



101-202 4th Avenue North, Saskatoon Saskatchewan Canada S7K 0K1
Phone: 306.242.1206 • Toll Free: 1-800-567-2444 • Fax: 306.242.1955

info@tourismsaskatoon.com
www.tourismsaskatoon.com

June 10, 2020

His Worship Mayor Charlie Clark and Council
222 3rd Avenue North
Saskatoon, SK. S7K 0J5

Your Worship and Council;

I am pleased to forward you a copy of our new Integrated Marketing and Innovation Plan, intended to carry our industry through initial tourism recovery phases to December 31, 2020.

For over forty years we have acted as your Destination Marketing Organization. Neither you nor we have had to manage our way through what the COVID-19 pandemic has brought to our city. We are rallying support for the return of the visitor economy and the more than 16,000 citizens that rely on it for their livelihoods. We showed such great results in 2019 and are working to return to this success in as short a time frame as possible. Last week the Tourism Saskatoon Board authorized staff to move forward with this new plan that will carry us through the balance of the year. Our Destination Marketing Hotels, despite a critical drop in revenues, have also agreed to invest in the plan to help drive recovery. I want to be clear that this plan is not significantly funded at this time and will only be implemented if we are able to secure financial support from various sources.

You will see significant effort to drive intra-provincial leisure travel while maintaining relationships with global trade and event clients to facilitate future confirmation of major national, international and sport events for our city. We are responsible and accountable to drive business to major civically-owned facilities such as TCU Place, SaskTel Centre and your diverse array of sport facilities. We cannot afford to decrease efforts to confirm sales and future revenues long-past the COVID-19 pandemic. We are also proposing a significant investment to develop virtual experiences that will support all marketing efforts and facilitate virtual fairs and site visits. In turn, these new assets will build our capacity and sophistication as a destination while strengthening support for our members. We need to come out of this crisis better than we were going into it; to remain competitive and to drive value to the visitor economy.

The cost of marketing and innovation across all departments is \$1,454,000. We ask you to consider a one-time investment of 10% of this amount, \$145,000. I understand this is a significant ask incremental to your normal annual investment in our activities, but this will help to keep us competitive with other Canadian destinations in our competitive set that have received similar investments. Our relevance and sustainability rely on our capacity to compete within this ever-changing environment.

Thank you for your consideration.

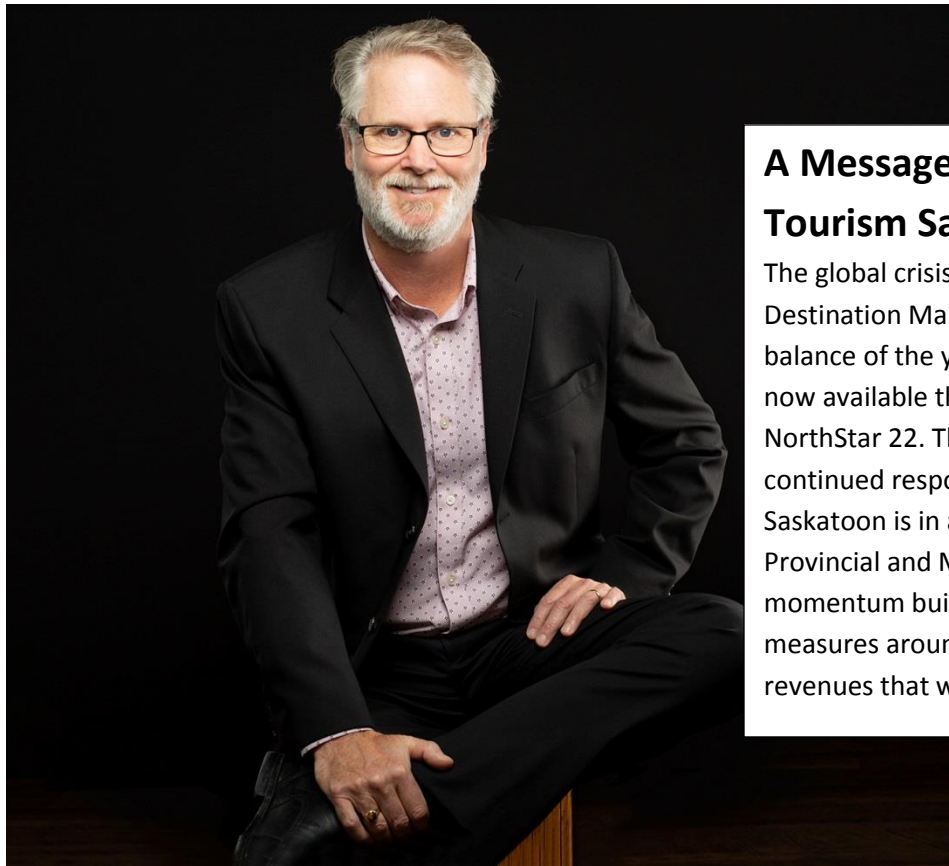
A handwritten signature in black ink, appearing to read "H. Brandy", written in a cursive style.

President & CEO
Tourism Saskatoon

Cc: Lynn Flury - Chair

INTEGRATED
MARKETING AND
INNOVATION PLAN
2020 - 2021





A Message from Todd Brandt, President & CEO Tourism Saskatoon

The global crisis of COVID-19 has forced a significant reduction in revenues through the Destination Marketing Program which now requires a massive change in focus for the balance of the year. This will certainly continue into 2021. Significant new research data is now available through our partnership with Destination Canada and participation in NorthStar 22. This research will guide all the program changes, support Tourism Saskatoon's continued response, recover and resilience through these unforeseen times. Tourism Saskatoon is in a strong position to secure incremental investments through Federal, Provincial and Municipal sources to support a revised campaign that will restore the strong momentum built up over the past few years. We implemented aggressive austerity measures around the approved 2020 Integrated Marketing Campaign to retain DMP revenues that will help drive future marketing, business development, and sales activities.

Background

COVID-19 has shown us that our industry can be derailed. Tourism resides at the intersection of economic, social and environmental systems. We are currently vulnerable to a shock in any one system. While we cannot stop these shocks from happening, we can control how we respond to them.

Tourism needs to become more resilient. Resiliency requires the visitor economy in Saskatoon to be rebuilt and even stronger than before. Our long-term success will be defined by how we can reshape our sector as we collectively respond to the aftermath of the pandemic.

Many regions have released plans to open for business when the health risks are low enough. In Saskatchewan, we are well positioned with a strong strategy that has supported the creation of this Marketing and Innovation Plan. We are prepared with contingencies should Saskatoon move back and forth between levels of restriction which will force us to respond, and potential travellers to change plans.

Our Brand Story

Moments can define us, change our perception and last a lifetime.

Explore, find your own trail to blaze, and enjoy the rare gift of a city on the edge of nature. The stories of the land are told by many voices and are most profoundly heard in the quiet of nature, through our experiences, and our people. Take a moment and dream about what's to come. We'll be ready to welcome you.

