmental assets.

Indigenous Representation in Tourism

- ✔ Ensure Indigenous leadership into guided tours and curate authentic experiences to meet growing demand for meaningful cultural engagement.
- ✔ Amplify Saskatoon's diverse cultural stories and foster inclusivity in the visitor economy.

Community Integration

- ✔ Involve local communities and businesses in developing new tour offerings, ensuring widespread economic and cultural benefits.

Operational Efficiency for Broader Impact

- ✓ Streamline administrative and operational processes to reduce overhead and focus resources on impactful initiatives.

Fostering Diversity in Leadership

- ✓ Support inclusive board governance practices and training to ensure diverse perspectives are represented.

Destination Master Planning

- ✓ Propose a Destination Master Plan to prioritize sustainable tourism and infrastructure development.
- ✓ Establishes a strategic roadmap for long-term tourism growth that balances economic and environmental considerations.
- ✓ Highlight sustainability initiatives through partnerships with local stakeholders, promoting eco-conscious tourism.



JOIN US IN BUILDING A VIBRANT SASKATOON

Discover the Impact, Together

At Discover Saskatoon, we believe in the power of partnerships and shared vision to create a thriving, welcoming city for all. Whether you're planning a business event, hosting a sporting championship, or seeking cultural inspiration, Saskatoon offers a canvas of opportunity—and we invite you to be part of this journey.

We are deeply grateful to our partners, stakeholders, and the Saskatoon community for the trust and collaboration that fuel our efforts. Together, we generate wealth and well-being, shaping a destination that is as vibrant as the stories that define it. Thank you for believing in the potential of our visitor economy and for your commitment to elevating Saskatoon as a global destination.

Vision for Saskatoon's Future

Our vision is clear: to grow Saskatoon's reputation as a destination of choice—economically thriving, culturally rich, and authentically inclusive. By continuing to work together, we will not only build a city that visitors love but also one that its residents are proud to call home.

“

At its heart, Saskatoon's economy thrives on connection: between people and places, between stories and shared experiences. Together, we create not just moments of discovery but a legacy of growth and belonging—for our community, our partners, and every visitor who walks through our doors.

”

Let's shape the future of Saskatoon together. Connect with Discover Saskatoon today to explore how we can make a lasting impact, one story at a time

