

Tourism Saskatchewan 2018-2019 Annual Report



\$2.37 BILLION
in travel expenditures

Nearly **13.6 MILLION**
visits to and within Saskatchewan

63,800
residents employed in tourism

4,200
Saskatchewan tourism products and services



VISION:

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

MISSION:

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

Letter of Transmittal

His Honour, The Honourable W. Thomas Molloy
Lieutenant Governor of the Province of Saskatchewan

May it Please Your Honour:

With respect, I submit Tourism Saskatchewan's Annual Report for the fiscal period ending March 31, 2019. The information contained within demonstrates a commitment to increased accountability, to delivering on identified goals and strategies, and to responsibly managing expenditures.

In compliance with *The Tourism Saskatchewan Act*, this document outlines the corporation's business activities and includes audited financial statements.



Gene Makowsky
Minister Responsible for Tourism Saskatchewan

Introduction

This Annual Report contains information about Tourism Saskatchewan's activities during the past fiscal year (April 1, 2018 to March 31, 2019), along with financial statements for that period.

The purpose of the document is to report to public and elected officials on commitments made and other key accomplishments within the identified fiscal period. It outlines results on committed strategies, actions and performance measures identified in Tourism Saskatchewan's *Strategic Plan 2018-2019 – 2021-2022*, and denotes progress made on Government commitments, as identified in the

Tourism Saskatchewan Operational Plan for 2018-19: On Track, as well as in *The Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and other statements.

The information contained within demonstrates Tourism Saskatchewan's commitment to effective public-performance reporting, transparency and accountability.

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Message from the Minister



As Minister Responsible for Tourism Saskatchewan, I am pleased to acknowledge the organization's achievements in 2018-2019, outlined on the following pages. This annual report speaks to progress made in transitioning to a digital-first approach to marketing Saskatchewan. Compelling content on the right channels engages consumers – that sounds simple enough, but there is considerably more to it.

Research factors into the equation, and brand alignment is crucial. Equally important is having a solid strategy in place for creating and collecting content that resonates with travellers and entices them to visit.

Marketing and research aside, Tourism Saskatchewan has much on its plate. The achievements in 2018-2019 reflect the organization's ability to fulfil a broad mandate. Accomplishments range from the work undertaken to deliver a long-term destination development strategy to training and education programs that enhance service levels and build a robust tourism workforce. A commitment to supporting events in communities throughout Saskatchewan has strengthened the province's position to win bids and host some of Canada's most prestigious sport and cultural showcases.

Tourism is a vital part of a strong, diverse Saskatchewan economy. In 2017, travel expenditures in the province rose 8.2 per cent to \$2.37 billion dollars. More than 13.6 million visits were made to and within the province, for an increase of almost 10 per cent over the previous year.

There was good news when Statistics Canada affirmed 9.4 per cent growth in domestic visitation in 2017, along with 10.4 per cent growth in travel spending. These numbers ranked Saskatchewan at fifth place in the country for domestic tourism growth, and well exceeded Canada's growth increase of 2.1 per cent.

Tourism employs 63,800 Saskatchewan citizens – three out of five of whom work in full-time positions. Many youth find their first job in tourism, and the industry is a major source of employment for new Canadians. Twenty-eight per cent of Saskatchewan tourism employees are immigrants or non-permanent residents.

It is an industry in which entrepreneurs can thrive. Small- or medium-sized businesses make up 95 per cent of tourism businesses in the province, and more than 70 per cent of these are located outside of Regina and Saskatoon.

More and more travellers, including Saskatchewan residents and visitors from elsewhere, want unique, authentic experiences. They are interested in taking the road less-travelled, experiencing nature and the outdoors, and enjoying local flavours and traditions. Saskatchewan clearly has what travellers are seeking, and the potential for tourism growth is significant.

The Government of Saskatchewan recognizes the role that tourism plays in fulfilling the vision for Saskatchewan to be the best place in Canada to live, work, start a business, raise a family, and build a life. Continued investment in the industry and focus on enhancing experiences and services will ultimately make Saskatchewan one of the greatest places to visit.

Tourism Saskatchewan plays a major part in achieving this vision and deserves recognition for its impressive work.

Gene Makowsky
Minister Responsible for Tourism Saskatchewan

Alignment with Government's Direction

Tourism Saskatchewan's 2018-2019 Annual Report aligns with Government's Vision and four Goals:

Our Government's Vision

Saskatchewan's vision is to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.

Government's Goals

1. Sustaining growth and opportunities for Saskatchewan people
2. Meeting the challenges of growth
3. Securing a better quality of life for all Saskatchewan people
4. Delivering responsive and responsible government

Government's Vision and four Goals provide a directional framework for ministries, agencies and third parties. Tourism Saskatchewan's 2018-2019 activities align with these priorities in an effort to achieve greater success in the efficient delivery of Government services.

Together, all ministries and agencies support the achievement of Government's four Goals and work toward a growing and prosperous Saskatchewan.

In 2018-2019, Tourism Saskatchewan supported Government's Goals through the following:

- Continuing to implement recommendations from the 2017 Content Strategy to support a digital-first marketing approach and ensure compelling Saskatchewan stories and content are reaching key audiences
- Implementing the steps and actions outlined in the *Strategic Plan 2018-19 – 2021-22* to support sector growth and advancement and build awareness of Saskatchewan as a tourism destination
- Delivering influential, branded content to key market segments on the most effective channels
- Improving the consumer website TourismSaskatchewan.com by adding an interactive map and additional features that engage consumers and provide them with more satisfying user experiences
- Expanding research projects to ensure greater success with marketing initiatives, strengthen industry communications and provide more data and tools that benefit tourism businesses and boost industry growth and success
- Delivering reputable, high-quality tourism education and training programs to enhance employment opportunities and build a skilled, service-driven tourism workforce
- Engaging in industry and stakeholder consultations to inform a comprehensive destination development strategy that will yield a roadmap for industry advancement and enriched tourism products and experiences
- Forming an internal Indigenous Tourism Planning Committee to deliver a short-term plan and prepare for long-term planning for Indigenous tourism in Saskatchewan
- Delivering an Event Hosting Program that supports a range of events in Saskatchewan communities, helps attract national and international championships and conferences, and positions Saskatchewan favourably as a host destination
- Delivering professional travel counselling and visitor services to address consumer inquiries, promote Saskatchewan hospitality and contribute to positive first impressions and remarkable guest experiences
- Partnering with industry, stakeholders and Government to maximize resources, align activities, and strengthen and expand tourism opportunities

Message from the Chair



As Chair of Tourism Saskatchewan's Board of Directors, I am pleased to speak to the organization's work and accomplishments during the fiscal year spanning April 1, 2018-March 31, 2019. This annual report summarizes highlights of the period.

Tourism Saskatchewan has a sweeping mandate and is responsible for marketing Saskatchewan as a destination, providing visitor services, leading product development initiatives, delivering tourism education and

training programs, and managing an event funding program.