Our Strategic Pillars

Our Vision: Saskatoon is renowned worldwide as a place that inspires visitors.

Our strategic framework is at the core of this plan. It outlines our purpose and approach as well as the targets that we have established during these unforeseen times so that our team, board, and stakeholders know how we are progressing and ensuring the restoration of the visitor economy.



Three phases will define our path forward

What we do know

The domestic market will drive recovery:

- Potential for significant pent-up demand for leisure travel.
- Short-haul travel will likely be the prominent driver of this rebound due to consumers' lack of confidence in booking long-haul trips.

The consumer will be different in their:

- Spending patterns
- Priorities
- Even their world view

The industry we will be supporting will be different:

- Number, locations and type of accommodation available
- Number, locations, and type of experiences, attractions, restaurants, retail that are open and operating, or who are operating under new restrictions.
- Flights, routes, seats and airlines

Response

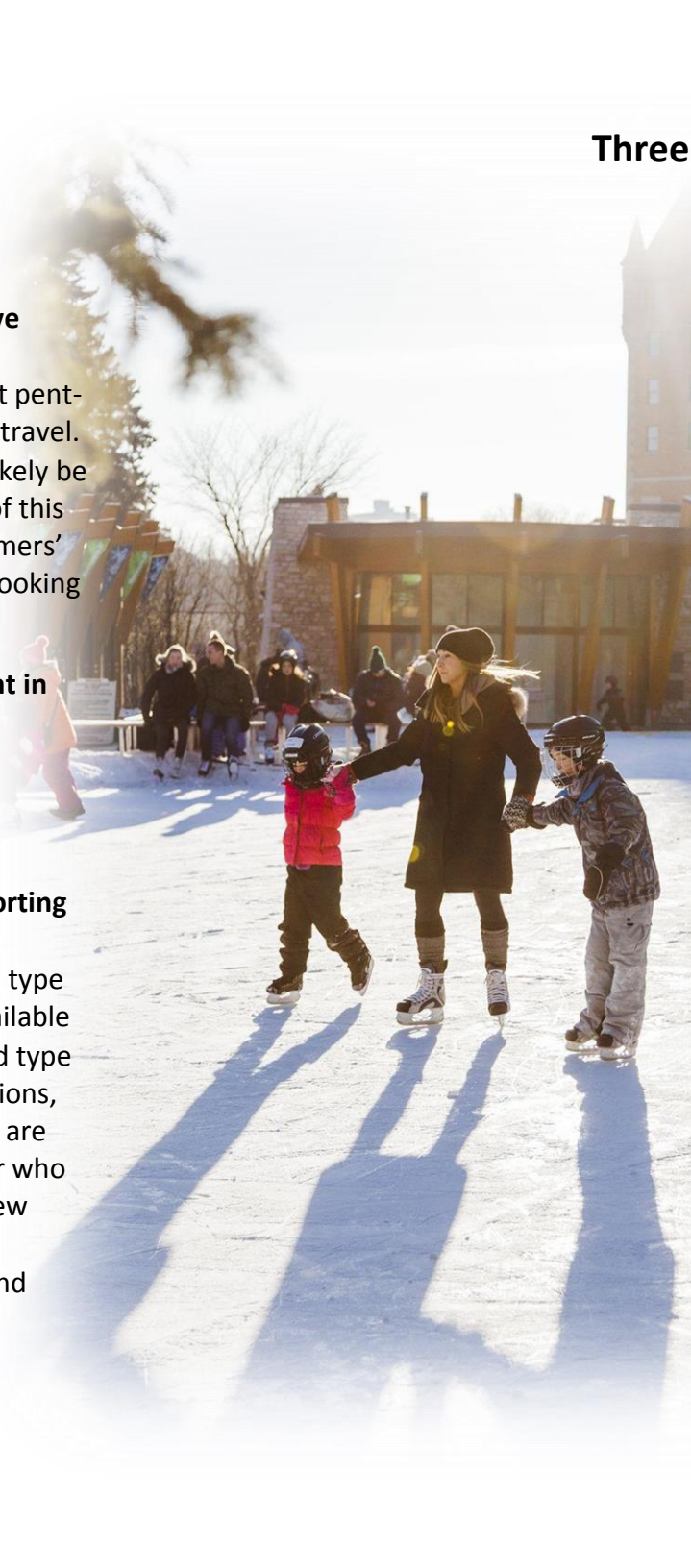
- Providing clear and helpful industry communications
- Creating alignment of industry efforts
- Supporting business survival through local promotion and advocacy
- Collect and disseminate integrated data to inform decision making
- Focus on development of new experiences on digital and virtual platforms

Recover

- Be ready to launch marketing efforts as soon as the time is right
- Inspire residents, Saskatchewanians and Canadians to travel to Saskatoon when it is safe to do so
- Our brand shows residents and travellers that with a community focus, the vibrancy of our community members and authenticity of our experiences that Saskatoon is the best choice for travel
- Lead the development of safety and security code of conduct that supports resident and visitor assurance in Saskatoon

Resilience

- Replace lost demand from the previous period with a continued focus on domestic audiences and other markets as signals indicate
- Strengthen local business, pride of place and experience offerings that absorb pent-up traveler demand with ease
- Strengthen industry's ability to weather future storms



Priorities for Phased Approach to Restoration and Resilience

Corporate Governance & Leadership

Strategy Marketing Campaign

Todd Brandt, President & CEO



Key Messages:

Tourism will help to drive economic recovery in Saskatoon and Saskatchewan. Indeed, full economic recovery CANNOT happen until the Tourism industry recovers. Our immediate needs for investment are to help our membership survive, regain their employees, and lead once again to the self-sufficiency of our organization. DMOs like Tourism Saskatoon provide a critical role within the visitor economy framework.

Leisure Marketing

Sarah Berger, Director Media

Interim Director Leisure Marketing



Purpose:

To deliver a compelling and inspiring leisure marketing campaign that inspires hyper local, regional, National and eventual international visitation to Saskatoon and strengthens the resiliency of the visitor economy. **This campaign will be a multi-phased engaging earned media, utilizing social platforms, the Saskatooning blog, and implementing traditional and digital marketing campaigns.**

Insights

- Most major events, festivals and gatherings have been cancelled or postponed until at least the fall
- Localized campaigns to encourage the support of the local visitor economy will restore economic viability and a destinations ability to return visitation from outside of the province.
- International markets will not likely return until 2021, though Canada is positioned better than other countries for a quick recovery.
- Early recovery stages will require the transformation to digital engagement like virtual concerts, festivals and events.
- Leisure travel will rebound quicker than business travel.
- Canadian travellers spent \$14 billion dollars on outbound travel in 2019, presenting an opportunity to inspire the traditional outbound traveller to journey within Canada.
- Increased competition between Canadian destinations will demand strong digital presence with enhanced websites that support the ease of partner referrals and provide destination safety and security information that provides assurance to travellers.
- Target audiences that are most likely to travel first when places reopen are:
 - Those visiting friends and family they haven't seen for a long time,
 - People who live their passion doing the things they haven't been able to in lockdown
 - Local or regional travellers who would typically travel far away,
 - Millennials seeking an outdoor adventurous lifestyle,
 - Luxury and high yield travellers not impacted financially by the pandemic.