Vision and Mission statements provided a clear focus for all work undertaken to advance Saskatchewan's tourism sector:

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

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

The pages that follow highlight a number of projects that were a focus in 2018-2019, and offer insights into activities that support four strategic priorities:

- Market Saskatchewan's Tourism Experiences and Stories;
- Strengthen Saskatchewan's Tourism Experiences;
- Improve Destination Competitiveness; and
- Nurture an Internal Culture Focused on Excellence.

Tourism Saskatchewan staff continued to embrace content creation and content marketing to develop fresh, compelling material targeted to specific audiences. Partnerships with influencers, tourism destinations and city marketing organizations, as well as other ministries, assisted in expanding and amplifying tourism messages on digital channels.

Working with industry partners such as Destination Canada and the Tourism Industry Association of Canada broadened exposure in promising international markets, including China.

Involvement with the Indigenous Tourism Association of Canada brought greater emphasis to planning and forging partnerships to develop and enhance Indigenous tourism products and experiences.

Tourism Saskatchewan dedicates considerable effort to administering tourism award programs. It was truly gratifying when our own Ready to Work team received the Premier's Award for Excellence in the Public Service.

I consider myself fortunate to serve Tourism Saskatchewan and the province's tourism industry in my role as Board Chair. The position comes with interesting challenges and fulfilling opportunities. Working with great people is a benefit that I appreciate most.

My colleagues around the board table include: Cory Rideout (Vice-Chair), Kevin Dureau, Brian Hoffart, Jori Kirk, Sandra LeBarre, Chief Jeremy Norman, and Irene Seiferling.

As a skills-based board, we provide broad policy direction to the CEO. We have a responsibility to ensure that business and finances are in order. This annual report affirms that 2018-2019 was a period of sound financial management. It also paints a picture of an organization and its staff embracing a demanding mandate and delivering exceptional results.

When it comes to our involvement with CEO Mary Taylor-Ash and her team of professionals, a few words come to mind – leadership, professionalism, collaboration, innovation, imagination and commitment. These and other qualities contribute to an empowering work environment and reflect Tourism Saskatchewan's corporate values.

Norm Beug
Chair, Board of Directors

Board of Directors



Left to right: Chief Jeremy Norman, Jori Kirk, Kevin Dureau, Norm Beug, Sandra LeBarre, Irene Seiferling, Brian Hoffart
Missing: Cory Rideout

Tourism Saskatchewan is led by an eight-member Board of Directors appointed by Government. As a skills-based board, members bring solid business knowledge and experience to their role in providing broad policy direction to the Treasury Board Crown Corporation.

The board has established three committees to address specific areas of responsibility:

- Audit Committee
- Governance Committee
- Human Resource Committee

Tourism Saskatchewan acknowledges the following individuals for their commitment to serving on the Board of Directors:

- Norm Beug, Chair
- Cory Rideout, Vice-Chair
- Kevin Dureau
- Brian Hoffart
- Jori Kirk
- Sandra LeBarre
- Chief Jeremy Norman
- Irene Seiferling

Message from the CEO



It is my distinct pleasure to present Tourism Saskatchewan's *2018-2019 Annual Report* and affirm that it is an accurate, complete and reliable summary of the fiscal year.

Annual reports tell stories. Between the lines of accounting details and financial records, between data and numbers weave stories about people, their accomplishments and contributions to the overall success in a given fiscal year.

In the case of Tourism Saskatchewan, our annual report certainly highlights exceptional work demonstrated by staff, industry operators and partners. It also speaks to places and experiences that make Saskatchewan a destination with impressive travel offerings and huge potential for tourism growth.

Travel and discovery go hand-in-hand. Research has always been a mainstay for Tourism Saskatchewan, but 2018-2019 was all about building on the foundation and adding more layers of knowledge. Fine-tuning our research efforts has enhanced communication with industry, generated helpful information for operators to consider and assisted decision-making.

Research and clear facts take the pain out of tough choices and implementing change. Some of our operators have witnessed this first-hand by employing market profiles and tailoring their promotional efforts and materials. With just a few tweaks to their traditional approach to business, they are welcoming new visitors who may become long-term customers and are likely to share their experiences and influence friends.

Looking back at the past year, there are several interesting narratives that show how a passion for business, deep pride of place and a willingness to collaborate prove the right mix for making tourism happen. These range from the output of engaging stories, photographs and videos collected and

curated by our marketing and communications professionals to creative partnerships with travel influencers; from projects such as Saskatchewan's first Indigenous Tourism Corridor to a Destination Employment program that will open doors to meaningful employment for new Canadians.

Tourism Saskatchewan's Ready to Work program celebrated a milestone in 2018 – 25 years of delivering the renowned training that has transformed lives and put people on a path to fulfilling work in tourism. For staff who manage and deliver Ready to Work, a prestigious highlight in their own career story came with the presentation of the Premier's Award for Excellence in the Public Service.

Partnering with the Indigenous Tourism Association of Canada to host the 2018 International Indigenous Tourism Conference presented a valuable opportunity to examine the diversity of Indigenous experiences across Canada and North America, and gain an understanding of work and investment necessary to meet export-ready standards.

Tourism operators have their own, unique stories and we value their insights. Industry consultation was a critical part of the comprehensive process that yielded a long-term Destination Development Strategy for Saskatchewan. Going forward, successful implementation of the strategy will rely on partnerships and widespread stakeholder support.

I consider myself fortunate to work in a dynamic industry and lead a team of creative, innovative people who are deeply committed to growing tourism in our province. We gain strength from a supportive Board of Directors and from operators and from people on the front lines and behind the scenes of our industry. They all have stories that inspire us.

Mary Taylor-Ash
CEO

Tourism Saskatchewan

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

Tourism Saskatchewan was established in accordance with *The Tourism Saskatchewan Act*, proclaimed on July 1, 2012. A Treasury Board Crown Corporation within the meaning of *The Crown Corporations Act, 1993*, Tourism Saskatchewan is a continuation of the Saskatchewan Tourism Authority, created under *The Tourism Authority Act, 1994*.

The corporation's mandated purposes are:

- a) To market Saskatchewan as a tourism destination in domestic, national and international markets
- b) To assist Saskatchewan's tourism industry operators to market their products
- c) To develop and promote the quality of tourism products and services in Saskatchewan
- d) To provide visitor information services
- e) To undertake any other activities or functions assigned by the Lieutenant Governor in Council

Responsibility for Tourism Saskatchewan is assigned to the Minister Responsible for Tourism Saskatchewan. An appointed, skills-based Board of Directors provides policy direction to the Chief Executive Officer (CEO).

Under the leadership of CEO Mary Taylor-Ash, staff in Regina, Saskatoon and two field offices (72.84 full-time equivalents) drive the work that builds on the organization's solid foundation and steers Tourism Saskatchewan toward fulfilling its goals. Activities and projects align with the Vision, Mission, Corporate Values and Guiding Principles.