Objectives:

- Instill confidence in the general population.
- Promote the safe re-patronization of local businesses.
- Stimulate economic recovery at a local and regional level.

Target Audience:

Primary

- General population of Saskatoon

Support

- Rural Saskatchewan

Interprovincial Travellers

- Manitoba and Alberta when safe to do so

Canadian Travellers

- Travellers from around Canada when it is safe to do so.

Niche Market Travellers

- Travellers most likely to travel first in the niche markets of high yield, luxury, wellness and adventure travel

Communications

Key Messages:

- Support local
- Reconnect with family and friends
- Reacquaint yourself with the city you love
- “Staycation” or make a vacation out of traveling for groceries or appointments
- Health and safety in our community and what we are doing collectively to maintain that
- Tourism Saskatoon is a trusted source of information and support for our membership and industry partners.
- Tourism Saskatoon is a leader in the recovery and enhancement of the Tourism industry in Saskatchewan and Canada

Strategies:

Leverage local media – In times of crisis, people gravitate towards and trust in local media. With mutual community goals and a shared vision, we will leverage our relationships with tv and radio partners to share our message with a broad audience.

Focus on safe experiences – Residents and visitors will require guidance and reassurance. We will need to lean on key partners to compile an inventory of small group experiences and associated content. Safe and accessible experiences are crucial. Consumers will gravitate towards businesses that can demonstrate safe operations.

Digital focus and enhanced website functionality – With the increased use of digital and social platforms, consumers have never been more focused on technology. By using tested, high performing content on strategically placed digital platforms like YouTube, we will drive visitation to our website, packed with offerings and industry partners that will convert to bookings, sales, and visitation.

Utilize “Moments” creative platform – The framework of this creative adapts well to our current situation, allowing us to appeal to an innate need for connection and community.

Maintain flexibility – Tactics must be quick to deploy, and easily adapted and/or shutdown. The COVID19 situation can change very quickly. Plan one month at a time and re-evaluate based on the public health situation, resources, and hotel visitation.

| Tactic | Action | Audience | Timeline | Budget Required |
|---|--|--|--------------------------------------|------------------------|
| Digital Marketing | Create SEM campaigns on Google Adwords and Facebook | Search-based | Immediate and ongoing | \$143,000 |
| Traditional Media | Create campaign with local traditional media partners | Saskatoon and surrounding areas; older, affluent | N/A | \$68,000 |
| Website Enhancement | Utilize our website provider to feature the virtual tour and experience content that will drive visitation and facilitate future sales and visitation. | All Audiences | Immediate and ongoing | \$12,000 |
| Digital Asset Manager (Barberstock) | Simpleview Contract | N/A | April-December | \$5,391 |
| Search Engine Optimisation (SEO) - \$1,250 USD per month | Simpleview Contract | N/A | Immediate and ongoing | \$12,040 |
| SimpleSupport - \$500 USD per month | Simpleview Contract | N/A | Monthly | \$5,520 |
| Act-On Marketing Support | Simpleview Contract - Email Marketing System | N/A | Annual - Due in September | \$7,380 |
| Customer Relationship Manager (CRM) | Simpleview Contract | N/A | Annual - Due in July | \$20,903 |
| Content Management System (CMS/Website/Blog) | Simpleview Contract | N/A | April-December | \$16,875 |
| Book Direct (Jackrabbit) | Simpleview Contract | N/A | Annual - Due now - Currently on hold | \$9,000 |
| Fixed Costs | Monthly fixed expenses to the media department | N/A | June-December | \$1,050 |
| Rush Sponsorship | Invoice for half season | N/A | Immediate | \$12,111 |
| TSI (Tourism Sentiment Index) Report | Market Report | N/A | Final Report | \$6,900 |
| Leisure Newsletter | Send 1 Leisure Newsletter per month | Subscribers | Monthly | \$0 |
| Membership Newsletter | Send 1 Membership Newsletter per week | Membership & Industry Partners | Weekly | \$0 |
| Total Expenses | | | | \$320,170 |

Evaluation

Drive website visitation through targeted advertising campaigns:

- 400K unique sessions (\$0.25 website investment per session)

Drive partner referrals through website and digital campaigns:

- Benchmark click throughs to member/partners from website

Enhance targeted, mid-funnel messaging with digital campaigns:

- Adwords - 2M impressions (\$10 CPM)
- Social - 2M impressions (\$5 CPM)

*CPM – Cost per 1000 impressions

Newsletter Engagement:

- Membership Newsletter – 1 Newsletter per week to 565 members = 17,515 impressions
- Leisure Newsletter – 1 Newsletter per month to 2,200 consumers = 15,400 impressions

Primed Tourism Academy Webinar Series:

- Host 1 webinar per week for membership and Industry Partners – 1 per week with average 20 attendees = 620 attendees

Destination Innovation

Stephanie Clovechok, VP & Director, Destination Innovation



Purpose:

To drive the development of virtual experiences while maintaining work in traditional experience development, event development, and advocacy for the visitor economy.

Objectives:

- Execute on the development of virtual experiences for distribution through all lines of business
- Deliver on all development projects in partnership with TIAC, Culinary Tourism Alliance and Twenty31
- Deliver on all committed development projects through the Canadian Experience Fund
- Reallocate remaining Canadian Experience Fund to current marketing and development needs
- Advocacy efforts locally, provincially, and nationally for the inclusion of Saskatoon's tourism industry as a priority in all recovery efforts and inclusion in all national and international campaigns
- Lead the development of a safety and security task force in Saskatoon in partnerships with multiple industries, guided by the Saskatchewan Health Authority to produce a safety code of conduct to be implemented destination wide

Insights:

- The traveler of the future will look for:
 - Local first then global
 - Travelers will first want to travel within their city, within their province, within their country and eventually internationally
 - Maintain health, safety & well-being
 - With the blurring lines between work and home, less is more. Quieter destinations and solo/remote retreats will provide an indication of safety and comfort
 - Spending with caution and flexibility

- Financial discretion and flexibility will be key for future travelers. Travelers will look to bundled, low-cost solutions and no-fee cancellation policies to ease their financial decisions
 - Digital first consumer journey
 - New digital habits are forming and surging due to social distancing. With that, the tourism industry needs to innovate digitally to connect consumers with the arts, nature and culture to explore and dream of future destinations.
- Consumers are looking for the following for the first trip post COVID-19:
 - 43% to relax and rejuvenate
 - 38% To make memories with friends and family
 - 33% to escape from daily routine
 - 27% to let loose and enjoy