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

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

Corporate Values

- Nurture a vibrant and creative organization dedicated to serving the industry and the visitor
- Empower each other and our stakeholders to be innovative and to take risks
- Work collaboratively to build effective, respectful relationships and an inclusive approach for the purpose of delivering excellent results

Guiding Principles:

- Alignment – align our activities, internally and with stakeholders
- Collaboration – collaborate for the mutual benefit of the organization and our stakeholders
- Market-driven – ensure initiatives are market-driven
- Accountable – to industry, public taxpayers and Government

Tourism Saskatchewan's *Strategic Plan 2018-2019 – 2021-2022* identifies four Strategic Priorities:

- Market Saskatchewan's Tourism Experiences and Stories
- Strengthen Saskatchewan's Tourism Experiences
- Improve Destination Competitiveness
- Nurture an Internal Culture Focused on Excellence

With this solid framework in place, focus and attention are directed at key markets supported by research, and on projects and activities that will advance the province's tourism sector and stimulate economic growth.

Organizational Structure

Executive Office

- Responsible for the framework and day-to-day oversight of all operational activities
- Serves as the main interface between the corporation, its Board of Directors and Government
- Provides administrative support to the Board of Directors
- Through the Chief Executive Officer (CEO):
 - leads the delivery of Tourism Saskatchewan's mandate and vision
 - manages government and community relations
 - nurtures stakeholder and industry partnerships
 - oversees the strategic plan and tactical operations

Marketing and Communications

- Responsible for strategies and tactics that promote Saskatchewan tourism experiences and generate visitation to and within the province
- Works with industry to market Saskatchewan as a destination
- Collects and creates content to promote Saskatchewan's tourism experiences and stories
- Manages industry and corporate communications
- Participates in research to determine high-impact target markets
- Manages a funding program that assists communities with event hosting
- Delivers professional travel counselling through Tourism Saskatchewan's Regina headquarters
- Departments: Marketing; Communications; Visitor Services; Events and Field Operations

Industry and Community Development

- Responsible for tourism education and training to address the challenges of a competitive labour market
- Assists destination areas, communities and operators in developing and co-ordinating tourism assets to enrich the quality of experiences
- Initiates and supports tourism planning and development activities to grow tourism in Saskatchewan
- Departments: Saskatchewan Tourism Education Council (STEC); Product Development

Corporate Services

- Provides leadership and co-ordination in the areas of strategic planning and monitoring, financial services, enterprise risk management, legislative compliance and contract management
- Develops and implements internal human resource strategies
- Supplies information technology services
- Responsible for research, information collection, information management, privacy protection and records management
- Departments: Finance and Administration; eBusiness and Technology; Human Resources; Planning and Research

Saskatchewan's Tourism Sector



Waskesiu Lake

Saskatchewan has an impressive wealth of tourism resources, ranging from nearly 100,000 lakes and limitless opportunities for outdoor recreation to an enviable parks system of two national, 36 provincial and almost 80 regional parks to signature attractions that tell the stories of Saskatchewan's history, culture and people.

Striking landscapes, dramatic skies (both night and day), a renowned brand of hospitality and four distinct and beautiful seasons are just some of the characteristics that make Saskatchewan stand out as a destination that offers authentic, diverse travel experiences.

Year-round, communities throughout the province – large and small, urban and rural – host a flurry of activities, events and celebrations. Festivals, national and international sports championships, and large conferences put Saskatchewan on the map as a place that knows how to host a successful, memorable event.

In 2017, travel expenditures reached \$2.37 billion (\$2.8 billion targeted for 2020). More than 13.6 million visits were made to and within the province.¹ Over 5.6 million of these visits were for one or more nights, with \$1.6 billion spent on overnight or longer visits – an eight per cent increase over 2016.

Saskatchewan residents travelled more frequently in 2017, yielding 3.9 million overnight or longer trips. Eighty-seven per cent of residents reported taking a vacation or pleasure trip, and 56 per cent of those took three or more trips. Visiting friends and relatives

is the main travel motivator for Saskatchewanians and Canadians, in general. People also seek Saskatchewan for outdoor and pleasure travel.

Travellers from the United States are the primary international vacation or pleasure market. There was a 5.2 per cent rise in Americans entering Saskatchewan by road and a 3.5 per cent increase in U.S. arrivals by air in 2018 over the previous year. In the United States, Saskatchewan has gained a reputation for world-class fishing and its pristine wilderness, which has led to a 12 per cent increase in hunting and angling licence sales since 2014.

Saskatchewan welcomed 105,000 visitors from overseas in 2018, approximately half of whom travelled here to visit friends and family. Europe and Asia are the largest source markets for overseas visitors. Due in part to the federal Canada-China Year of Tourism initiative, air arrivals from China increased by 16 per cent in 2018.

Tourism is a highly competitive industry. Travellers have limitless options when it comes to vacation planning. They are digitally savvy and expect to find accurate information in an instant. There is a growing appreciation of experiences that are authentic, reveal the heart of a community, and lead to personal discoveries.

¹ 2018 travel expenditure total unavailable at time of printing.



Cameco Meewasin Skating Rink @ Nutrien Plaza, Saskatoon

Greater operator investment in capital improvements, product development, online presence and reputation management, and employee training will enrich visitor experiences and enhance Saskatchewan's reputation as a must-see destination.

Enhancing Communities through Employment and Opportunities

Tourism is a sector of five industries:

- Accommodation
- Food and Beverage Services
- Recreation and Entertainment
- Transportation
- Travel Services

Virtually all other areas of business or commerce are influenced by activities in tourism.

A vibrant tourism sector, one committed to product and service excellence, reflects a positive image for a destination and contributes to the success of other businesses.

Saskatchewan has approximately 3,200 organizations offering 4,200 tourism products and services. In 2018, tourism-related businesses and activities provided full- and part-time employment to 63,800 residents, more than 10 per cent of the working population.

The tourism sector is a significant source of employment for Indigenous people, who make up 13.1 per cent of tourism employees.

Tourism Benefits Quality of Life

A strong, healthy tourism sector benefits Saskatchewan citizens on many levels. It contributes to the quality of life through public investments in infrastructure, transportation, provincial and regional parks, cultural activities, attractions, events, recreational facilities and other areas.

Tourism is a valuable source of tax revenue for all levels of government. In 2017, tourism in Saskatchewan generated \$889.5 million in taxes on tourism wages and expenditures.²

Federal taxes	\$550 million
Provincial taxes	\$348.7 million
Municipal taxes	\$40.8 million
Total	\$889.5 million

Tourism is an important export industry. Export revenue for 2018 is an estimated \$724 million (excluding airfares). This is new money coming into the province, staying in the province, and benefitting cities and towns, municipalities, communities and the people who live and work in Saskatchewan.

² 2018 tax information unavailable at time of printing.

PROGRESS IN 2018-2019



Cochin Lighthouse, Cochin



Danceland, Manitou Beach

STRATEGIC PRIORITY:

MARKET SASKATCHEWAN'S TOURISM EXPERIENCES AND STORIES

Strategies:

- Strengthen the province's reputation as a destination through compelling, branded marketing initiatives
- Apply research and evaluation tools to refine and adapt marketing tactics to better target potential visitors and increase expenditures
- Create and deliver consumer-focused content that inspires and informs travellers from key markets to visit Saskatchewan

as the eBusiness and Technology department. Implementation of 43 strategy recommendations continued throughout 2018-2019. By year end, nearly 75 per cent were completed, with the remainder on track for the first half of 2019-2020.