This data indicates a very positive opportunity for Saskatoon in that we can offer all of the above experiences in travel. We can appeal to travelers, when we are ready to welcome them from outside our Provincial boundaries, who need escape, relaxation and to let loose. The message from Saskatoon will be impactful if we can acknowledge these needs from the traveler.
- Canadians are spending more time with mobile video with a 22% growth in mobile in-app watch time growth

Target Audience:

- Local tourism-based businesses, experience providers and members at large
- Local Saskatonians as ambassadors
- Local traditional media partners
- Local videographers and technology partners
- Destination Canada and TIAC
- City of Saskatoon and Saskatoon Business Community
- Municipal, provincial, and national elected officials

Communications

Key Messages:

- Saskatoon is the only destination to create a destination-wide safety and security code of conduct to assure residents and travelers of their safety while here.
- The value of Saskatoon's experiences must be communicated through virtual and digital experiences to ensure hyper local travel first and then, provincial and national.
- Experiences developed virtually must be sellable to international trade partners and included in itineraries.
- Virtual experiences must provide inspirational content and educational resources for all lines of business. Investment in the development of virtual and traditional experiences is essential now and in the future.
- Saskatoon is being recognized internationally as an agricultural culinary destination of strength and as such, our development must focus there.

Strategies:

Develop virtual experiences – with all key attractions and experiences that align with traveler demands of nature, culinary, culture, Indigenous, western lifestyle and wilderness experiences that are already available in Saskatoon.

Lead the development of a destination-wide Safety and Security Task Force – This task force will inform all businesses and residents in Saskatoon using a code of conduct that will be implemented through a process guide for businesses to work through as they create their own controls. This will align with the Re-open SK plan and provide a clear guide for implementation.

Provide business coaching for all industry partners – Tourism businesses will need to adjust their operations when they reopen under restrictions which are often published with urgency, leaving very little time for businesses to implement solutions. We will find ways to help our industry prepare to open by guiding operators to the latest information, showing them examples of new practices, and guiding their innovative efforts. We will ensure these businesses are seen through our public communications to learn from them and help to set visitor and customer expectations.

Deliver Tourism Industry Association of Canada Elevating Canadian Experience project – Create a database of virtual content and experiences to share with consumer and media contacts. Content will include key experiences, local stories, and storytellers.

Delivery on Canadian Experience Development Fund Development projects - Continue to share the message of supporting local each day of the week through our various social channels. With an opportunity to enhance campaign with contesting.

Create New experience videos with current assets – in partnership with traditional media and through social platforms to inspire visitation to Saskatoon.

Virtual event and festival development – many key Saskatoon events are now considering the opportunity to provide virtual experiences. Metis Days and National Indigenous People's Days at Wanuskewin, for example, can be broadcast and hosted virtually to bring value to local, National and International audiences while inspiring travel for the future.

Primed Academy Webinar Series launch and continuation – Provide valuable resources through a webinar series that supports the strengthening and development of the visitor economy in Saskatoon and Saskatchewan as a whole.

National and provincial advocacy – Through in person or virtual meetings, attendance at all NorthStar 22 partner meetings and the launch of an elected official e-newsletter that is distributed monthly.

| Tactic | Action | Timeline | Budget Required |
|---|---|--|--|
| Development of virtual experiences | Develop 10 virtual experiences | Immediately upon re-allocation of resources to support | \$42,000 |
| Lead creation of Safety & Security Task Force | Create destination- wide code of conduct and guidebook for implementation, development of tactical elements required for safety and security in Saskatoon, and marketing support for communication. | Immediately | \$15,000 |
| Delivery of TIAC Project | Host 4 virtual workshops in partnership with TIAC, Culinary Tourism Alliance, Twenty31 Consulting and Tourism Saskatoon | August | \$0 – all supported by TIAC investment in Saskatoon. |
| Delivery of Canadian Experience Fund Projects | Culinary Tourism Alliance: Experience Development of 6 new Agricultural Culinary Experiences and the development of a new social enterprise to facilitate experiences through new and existing experiences. Earth Rhythms: Delivery of immersive experience development workshop | Immediate and ongoing | \$0 – all supported by Canadian Experience Fund |
| Incubate online or virtual events | Support event and festival partners to move their events online to virtual platforms or support the enhancement of outdoor spaces to enable viewership aligned with new restrictions. | Immediate ongoing | \$41,000 |
| Repurpose all experience video content to align with Find Yourself Campaign messaging and the new world order. | Re-voice all experience videos to provide inspirational content through all lines of business' marketing campaigns, to provide inspiration for virtual fans and others prior to the virtual experiences themselves. | Immediate ongoing | \$10,000 |
| Primed Academy Webinar Series | Continue to provide content and management of Primed Academy Webinar Series | Immediate ongoing | \$5,000 for the addition of key notes and speakers that may require payment. |
| National & Provincial Advocacy | Attend all NorthStar 22 meetings, and launch monthly elected officials e-newsletter | Immediate ongoing | \$0 |
| Client Servicing, Parking, Call Phone, Printing | | | \$10,000 |
| | | Total Budget | \$123,000 |

Evaluation

- Safety and Security Task Force
 - Successful launch of code of conduct with 100% of Tourism Saskatoon members commitment to standards
 - Tactical elements like hand sanitizer and masks sourced locally and provided to residents and travelers
 - Resident sentiment increases in favour of tourism and the visitor economy by 20%
 - Launch of marketing campaign to support task force's work provincially, nationally and internationally
- Virtual Experience Development
 - Development of the following experiences in virtual format:
 - Wanuskewin Heritage Park
 - Escape Sports
 - Champetre County
 - Makers Malt
 - Remai Modern
 - Meewasin
 - Wheatland Express
 - 1885 Sites of Duck Lake, Batoche & Fish Creek
 - Western Development Museum
 - Guided Brewery and Distillery Tour
 - Guided Culinary Tour
 - Pineview Farms, Dairy Farm and Floating Gardens
 - Local Makers guided by Jenn Sharp
 - Prairie Lily
 - Crossmount
 - Black Fox Farm & Distillery
 - Wonderhub
 - University of Saskatoon
 - Gordie How Sports Complex
 - TCU Place and Prairieland Park
 - Work with content and website team members to provide all virtual tours on website and through virtual fams
- Create 6 new experiences and develop one social enterprise with Culinary Tourism Alliance partnership
- Host four workshops with minimum of 40 people in each through TIAC project.
 - Work with all consultants to develop strategy and implementation of strategy as per contract agreements.
- Deliver monthly e-newsletter to elected officials
 - Open rate of 20% and retention of 80%

Media

Sarah Berger, Director Media

Interim Director Leisure Marketing



Purpose:

To support all lines of Tourism Saskatoon business by inspiring consideration of our destination while driving hyper local, provincial and Canadian visitation to Saskatoon through compelling invitations within all social channels and media communications.