Progress highlights include the following:

- Editorial Team members maintained a busy schedule of producing and sourcing targeted content pieces in video, written and visual formats
- Influencer content collected through a variety of partnerships and initiatives, including a content collection trip introducing five travel influencers to new adventures in Prince Albert National Park
- Content Toolkit completed and introduced to staff
- New online consumer survey tested 10 online content items and provided valuable feedback
- Online survey developed to test social media content

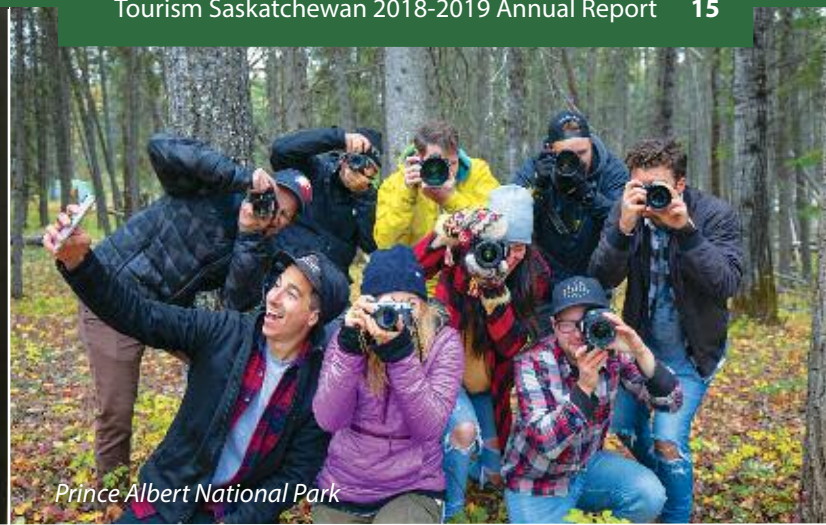
ACTIONS AND RESULTS:

Content Marketing

Tourism Saskatchewan made considerable progress on its transition from traditional, awareness-based advertising to consumer-focused, digital-first, influence-driven content marketing. The sweeping 2017 Content Strategy guided the ongoing work of the Marketing and Communications division, as well



Harvest Eatery, Shaunavon



Prince Albert National Park



Wascana Centre, Regina



Tunnels of Moose Jaw, Moose Jaw



Wanuskewin Heritage Park, Saskatoon



Mosaic Stadium, Regina

- Content Funding Pilot Project created, involving specific operators and destination and city marketing organizations, to assist with the collection of quality, brand-aligned content
- New digital asset management system chosen in partnership with Destination Canada to streamline storage of visual and written assets
- Continued focus on a digital-first marketing strategy and metrics to adjust tactics and improve performance

Consumer Website Advancements

Changes to TourismSaskatchewan.com included the launch of a new user-friendly interactive map and implementation of a "suitcase" application that allows consumers to create their own virtual shopping cart of travel activities (saved as a printable PDF file). Work was undertaken on designing a new "mega menu" and improving web page layout and information architecture to enable targeted surfacing of content by topic. A complete website upgrade reflecting these and other changes is scheduled for 2019-2020.



Lindner's Fishing Edge on location at Lawrence Bay Lodge

Advertising in Canada

Saskatchewan relies heavily on short-haul travellers to drive tourism activity, with over 85 per cent of visits originating from within the province and neighbouring Alberta. Leisure campaigns actively targeted three market segments: Affluent Families, Short-Haul Suburbanites and Minivans & Memories, which represent consumers with strong interest in the types of travel experiences offered in Saskatchewan.

Content marketing and advertising initiatives in 2018-2019 were tailored to appeal to Saskatchewan's two primary visitor types. These types are represented by market personas that have been created for Scott, the new experience seeker; and Val, the keeper of family memories.

Components of a digitally focused spring/summer promotional campaign included video, display and native advertising that blends with the style and content on a particular channel. These tools effectively pushed consumers to dedicated landing pages that showcased Saskatchewan experiences. Featured locations included Prince Albert National Park, Churchill River, Grasslands National Park, Cypress Hills Interprovincial Park/Fort Walsh National Historic Site and the RCMP Training Academy "Depot" Division in Regina. A limited television buy brought national exposure during select Canadian Football League games. The campaign ran from May 1 until early September.

A social media campaign across Facebook, Instagram and Twitter targeted audience pools in Saskatchewan and Alberta that share characteristics with the personas for Scott and Val. Online advertisements

matched those of the agency-led campaign to reinforce messaging and direct consumers to the same campaign landing pages. Following the conclusion of the agency-led campaign, social media advertising continued to target consumers with relevant content to inspire future summer travel. Activities on social media resulted in exposure to 23,807,686 viewers (impressions), 397,797 clicks and 462,243 video views.

Advertising in the United States

Tourism Saskatchewan annually conducts a winter advertising campaign in the U.S. to influence anglers when they are considering destination options and planning upcoming trips.

The 2019 campaign ran from January-March and involved a combination of agency-led and in-house components. A media mix weighted heavily on digital channels was supplemented by television, print, as well as earned media, direct-to-consumer marketing and industry support programs.

The campaign marked a significant evolution in strategy and tactics. These advancements were due, in part, to Tourism Saskatchewan's emphasis on consumer-focused, digital-first content marketing and the implementation of market segmentation research conducted by Environics Analytics in late 2017. The research identified three market segments for hunters and anglers in the U.S. and yielded data on demographics, values, travel attitudes and media consumption habits of these outdoor enthusiasts. Their geographic distribution across the U.S., down to the zipcode level, was also determined. The information was integral to creating a highly targeted angling campaign.

Customized landing pages, visual and written content and messaging were created to specifically target each segment. Key industry assets were leveraged in the form of impressive video and photographs collected during the 2018 Industry Content Pilot. Other assets included earned media articles and video created by angling industry influencers and supported by Tourism Saskatchewan's media support program. For the first time, outfitter packages tailored to each market segment featured prominently on the landing pages to give prospective anglers an idea of real destinations and experiences to inspire trip planning.

Targeted Facebook advertising helped to reach the desired market segments. The campaign's social media activities resulted in 13,288,230 impressions and 205,679 link clicks. The Fishing in Saskatchewan Facebook page recorded a 40 per cent increase in the number of likes – the result of a followership campaign that ran in conjunction with the winter angling campaign.

National Hunting and Angling Programs

Tourism Saskatchewan entered its third year as a partner in the National Angling Program and its second year as an investor in the National Hunting Program. Both programs are co-operative marketing partnerships between Destination Canada, Tourism Saskatchewan and Travel Manitoba that support the promotion of Canadian angling and hunting products and experiences in the U.S. market. Involvement has extended Tourism Saskatchewan's reach into the U.S. and helped build relationships with major outdoor media. In addition to outdoor media television, both programs included social, programmatic and native advertising.

Participation in the National Angling Program brought celebrity hosts and crews from three popular angling shows to the province to experience the remarkable hospitality and fishing in northern Saskatchewan. Mark Melnyk, *The New Fly Fisher*, and his crew were guests at Milton Lake Lodge. *In-Fisherman* TV host Doug Stange filmed at Scott Lake Lodge. Lawrence Bay Lodge hosted Jeremy Smith and Nick Lindner of *Lindner's Fishing Edge* on their quest to pull giant northern pike and lake trout from Reindeer Lake.

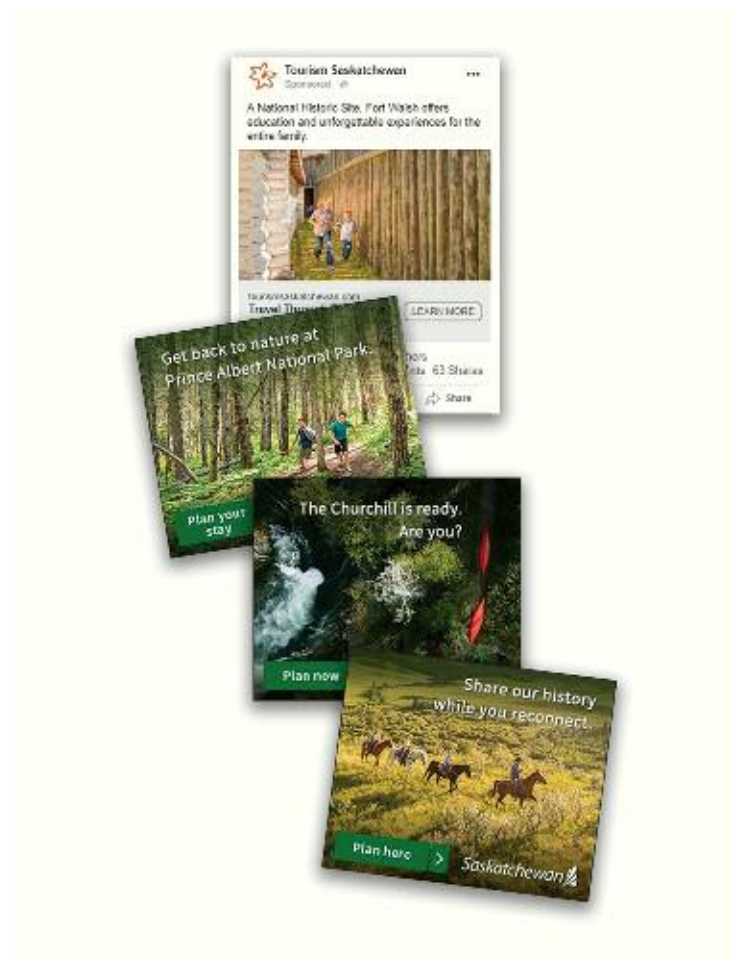
On the hunting side, episodes of *Passion for the Hunt* and *Canada in the Rough* were filmed in Saskatchewan in 2018. Additional media outlets

included Carbon Media, Outdoor Sportsman Group, *Bear Hunting Magazine* and Ducks Unlimited.

Social Media Growth

Tourism Saskatchewan's social media following across Facebook, Instagram and Twitter increased to nearly 300,000, a 23 per cent increase over the previous year (364,000 targeted for 2020). Instagram recorded the largest growth at a rate of 30 per cent with nearly 53,000 followers engaging with posts that showcase the province's natural beauty and remarkable tourism experiences and resources.

A fourth-quarter followership campaign drove audience growth on both Facebook and Instagram. The number of Facebook page likes rose 22 per cent above the same period one year earlier. Seventy-seven percent of that growth was a direct result of the campaign. Twitter followers grew 8 per cent, with a comparable percentage driven by the campaign push.



Research and Analysis

Solid tourism research factors in all of Tourism Saskatchewan's decision-making. The organization works with partners such as Statistics Canada and Destination Canada. Its own research department completed a number of projects during the past fiscal year that ranged from testing creative content with consumer markets to industry surveys and focus groups.

Creative Content Testing

Tourism Saskatchewan contracted Insightrix Research Inc. in November 2018 to measure the persuasiveness of online creative material. Six video advertisements along with secondary creative content underwent testing through a survey with Saskatchewan and Alberta residents who fall within two main visitor types: Scott, the new experience seeker; and Val, the keeper of family memories. The following results will influence future content development:

- All six advertisements were deemed easy to understand and viewers were able to comprehend and recall the scenes very clearly. Each resonated strongly with the intended targeted audience.
- All secondary media (Facebook videos and blogs tested) seized attention, which is important for online media. The material was confirmed effective for promoting tourism.
- Millennials showed high interest in the Tourism Saskatchewan blogs. Younger millennials appeared more motivated to read a short blog with more images and less text.
- Music received a positive response. The type of music used in promotion of a destination or product has a strong correlation with emotional measures like enjoyment and brand appeal.
- The survey reinforced the importance of voiceover in advertisement enjoyment, message delivery and comprehension. Conveying empathy with proper voice inflection (contrast, tone and pitch) will continue to be a focus of creative content development.

Indigenous Experiences Survey

Tourism Saskatchewan began exploring an Indigenous-focused visitor experience market research study in partnership with Insightrix Research Inc. and stakeholders in the province's first Indigenous Tourism Corridor. Indigenous tourism experiences that will be tested in market include cultural interpretive experiences, recreational and leisure activities, glamping, food and cooking experiences and visits to Saskatchewan casinos.

Planning in 2018 involved identifying target audiences – Tourism Saskatchewan's key international and long-haul markets, which include Germany, U. K., U. S., British Columbia and Ontario. Additional research will be conducted with Canada-based Chinese receptive tour operators to assist in reaching the Chinese travel market. The study is the first of its kind for Tourism Saskatchewan and the results will assist industry operators in crafting customized visitor experiences and effective marketing campaigns to promote Saskatchewan's Indigenous tourism experiences.



Travel Guides

Based on consumer research that revealed low usage and minimal desire for comprehensive, provincial-level travel guides, Tourism Saskatchewan published a much more concise consumer resource in April 2018. The *Saskatchewan Travel Guide* touched on the province's highlights, unique attractions and events, and featured conceptual maps and impressive brand photography to illustrate the province. The guide was displayed at visitor information centres throughout the province, as well as at major city hotels, airports and other key locations.

An online survey in the fall obtained feedback from distributors. Based on the results, pages were added to the *2019 Saskatchewan Travel Guide* to accommodate double-page conceptual maps and include more information on winter activities, as well as an index of operators mentioned in the guide.

Travel Media and Travel Trade Highlights

Tourism Saskatchewan's Travel Media Program and related familiarization (FAM) tours supported visits to Saskatchewan by 46 media outlets, for a total investment of \$228,000. More than fifty media projects received funding support to promote the outfitting industry. Activities ranged from outfitter-hosted visits to a five-day media event that attracted networks and publications, such as *Wildfowl Magazine*, *Ducks Unlimited*, *Women's Outdoor News*, *Sporting Dog Adventures TV*, *American Waterfowler*, and others.

Travel media FAM tours ranged in size and interests, and included a four-day *Wild & Rare* FAM to Grasslands National Park, in partnership with Parks Canada; and a five-day GoMedia Marketplace pre-tour, titled *Wandering the Wilds of Northern Saskatchewan*, that took a party of Canadian and international travel writers to Missinipe and Stanley Mission. The guests represented media outlets such as *Canadian Geographic* and *Explore Magazine*.