Insights

- Early recovery stages are about brand building and awareness so, the importance of strategic local partnerships and hyper local promotions is key to industry wide strengthening
- Global media partners are in search of inspiring, educational, and positive stories to tell
- Readers are looking for “armchair escapism” – the opportunity to experience a destination from the safety of a home
 - Media are looking to provide content that gives readers a license to dream
 - Readers are looking for content from destinations with lower population density and perceptions of safety and security
 - Three key factors in travel expectations from readers are safety, trust and flexibility which will inspire future travel
 - Consumers who have turned to digital and online services are searching primarily for mental, emotional, and physical health support which in turn should have destinations thinking about how the delivery on overall well-being.
 - Considerations to adapt to new consumer behavior:
 - Update GMB: Use the new COVID-19 post to share more detailed and timely updates about business operations (hours, safety measures etc.)
 - Improve digital hygiene (website speed, content, YouTube channel etc.)
 - Operational customer touch points – how do you offer value in a different format or online channel? (online tickets to avoid lineups)
- Now, more than ever, strategies NEED to be digital first
 - The isolation has now made new consumer demographics digital natives
 - It is the simplest and most cost-effective channel

Objectives:

- Provide content and virtual opportunities to engage with content to local, national and international media for distribution on their channels
- Instill confidence and assurance for residents and potential visitors
- Promote the safe re-patronization of local businesses

Target Audience:

Primary

- General population of Saskatoon

Support

- Rural Saskatchewan

Media

- Local, national & international media
- Local contacts, producers & partners

Communications

Key Messages:

- Support local business and build awareness of local supply chain
- Saskatoon will be here when we can welcome you again with open doors and a strong spirit
- Content you can dream about – encouraging ‘Armchair Escapism’
- Messages of health and safety promoting safe behavior
- Celebrating how Saskatoon came together to support the health and well-being of our community first (health and economic) and ensured a secure destination for visitors to come.

Strategies:

Leverage Local Media – In times of crisis, people gravitate towards and trust in local media. With mutual community goals and a shared vision, we will leverage our relationships with tv and radio partners to share our message with a broad audience.

Maintain Relationship with National & International Media Contacts – Continue communications and offer support to media looking for stories about Saskatoon. Provide as much virtual content as possible and connect partners to share stories.

Virtual FAMs - Create an Agri-Tourism and Culture focused FAM to invite select National & International Media to attend, creating the opportunity to pitch stories and to connect them with local storytellers and industry partners.

Provide Virtual Experiences – Create a database of virtual content and experiences to share with consumer and media contacts. Content will include key experiences, local stories, and storytellers.

Continue Stay Connected Campaign - Continue to share the message of supporting local each day of the week through our various social channels. With an opportunity to enhance campaign with contesting.

Launch “Find Your Moments” Campaign – in partnership with traditional media and through social platforms to inspire visitation to Saskatoon.

Content Curation and Creation – Continue to create and curate local images and video to support various campaigns and departments.

| Tactic | Action | | Timeline | Budget Required |
|---|--|--|---|------------------------|
| Leverage Local Media | Connect with local media to encourage participation in sharing local stories and promotion our Stay Connected Campaign | Local Media | Daily | \$0 |
| Media Newsletter | Quarterly communication to media contact through Act-On Platform | Subscribers | Quarterly | \$0 |
| Stay Connected Campaign | Creation & curation of content, boosting social media posts, contesting | Subscribers to Tourism Saskatoon Social Media Channels | Daily | \$12,000 |
| Saskatooning Blog | Creation & Curation of Content for the #Saskatooning Blog | Local and Leisure Readers | Weekly | \$4,000 |
| Virtual Media FAMs – with potential for cross department collaboration | Facilitation of virtual FAMs to service media and conventions clients | Select Media Contacts | Culture FAM (June/July) & Agri-Tourism FAM (August) | \$10,000 |
| Engage with Local Influencers | Work with local influencers to gain access to their followers and promote the Stay Connected campaign | Local Influencers | June-December | \$5,000 |
| Fixed Costs | Monthly fixed costs to the media department | N/A | June-December | \$2,530 |
| | | | Total Revenue | \$33,530 |

Evaluation

QMS (Earned Media):

- Achieve Quality Media Scoring of at least 3 to accurately reflect the organizational goals during COVID crisis

Attendance at Virtual FAMs:

- Host 12 Media and Industry at 2 virtual FAMs (\$5,000 investment per FAM)

Engage Local Influencers:

- Host 5 local influencers in Saskatoon (\$1,000 investment per influencer)

Owned Content Engagement –

- Saskatooning Blog: 4 Blogs per month - Maintain an average of 125 shares per blog post on social and 50 visits per post on blog site (Average \$130 per blog post – 2 paid per month)
- Send 4 Media communications to 367 media and industry contacts

Social Engagement:

- Twitter: 125,000 impressions a month
- Instagram: 2,500 reach per post
- Facebook: 162,500 monthly page reach (unique users)
- YouTube: Average 1000 monthly views

Business Events

Candace Schierling, Director National Sales

Brad Peters, Director International Sales



Research & Insights

- Recovery timeline: While decision makers and planners are currently optimistic that they will be able to host their meetings in September and Q4 2020 (pending COVID-19 status, and factors such as provincial and federal health restrictions). Partners are now reporting cancellations for this period. We are expecting this to show in next month's report
- Segments: Smaller groups will start travelling first. Digital components will be important for these in-person events as they re-start, for those not willing to travel but wanting to participate. Larger conference groups will likely wait until there is a vaccine.
- Corporate meetings are to be the first to resume: Sectors (e.g., health care) that are thriving will hold corporate meetings before association meetings/conferences, as they will need to generate revenue for their companies.
- Integration of virtual meeting spaces: Face-to-face meetings will remain important, however, the virtual component will now be more common as a "fixed" component in programs – prior to COVID-19 it was an add-on or "experimental" into the program. There will be more opportunities for those organizations who can capitalize on virtual meetings and hybrid meetings.
- Resilience of in-person meetings: Face-to-face meetings create memorable experiences and drive business forward – building trust and camaraderie. This may become even more important as organizations seek to rebuild their operations post-COVID.
- Event organizers are currently not interested in being sold to, rather they appreciate soft outreach to maintain relationships and small bites of information they can use to perform their jobs as organizers in the future. They are keen to understand what measures are being implemented to address security, safety, physical distancing, and increased sanitation across the meetings spectrum: hotels, transportation, convention centers, restaurants, offsite venues, etc. They are keen to understand what measures are being implemented to address security, safety, physical distancing, and increased sanitation across the meetings spectrum.
- Event organizers sourcing for future meetings are experiencing difficulties in reaching suppliers (hotels, venues, destination marketing organizations and destination marketing companies) as many are closed or are furloughing staff.