Tourism Saskatchewan's Travel Trade activities in 2018-2019 involved partnerships with Destination Canada (DC) and the Tourism Industry Association of Canada (TIAC) to gain exposure in international markets, including China, Germany and the U.K.

China is a developmental market of interest for Saskatchewan. Current efforts focus on building industry capacity and relationships with key receptive tour operators in BC and Alberta that serve the market. Tourism Saskatchewan invested in the TIAC-led effort to tap the Chinese travel market. Partnered-activities in 2018-2019 included China-readiness training workshops for Saskatchewan operators, along with planning for itineraries and content. Program deliverables include the development of messaging and travel resources that articulate the Saskatchewan tourism brand.

Tourism Saskatchewan invested in DC's Travel Trade Co-operative Marketing Program to reach German and U.K. markets. The program's performance-based model is designed to build stronger business relationships with key account tour operators. It provides opportunities to operators who understand compression challenges and are eager to invest in tours to unique and lesser-travelled Canadian destinations, such as Saskatchewan.



Japanese receptive tour operators hosted on travel trade FAM tour

Saskatchewan experiences were showcased during DC's series of Canada Specialist Program (CSP) Roadshows, held in London, Manchester, Birmingham and Exeter. The CSP program is designed to build a strong contingent of international sales agents who have comprehensive knowledge of Canadian travel experiences. Roadshow events are essential to forging relationships with U.K. travel trade agencies and professionals.

Rendez-vous Canada

Tourism Saskatchewan annually attends Rendez-vous Canada, the country's premier international travel trade marketplace. At the 2018 marketplace, appointments were conducted with 150 buyers from China, German-speaking Europe, U.K., U.S. and Canada. The layout of the new Halifax Convention Centre presented a unique opportunity for Saskatchewan to host an exclusive Experience Suite. Playing off an "edge of nature" theme, Tourism Saskatchewan created an inspiring and immersive brand experience that incorporated imagery and décor highlighting the province's brand pillars and a rotating menu featuring tastes of the province. Buyers were surprised and delighted by the beauty and diversity of the imagery and the feel of the space, and the area became a must-see for delegates attending the conference.



2018 International Indigenous Tourism Conference Grand Entry, Saskatoon

STRATEGIC PRIORITY:

STRENGTHEN SASKATCHEWAN'S TOURISM EXPERIENCES

Strategies:

- Assist operators and stakeholders in market-readiness and experience development
- Build a strong tourism workforce
- Enhance Saskatchewan's reputation as an event-hosting destination
- Champion a culture of quality

ACTIONS AND RESULTS:

Destination Development Strategy

Throughout 2018-2019, Tourism Saskatchewan worked with TEAM Tourism Consulting on a comprehensive Destination Development Strategy for the province. The strategy identifies opportunities for tourism growth and advancement. It provides advice on how to strengthen Saskatchewan's competitiveness through experiences that appeal to travellers and can adapt to market trends.

Industry consultation was a significant part of the process, and a series of stakeholder engagement sessions were held in April and September. Nearly 160 operators and representatives of

tourism organizations attended the sessions in Maple Creek, Moose Jaw, Nipawin, Prince Albert, Regina, Saskatoon and Swift Current. An industry survey, distributed in June, proved effective in gathering additional information from operators provincewide. The survey had an impressive 60.5 per cent completion rate.

Meetings were held with ten government ministries and agencies that align with tourism activities and benefit from a strong tourism sector.

TEAM Tourism Consulting delivered its report in March. Planning for an implementation process, which includes partner engagement, will occur in the first half of 2019-2020.

Indigenous Tourism

Throughout 2018-2019, Tourism Saskatchewan worked closely with the Indigenous Tourism Association of Canada (ITAC). The relationship involved sponsoring the 2018 International Indigenous Tourism Conference in Saskatoon on October 30-31, 2018. Delegates from across North America and from as far away as Colombia, Australia

and China attended the conference, which was held for the first time in Saskatchewan. A highlight of the assembly was the Indigenous Tourism Awards celebration, during which four awards were presented to Saskatchewan Indigenous tourism businesses.

A pre-conference Saskatchewan Indigenous Tourism Planning Day on October 29 brought together more than 150 Indigenous tourism operators and stakeholders from communities throughout the province. Positive feedback underlined the value of this assembly. Delegates expressed a desire for more opportunities and events that provide Indigenous operators and entrepreneurs with knowledge, best practice models and other important information.

In July, Tourism Saskatchewan formed an internal Indigenous Tourism Working Committee to develop a short-term action plan and begin plotting a framework for a long-term plan that supports the growth of quality Indigenous tourism experiences in Saskatchewan. The committee delivered the organization's short-term action plan in November. The document outlined several projects in which Tourism Saskatchewan remains active, including the province's first Indigenous Tourism Corridor that will link Whitecap Dakota First Nation, Wanuskewin Heritage Park and Beardy's & Okemasis' Cree Nation.

The Saskatchewan Tourism Education Council (STEC) was enlisted to develop an Indigenous Tourism Corridor Heritage Interpreter Program to assist corridor partners in developing world-class experiences and preparing for opening. Initial training of 14 *emerit* Heritage Interpreter candidates took place in March 2019. Parks Canada, a program partner, supplied an experienced certified heritage interpreter to lead the training.

Tourism Saskatchewan hosted meetings and shared insights with several other Indigenous partners identified in the Short-Term Action Plan, including Last Oak Golf & Country Club (Cowessess First Nation) and Aski Holistic Adventures (Cumberland House).

Currently, ITAC is undertaking a long-term planning process for Indigenous tourism in Saskatchewan. The process will be informed by Tourism Saskatchewan's own market research, including the 2019 Indigenous Tourism Survey and other projects.



Ready to Work honoured with Premier's Award for Excellence in the Public Service

Back: Carol Lumb, Cindy Wright, Darrell Noakes, Lendee Wiebe, Carol Ingell

Front: Cam Swan, Deputy to the Premier and Cabinet Secretary; Honourable Gene Makowsky, Minister Responsible for Tourism Saskatchewan; Honourable Gord Wyant, Deputy Premier; Lynne Kennedy; Dr. Louise Greenburg, Premier's Awards Advisory Committee; Honourable Nadine Wilson, Provincial Secretary; Mary Taylor-Ash, Tourism Saskatchewan CEO

Ready to Work

Ready to Work (RTW) is a career awareness, skills development and transition to employment program that assists individuals in finding long-term, rewarding careers in the tourism and hospitality sectors. STEC has earned widespread recognition for its work in pioneering the program and delivering RTW training for the past 25 years. Its Ready to Work Tourism Careers team received the Premier's Award for Excellence in the Public Service in November 2018.

During 2018-2019, RTW projects were hosted in eleven Saskatchewan communities, including several First Nations. There were 168 individuals recruited into the program, with 156 completing the requirements. Of those, 123 (78 per cent) obtained employment or returned to school. More than 300 current and past participants remain in contact with STEC for assistance with résumé updates, housing, certificate upgrades, and other follow-up services.