- Willingness to travel: Among member companies of the Global Travel Business Association, 66% expect most (33%) or some (33%) of their employees will be willing to travel as the Covid-19 crisis subsides.
- New standards of hosting events like cleanliness guarantees, increased square footage per person, temperature checks, gloves and masks, no more buffets, plexiglass at appointment tables, etc.
- The industry remains heavily involved and engaged through digital platforms and meetings. There are emerging opportunities for hosting virtual conferences which offer destinations the opportunity to remain top of mind.
- Rescheduling groups is a lengthy process as associations look at all future bookings including local and regional events.
- Hybrid events are being considered for the future although it is believed it will not last
- Current BIDs that are active with holds are at risk for losing dates to groups that require rebooking.

While there is a pause in the meetings industry, there is an immense opportunity to maintain and nurture relationships with clients. Providing these clients with relevant information, digital content, and virtual experience opportunities, Saskatoon's reputation will be maintained and strengthened.

National Objectives:

- Restore National business and culture event opportunities for future years.
- Position Saskatoon as a national leader, staying connected, compassionate, and relevant in an increasingly competitive market.
- Showcase Tourism Saskatoon's hotels, venues and industry partners as a cohesive team with open doors and welcoming hearts when the time is right.

International Objectives:

Target Audience:

- Saskatoon business community
- Provincial and national clients and prospects
- Interprovincial planners and associations with Western Business in partnership with Tourism Winnipeg
- Clients with opportunities that have never been to Saskatoon
- National Canadian industry associations
- Online conferences and gatherings

Communications

Key Messages:

- Leverage Saskatoon's Safety & Security Code of Conduct to communicate assurance for future travel
- Saskatoon's variety of hosting facilities offer ease of distancing and cleanliness protocols
- The overall impact of COVID-19 on Saskatoon has been low compared to other Canadian cities providing additional assurance
- Saskatoon's experiences and culinary excellence will be ready to provide unique opportunities for travellers to engage at a distance and in outdoor spaces.

- Hosting events, business gatherings large and small at home, is the best opportunity to restore wellbeing for organizations and their staff.
- Saskatoon's sectors of strength are very relevant to industries that are booming through the pandemic like medicine, research, and agriculture.
- The reputation of Saskatoon as an excellent host city will not change as our resident sentiment remains strongly in favor of welcoming visitors back to our city.
- Stay Connected to Find Your Moment messaging brought by virtual experiences and 'boxed experiences' that are sent by mail to clients.

Strategies:

Connect and educate local leaders – To build the strength of our industry we must have local leaders and ambassadors to support attracting national and international events. We will work with local business leaders, business organizations, the University and sector organizations to provide educational opportunities to inspire their involvement and joint business development efforts.

Working with Business Events Canada – Tourism Saskatoon is a contributing committee member to this Destination Canada team and will continue to stay active in advocacy campaigns and recovery planning.

Leverage newly developed Safety Code of Conduct – to attract future business events, Saskatoon will get ahead of all other destinations with a city wide safety and security code of conduct. The sales teams will create strong and compelling marketing campaigns directed at provincial, national and international audiences to inspire and assure future clients to return to our city.

Virtual FAM and site visits – top clients will receive invitations to partake in a virtual site visit or a virtual fam. They will receive items from Saskatoon in the mail prior to their fam that will support their virtual experiences. These fams will leverage the newly created virtual experiences and, will also have some live elements to feature key community members.

Inter-provincial collaboration – working with Winnipeg to cross promote our two cities, which have had very little impact from COVID-19 comparatively to others, that would leverage the strength of their marketing team.

Industry association marketing – staying top of mind, informative and present to key association clients is essential for the return to business in the immediate aftermath of the pandemic. This marketing will lead with safety communication and be followed by destination specific information.

Industry conference destination presence – attending online conferences, speaking at online conferences and marketing at online/virtual gatherings will further keep Saskatoon top of mind and relevant to association and other key partners. We will generate expanded destination presence in virtual formats that are meaningful and impactful.

| Tactic | Action | Audience | Timeline | Budget Required |
|---|---|--|---|--|
| National Marketing Campaign | Digital and social focused marketing campaign ad buys, creative and collateral | Provincial and National Association Partners | Immediate | \$22,000 NTL Budget |
| International Marketing Campaign | Digital and social focused marketing campaign | International Association Partners | Possible start in Q3-Q4 2020 | \$10,000 INT Budget |
| FAMs and Site Visits | <p>Key clients and association partners will be invited to take part in virtual site visits and multi-day virtual fams.</p> <p>The costs incurred for these activities are primarily for the distribution of boxed experiences and supplies for participants as well as compensation for all industry partners that act as guides for experiences.</p> <p>In Q4, in person site visits.</p> | Association partners, third party planners, sector partners, Provincial partners | Immediate as soon as virtual content is ready | \$5,000 NTL Budget \$5,000 INT |
| International & National E-Newsletter and Social Marketing | <p>Monthly communication of key selling features of Saskatoon, venue & experience updates and safety protocols.</p> <p>Partner with BEC to promote Saskatoon as safe and innovative city with sectors of strength alignment.</p> | Provincial, national and international association clients | Monthly | \$2,500 NTL Budget \$3,500 INT Budget |
| Boxed experiences for clients | Boxed experiences will accompany virtual fams and be sent to other partners to ensure Saskatoon is kept top of mind and to inspire connection | Clients with future known opportunities, influential industry leaders, provincial and national clients, fam participants | Immediate as soon as boxes are ready | \$7,000 NTL Budget \$5,000 INT Budget (local leadership) |
| Conference Attendance | Conference that are still scheduled for Q3 and Q4, virtual conference and education | | Ongoing | \$7,000 NTL Budget |
| Conference Support | Conference support to ensure Saskatoon presence in front of key clients and in person attendance at Q4 events | Canadian & International Industry Associations | Immediate and ongoing | \$10,000 NTL Budget \$10,000 INT |
| Face to Face Meetings | Face to face meetings | Regina, Alberta, Winnipeg, Toronto, Ottawa | Q3 and Q4 | \$6,000 NTL Budget \$3,000 INT Budget |
| Research | Economic Impact Calculator / Simpleview / Market intelligence | | Ongoing | \$3,000 NTL Budget \$3,000 INT |
| Business Development Contracts | Ottawa Sales Rep and International Lead generation contract | | | \$36,000 NTL Budget \$14,000 INT Budget |
| Monthly costs | | | Immediate and ongoing | \$4,350 NTL Budget \$2,500 INT Budget |
| | | | Total Budget | \$158,850 |

Evaluation

Newsletter Engagement:

- National Newsletter – 1 Newsletter per month to 500 clients = 500 impressions
 - Target open rate and engagement of 30%
- International Newsletter – 1 Newsletter per month to 500 clients =500 impressions
 - Target open rate and engagement of 20%

Virtual Fam & Site Visit Hosting

- **National:**85 Fam clients hosted, 5 one on one site visits
 - Produce 15 leads for future business events
 - Produce 3 BIDs because of these hosted events
- **International:** 3 Fam clients hosted
 - Produce 10 leads for future business events
 - 3 international prospects from lead generator

Boxed experiences sent to clients:

- Distributed to 60 clients
- Clients share their experiences socially through LinkedIn target of 100 times

Primed Tourism Academy Webinar Series:

- Host 1 collaborative webinar with Winnipeg for National Association Partners
 - Target of 50 attendees
 - Create follow up additional training opportunities for 20 key participants
- Host 2 Business Events focused webinars for local planners, clients, and provincial associations
 - Target of 50 attendees
 - Create follow up additional training for 30 key participants

National and international marketing campaigns

- Social – Impressions
- Adwords
- Digital Ad Placement
- Partner Referrals

Destination Presence

- Implement at 3 virtual events with speaking or presenting opportunities
 - 1,000 delegate reach/impressions

Travel Trade

Steph Clovechok, VP & Director Destination Innovation



Purpose: To ensure Saskatoon is staying connected with key Trade partners globally, continuing the development of itineraries that are inclusive of Saskatoon and Saskatoon experiences that will drive visitation to Saskatoon immediately when it is possible.