Destination Employment

The Destination Employment program helps newcomers gain meaningful employment in Canada's hotel industry. Immigration, Refugees and Citizenship Canada launched the three-year pilot program in June 2018, in partnership with Tourism HR Canada and the Hotel Association of Canada. Saskatchewan was among five regions chosen to receive funding for the program. Fifty-seven participants were recruited to receive job-readiness and essential job skills development training, delivered through STEC. Recruitment and delivery partners included the Regina and Saskatoon Open Door Societies, Saskatchewan Hotel and Hospitality Association and Saskatoon Industry Education Council.

Employer of Choice

The Employer of Choice (EOC) program, administered by STEC, encourages businesses to engage in best practices, improve human resources practices and be leaders in the province's tourism sector. It recognizes employers whose actions make Saskatchewan a welcoming, service-driven destination. Employers of Choice are positioned to attract and retain employees who are highly skilled, take pride in their work and provide exceptional service and experiences.

The EOC program receives ongoing and periodic evaluations to ensure that it remains relevant to employers and beneficial to employees. A review of the program will be undertaken in 2019-2020. Twenty-nine organizations, including Tourism Saskatchewan, earned the EOC designation for 2019.

Service First

Service First training, introduced in 2018, provides frontline tourism employees and volunteers with an opportunity to learn about tourism and the value of providing an exceptional customer service experience. The new four-hour workshop was designed and piloted by an Industry Validation Committee. Eighteen workshops were held across the province and nearly 200 people were trained in Service First.

Service Best

Service Best is Saskatchewan's premier customer service training program for the tourism sector. The program is used by employers in all five tourism industries, as well as in areas of health care, retail and property management. Service Best is also delivered in several high schools to prepare students for their first work experience. In 2018-2019, 2,009 individuals completed the training – 1,495 in workshops (offered in workplaces, colleges and institutes) and 514 online. STEC qualified 29 new facilitators to deliver the

training, including five facilitators to deliver Service Best in French for Collège Mathieu (Gravelbourg) and six teachers to lead the training in high schools.

Taxi Industry Training

STEC began developing a new service training course for the taxi industry in 2018-2019. The project was undertaken in response to industry requests for training to raise service standards and improve competitiveness. The training will be available to industry in mid-2019.

Supervisor Training

To meet current and projected industry demand for professionally certified tourism supervisors, STEC led a campaign to recruit certification candidates among employers representing all five industries in the tourism sector. To assist candidates in their study and training, STEC delivered a series of *emerit* Supervisor preparation workshops in two workplaces – Gold Eagle Lodge (North Battleford) and the Regina Food Bank. Seventeen supervisors participated in the training to be eligible to complete examinations and qualify for certification.

Journeyperson Training

STEC serves as the Industry Joint Training Committee for Journeyperson in the Food and Beverage Person and Guest Services Representative trades, recognized by the Saskatchewan Apprenticeship and Trade Certification Commission. In 2018-2019, 12 apprentices completed their journeyperson certification (seven Food and Beverage Persons and five Guest Services Representatives).

Server Intervention Training

STEC delivers the province's mandatory server intervention training, Serve It Right Saskatchewan (SIRS). As of June 30, 2018, all employees involved in the sale and service of alcohol, including owners and managers, were required to complete SIRS. During 2018-2019, a total of 11,679 people completed SIRS via a combination of online training, workplace seminars and inter-provincial reciprocity agreements.

A new program, CannaSell SK, provides mandatory training for the responsible sale of cannabis. The program was developed and launched prior to Canada's legalization of cannabis in 2018.



2018 CP Women's Open, Wascana Country Club, Regina

Event Hosting Program

To enhance the Event Hosting Program and better measure the economic impact of hosted events, Tourism Saskatchewan requires all supported events to provide visitor numbers, along with other details. Program participants are also encouraged to collect postal codes through ticket sales and other methods. New research tools enable Tourism Saskatchewan to extract data from postal codes and provide economic impact and market segmentation analysis to event partners. The information will assist them in understanding and reaching audiences, and developing effective marketing plans.

Saskatchewan continues to be a top of mind destination for hosting national and international events. The Canadian Sport Tourism Alliance recently ranked Saskatoon and Regina in first and third place, respectively, for hosting sporting events. The rankings were within the category of cities with a population from 150,000-500,000. In addition to supporting the events listed on page 24, Tourism Saskatchewan worked with government and municipal partners,

city marketing organizations, bid committees and other stakeholders to attract major events to Saskatchewan. Several announcements in 2018-2019 shared news that Saskatchewan would play host to the following: 2019 NHL Heritage Classic (Regina), 2020 Scotties Tournament of Hearts (Moose Jaw), 2020 JUNO Awards (Saskatoon) 2020 Grey Cup Championship (Regina), and 2021 Canadian Curling Trials (Saskatoon).

In 2018-2019, the Event Hosting Program supported the following:

COMMUNITY ANNUAL TOURISM EVENTS

2018 Old Wives Lake Festival (Mossbank)	\$1,000
2018 Rosetown Harvest Family Festival (Rosetown)	\$1,000
2018 Indigenous Storytelling Festival (Paynton)	\$1,500
2018 Nuit Blanche Saskatoon (Saskatoon)	\$1,700
2018 Beaver Flat 50 (Saskatchewan Landing Provincial Park)	\$3,100
2018 Saskatoon Rotary Ribfest (Saskatoon)	\$4,000
2018 Saskatoon Pride Festival (Saskatoon)	\$4,500
2018 Frenchman River Gospel Jam (Shaunavon)	\$4,500
2018 Electric Sky Electronic Music and Arts Festival (Big River)	\$4,500
2018 All Folk'd Up Music Festival (Montmartre)	\$5,000
2018 Broadway Street Fair (Saskatoon)	\$5,000
2018 Living Skies Come Alive International Fireworks Competition (Moosomin)	\$7,500
2018 First Nations University of Canada Spring Celebration Powwow (Regina)	\$10,000
2019 Highland Gathering and Games (Regina)	\$10,000
2018 John Arcand Fiddle Fest (Saskatoon)	\$10,000
2018 Saskatchewan's Outback KCRA Rodeo (Carrot River)	\$10,000
2018 Ignite! Festival (Regina)	\$10,000
2019 Winterruption (Regina and Saskatoon)	\$15,000
Subtotal Community Annual Tourism Events	\$108,300

MARQUEE ANNUAL TOURISM EVENTS

2018 Regina International Film Festival (Regina)	\$7,500
2018 Northern Lights Bluegrass and Old Tyme Music Festival (Big River)	\$10,000
2018 Canadian Cowboy Association Rodeo Finals (Swift Current)	\$10,000
2018 Saskatchewan Entertainment Expo (Saskatoon)	\$15,000
2018 Canadian Western Agribition (Regina)	\$15,000
2018 Country Thunder Saskatchewan (Craven)	\$20,000
2019 Shake the Lake (Regina)	\$20,000
2018 Regina Folk Festival (Regina)	\$25,000
2019 Saskatchewan Air Show (Moose Jaw)	\$30,000
2018 SaskPower Windscape Kite Festival (Swift Current)	\$31,490
Subtotal Marquee Annual Tourism Events	\$183,990