Insights

- Monthly calls with key account tour operators have been initiated by Destination Canada on behalf of key partners. These calls ask the following questions:
 - What % of your Canada cancellations are re-booking to a later date?
 - Of those clients re-booking to a later date, what % are selecting to travel in 2020 vs 2021?
 - Are you receiving new enquiries for Canada in 2020 or 2021?
 - Has the level of inquiries increased this month?
 - Which travel destinations within Canada are you receiving the highest enquiry rates?
 - Other general insights?
- The data from these calls is not public but shares a sentiment that very little re-booking is taking place, very few inquiries are being had and that most are focusing their marketing efforts on future travel and inspiring their clients to dream about where they want to go next.
 - International key accounts are eagerly awaiting border re-opening information and those who work with Canadian based Receptive Tour Operators will be the first who can travel with inside information on the ground in Canada.
 - Canada remains a high priority destination for many international key accounts as our known and perceived safety is highly attractive to travellers along with access to nature and less crowds
 - Trade partners have moved their printed tariffs primarily to digital platforms. This will give destinations and partners incredible flexibility to work on adding itineraries and product to their tariffs and brochures.
 - Lesser known, less crowded destinations that have been impacted less by COVID are going to be of great demand from Canadian and International travellers.

- FIT travel is most likely to return immediately in the aftermath of the pandemic as restrictions will likely impact group travel.
- Experience development at the destination level both traditional and virtual is critical to develop new itineraries with Canadian based and international trade partners.
 - Virtual experience development is essential to not only train team but also, to offer virtual fam and tour operator team training opportunities.
- Specialist training programs are highly welcomed by trade partners right now to further educate their teams on new product offering and new destinations.
- Canadian based RTOs and Tour Operators are a key focus to build itineraries with right now as they will be able to inspire visitation for Canadians within Canada
- There is an expectation that many travellers will book travel with a third party to ensure all details are secure and, that they have a point of contact while on their trip. This goes for Canadian and International travellers alike.

Objectives:

- Continue building strong partnerships with Canadian based Tour Operators and Receptive Tour Operators so more and more trade partners carry itineraries to Saskatoon.
- Diversify the visitor economy by further developing and sophisticating travel trade relationships and business.
- Further sophisticate Saskatoon industry partners to ensure their export readiness and ability to work with travel trade partners.
- Build resiliency in Saskatoon's economy by driving immediate visitation to Saskatoon with trade partners and the development of FIT itineraries.

Target Audience:

- Canadian based Tour Operators, Receptive Tour Operators and Travel Agents
- International Tour Operators
- US based consortia partners
- Destination Canada

Communications

Key Messages:

- Saskatoon is easy to travel to, is safe and secure, and has a vast array of immersive, transformative experiences for all travellers
- Saskatoon has a destination- wide safety and security code of conduct to provide assurance to residents, employees, and future travellers
- Saskatoon's partners are ready to work with the travel trade, are export ready, and are able to offer net rates for inclusion in new itineraries
- Saskatoon has some of the best locally-sourced culinary experiences in Canada
- Saskatoon provides access to world-class nature and wilderness experiences
- Saskatoon is home to some of the richest, most authentic Indigenous experiences in the world, especially with the return of the bison to Wanuskewin
- Tourism Saskatoon is well positioned to provide partnership marketing support that will further the sale of new itineraries in Canada and around the world
- Saskatoon is one of the very few places in Canada that has not been heavily impacted by COVID-19

Strategies:

- Stay top of mind and advise Canada wide direction and partnership with Destination Canada and TIAC by sitting on the TradeX team, a new advisory council created by Destination Canada
- Build itineraries and increase product offering in tour operator and receptive tour operator brochures and tariffs in Canada and around the world
- Develop a new key account list that prioritizes Canadian-based tour operators and continues to phase in international markets as re-opening evolves
- Build interprovincial relationships and itineraries that support travel between Manitoba and Saskatchewan
- Build itineraries that connect Saskatoon to Northern Saskatchewan partners that provide northern lights viewing experiences. The North West Territories will not open their borders to anyone outside of their own community members until at least Q2 of 2021, so there will be a supply gap in this very highly demanded experience.
- Host virtual fams with key accounts that feature key experiences, hotels, and natural landscapes
- Work with local and Canadian-based travel agents to train them and their teams on Saskatoon and Saskatchewan experiences while building packaged itineraries for sale to their networks of travellers.
- Develop partnership marketing agreements with tour operators, receptive tour operators and travel agents to give Saskatoon access to their vast network of consumers who are active travellers looking for new experiences.
- Educate trade partners worldwide on the experiences in Saskatoon and the viability of travel with safety and security measures in place.
- Build saleable packaged experiences with local travel agency to encourage hyper local travel and provide a point of purchase that aligns with the Find Yourself marketing campaign

| Tactic | Action | Audience | Timeline | Budget Required |
|--------------------------------------|---|--|-----------------------|------------------------|
| Itinerary Development | Develop itineraries that are inclusive of at least two nights in Saskatoon | Canadian-based tour operators, RTOs and travel agents International tour operators US based consortia partners | Immediate and ongoing | \$10,000 |
| Virtual Fam Hosting | Host multi-day virtual fams for key accounts that are building itineraries | Canadian-based tour operators, RTOs and travel agents International tour operators US based consortia partners | Immediate and ongoing | \$10,000 |
| Webinars and Trainings | Host webinars and virtual trainings to educate trade partners on Saskatoon experiences that support itinerary creation | Canadian-based tour operators, RTOs and travel agents International tour operators US based consortia partners | Immediate and ongoing | \$5,000 |
| Joint Marketing Partnerships | Provide joint marketing support for the sale of new itineraries to Saskatoon directed at highly qualified audiences of travellers with key accounts | Canadian-based tour operators, RTOs and travel agents International tour operators US based consortia partners | Immediate and ongoing | \$15,000 |
| Local Travel Agency Packaging | Work with Uniglobe Travel locally in Saskatoon to provide a point of sale for all experiences, hotels etc. that acts as the call to action in the Find Your Moment Campaign | Saskatoon and Saskatchewan travellers | Immediate and ongoing | \$5,000 |
| In Person sales meetings | Face to face meetings with Alberta/BC based tour operators and travel agents | AB and BC based tour operators and travel agents | Q3 & Q4 | \$5,000 |
| Travefy Subscription | Itinerary creation tool | All trade partners | Ongoing | \$400 |
| | | | Total Budget | \$50,400 |

Evaluation

Itinerary Development

- Create and confirm 6 new itineraries that include at least two nights in Saskatoon with tour operators, receptive tour operators and international wholesalers.

Virtual Fam Hosting

- Host 4 virtual fams for Canadian-based tour operators, receptive tour operators and key international clients building itineraries for Saskatoon
 - 10 participants hosted

Webinars & Training

- Host one industry partner facing trade development workshop for Saskatoon industry in partnership with key trade partners
 - 20 industry partners trained
- Host 1 webinar in partnership with the Canadian Inbound Tour Operator Association of Asia Pacific directed at all members
 - 20 CITAP members trained
- Host 4 training presentations with key accounts
 - Total of 10 team members trained

Joint Marketing Partnership

- Partner with 3 key accounts to support the sale of new Saskatoon itineraries through collaborative marketing campaigns.

Local Travel Agency Packaging

- Create a packaged experience and travel offering with Uniglobe Travel in Saskatoon to create a call to action for Find Yourself marketing campaign, encourage hyper local and Saskatchewan-based travel, and further Tourism Saskatoon's industry partners' messaging.
 - Benchmark 20 packages sold

Sport Tourism

Brad Peters, Director International Sales



Purpose:

To promote Saskatoon as a leader in hosting sport tourism and return immediate opportunities to host sport gatherings in partnership with provincial, national and international sport organizations.

Insights

- Sporting events have either been cancelled or postponed to future years.
- Largest barriers for sports to return are financial and funding support, venue readiness and access to flights and accommodations
 - Sport organizations will have the ability to host or stage events within the following months once travel ban is lifted
 - 55% within 3 months
 - 23% 3-6 months
 - 22% more than 6 months
- Sports organizations want to know what safety measures are implemented in a host city
- Inter-community and domestic events will be a priority once many of the current travelling and large gatherings restrictions are lifted.

Objectives:

- Build strong and meaningful partnerships with local and provincial sport organizations to drive the most immediate opportunities for sport events or gatherings
- Promote the safety and security of Saskatoon using the framework of the safety taskforce's code of conduct.
- Stimulate economic recovery and strengthen the reputation of Saskatoon as a leader in sport event hosting through targeted marketing campaigns and virtual site visits.

Target Audience:

Primary

- Local and provincial sport organizations

Support

- Western Canada and national sport organizations

Communications

Key Messages:

- Keep our province and city strong by hosting sport events
- Innovate new training camp opportunities working with tourism and venue partners to adhere to new restrictions
- Saskatoon is safe and secure – working collectively with new code of conduct
- Ultimate host city with volunteer strength that is building during this time – showcase community spirit
- Strength in variety of outdoor spaces to host training or development camps that allow for new distancing measures

Strategies:

Local and provincial training camp development – for sport organizations unable to gather for full league play, we will work closely in partnership with our venues to provide innovative new ways to provide training camps in Saskatoon that encourage overnight stays.

Spectator-less tournaments – there are increasing rumors of leagues creating spectator-less tournaments and championship games that present Saskatoon with a massive opportunity to host all teams involved.

Social marketing campaign – Leverage the following and strength of Tourism Saskatoon’s social following to communicate opportunities to host sporting events, training camps, sport organization business meetings etc. in Saskatoon to align with “Find Your Moment” campaign.

Virtual and in-person site visits – hosting local and provincial sport organizations to collaborate with venues and outdoor spaces to plan for future events and the possibility of immediate summer training camps.

Launch Find Your Moment sports video – Leveraging current assets to create a compelling invitation to host sporting events in Saskatoon, highlighting the strength of outdoor venues aligned with the “Find Your Moment” campaign. Video to be placed strategically through digital and social channels and through local TV.

E-Newsletter launch – to be distributed to local, provincial and national partners to build awareness of hosting capacity, hotel and venue opportunities along with experiences that provide sport organizations with the opportunity to provide family or group experiences in outdoor spaces immediately and into the future.

Virtual and online sport opportunities – E-sports provide an opportunity to host and BID on future events without the constraints of gathering.

| Tactic | Action | Audience | Timeline | Budget |
|---|---|--|---|-----------------|
| Training Camp Development | Work with Sask Sport and other lead organizations in partnership with venues and local leaders to provide an invitation for unique, outdoor training camp opportunities | Local, Provincial Sport Organizations National Sport Organizations Pro Sport Organizations | Immediate | \$5,000 |
| Spectator-less Hosting Opportunity | Prospect any opportunities with leagues that are considering tournaments without spectators that can be broadcast, hosting all teams in Saskatoon | Local, Provincial Sport Organizations National Sport Organizations Pro Sport Organizations | Immediate | \$10,000 |
| Launch Find Your Moment Sport Campaign | Primarily social and digital marketing leveraging new sport video and highlighting local sport leaders and celebrities | Local, Provincial, National Sport Organizations | Immediate as soon as virtual content and video is ready | \$5,000 |
| Virtual and In Person Site Visits/Fams | Host virtual or in person when possible fams and site visits to innovate new training camp opportunities and, outdoor small sport gatherings and future sporting events | Local, Provincial, National Sport Organizations | Immediate as soon as virtual content and video is ready | \$5,000 |
| E-newsletter Launch | Provide updates and inspirational content leveraging local sport leaders to talk about the value of hosting in Saskatoon, highlighting venue features | Local, Provincial, National Sport Organizations | Immediate as soon as content and local ambassadors are identified | \$5,000 |
| Development of Saskatoon Sport Video | Align with Find Your Moments Campaign to create new video to use on multiple platforms | Local, Provincial, National Sport Organizations | Immediate | \$8,000 |
| | | | Total Budget | \$38,000 |

Evaluation

Training camp development

- Prospect 3 training camp opportunities and innovate new ways to use outdoor venue space to encourage hosting in Saskatoon
- Submit one expression of interest or BID to host a training camp opportunity.

Spectator-less hosting opportunity:

- Prospect 3 spectator-less hosting opportunities with leagues considering league wide events that can be hosted in Saskatoon.
- Submit one expression of interest or BID to host a training camp opportunity.

Find Your Moment sport marketing campaign:

- Social Engagement:
- Digital Engagement and Impressions
- Twitter
- LinkedIn

Launch sport e-newsletter:

- Distribute monthly e-newsletter to local, provincial, national and international sport organizations
- Engagement:

Virtual and in-person site and fam visits:

- Host 5 virtual or in-person site or fam visits
 - 3 Local / Provincial
 - 2 National
- Submit one expression of interest or BID as a result.