NATIONAL AND INTERNATIONAL EVENTS

Meetings and Conventions

2019 Travel and Tourism Research Association Conference (Saskatoon)	\$5,000
2018 30th annual CRRF Conference: Health & Shared Prosperity (Saskatoon)	\$8,200
2019 Canadian Society of Endocrinology Conference (Regina)	\$10,000
2018 5th International One Health Conference (Saskatoon)	\$25,000
2020 International Snowmobile Congress (Regina)	\$30,000
Subtotal Meetings and Conventions	\$78,200

Tier 1 Sport and Culture

2018 4 Nations Cup (Saskatoon)	\$15,000
2018 Pinty's Grand Slam of Curling: Champion's Cup (Saskatoon)	\$30,000
2018 FIBA 3x3 World Tour Masters (Saskatoon)	\$50,000
2020 Scotties Tournament of Hearts (Moose Jaw)	\$200,000
Subtotal Tier 1 Sport and Culture	\$295,000

Tier 2 Sport and Culture

2018 Canadian Lawn Bowling Championship (Regina)	\$2,000
2018 Living Sky Triathlon (Saskatoon)	\$4,500
2018 Prairie Regional Synchronized Skating Championship (Regina)	\$5,000
2018 Toyota National Soccer Championships (Saskatoon)	\$5,000
2018 Canadian Rugby Championship (Regina)	\$20,000
2020 Esso Cup (Prince Albert)	\$20,000
Subtotal Tier 2 Sport and Culture	\$56,500

TOTAL	\$721,990
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Economic Impact models were used to determine the impact on the local economy during 37 events, a participation increase of 62 per cent over 2017-2018. These events supported 218 jobs and delivered a gross output impact of \$19,550,000. The percentage of supported events that were able to provide final reports increased from 55 percent in 2016-2017 to 76 percent in 2018-2019. These 2018-2019 events generated a return of \$40 for every \$1 invested by Tourism Saskatchewan. The models were updated to reflect the latest Statistics Canada input-output tables and were appropriate to the size of the host communities. The economic analysis was calculated based upon the number of attendees, as provided by event organizers.

STRATEGIC PRIORITY:

IMPROVE DESTINATION COMPETITIVENESS

Strategies:

- Deliver relevant information, programs and services based on research, trends and tourism industry needs
- Cultivate effective partnerships with key tourism stakeholders
- Work with stakeholders and government partners to ensure an environment conducive to tourism growth

ACTIONS AND RESULTS:

Industry Communications Survey

Tourism Saskatchewan conducted an industry survey in November 2018 to measure the effectiveness of communication methods with tourism operators and stakeholders throughout Saskatchewan. More than 400 respondents completed the survey.

Survey respondents represented the following categories: for-profit businesses or organizations (accommodations, resorts, campgrounds, events and attractions, etc.); not-for-profit organizations (museums, events or other non-profit enterprises); city and destination marketing organizations, along with government-funded operations (parks, campgrounds, recreational facilities, etc.).

Participants were most familiar with Tourism Saskatchewan's *Industry Update* e-newsletter (61.4 per cent), its industry website Industry.TourismSaskatchewan.com (59.74 per cent) and quarterly newsletter *Going Places* (58.7 per cent). Nearly 75 per cent agreed that the overall frequency of communications with industry is "just right." Regarding *Going Places*, 55 per cent indicated that they read almost all or most of the newsletter, while 45 per cent read parts or scan it for relevant articles.

Funding and marketing opportunities were topics considered most important, ranking 62 and 55 per cent, respectively. Market trends and education and training programs followed at 43 per cent and 37 per cent.



Feedback from participants indicated that they value:

- Consumer insights that identify how travellers are accessing information and what channels they are using
- Updates on social media trends
- Information about marketing and funding opportunities for tourism businesses, attractions and organizations
- Marketing advice for small businesses

Several enhancements were made to *Going Places* to provide operators and stakeholders with information conducive to business growth and success.

Market Segment Alignment

Tourism Saskatchewan's Event Hosting Program underwent criteria modification in two categories: Community Annual Tourism Events and Marquee Annual Tourism Events. These adjustments bring the program in line with other departments and support an organization-wide focus on key travel market segments. Planning began in 2018-2019 for sweeping alignment of the Event Hosting Program, Co-operative Advertising Program, Marketplace Program, and Content Development Pilot Program, on track for 2019.

Online Reputation Management

More than 30 tourism businesses enrolled in Tourism Saskatchewan's Online Reputation Management (ORM) program, delivered through a partnership with Vendasta, a Saskatoon-based company that boasts a leading platform for marketing and business solutions. The company's easy-to-use ORM system enables operators to increase online visibility, build and engage social communities, respond professionally to negative reviews and maximize positive endorsements. From 2017 to present, the program has improved the average number of positive reviews for program participants by nearly twofold.

Special Events Series

Development work was completed on a Special Events Series to enhance key experiences throughout Saskatchewan. The seven online courses introduce the fundamentals of event planning and are recommended for individuals who organize local events. The series was developed in consultation with an industry validation committee that provided independent expertise and advice relating to required skills, and needs of the industry and sector partners.

HOST Saskatchewan Conference

The 2018 HOST Saskatchewan Conference, held in Regina on April 12, 2018, welcomed approximately 133 representatives of tourism businesses, organizations, attractions and events from across the province. An impressive schedule of speakers and presentations addressed timely topics, ranging from Destination Canada's work in international markets to learning about the work of the Indigenous Tourism Association of Canada from the organization's CEO. The afternoon highlighted the power of storytelling

to market and promote business. This one-day forum also provided opportunities to update industry on Tourism Saskatchewan initiatives and share details about the comprehensive Content Strategy project.

Tourism Workplace Leadership Conference

Nearly 100 tourism representatives, managers and frontline employees attended the third annual Tourism Workplace Leadership Conference on June 13, 2013 in Regina. Presentations and workshops focused on a central theme – *Customer Experience: Take the Lead*. Networking opportunities encouraged the exchange of knowledge, ideas and success stories. Speakers and presenters provided delegates with valuable knowledge, inspiration and tools to deliver on the promise of great service and remarkable experiences.

That evening marked the 25th anniversary celebration of the Tourism Professional Recognition Dinner. The annual dinner pays tribute to individuals who have achieved professional certification in a tourism occupation or Journeyperson status in a tourism trade. More than 50 *emerit*-certified professionals and 12 journeypersons were honoured along with Employers of Choice and the Tourism Ambassador Award recipient.

Tourism Talks

The Tourism Talks series extended to two Saskatchewan communities in 2018-2019. Tourism Saskatchewan hosted ten northern operators and representatives from the Waskesiu Wilderness Region on May 3, 2018 at Sunset Bay Resort. Sixteen operators and representatives from the Battlefords area gathered at the Dekker Centre for the Performing Arts in North Battleford on September 11, 2018. Tourism Talks are designed to foster industry relationships and partnerships; support growth through education and collaboration; and increase awareness of local tourism products. Participant feedback is collected and contributes to program improvements and revisions to the schedule.



Historic Reesor Ranch

Saskatchewan Tourism Awards of Excellence

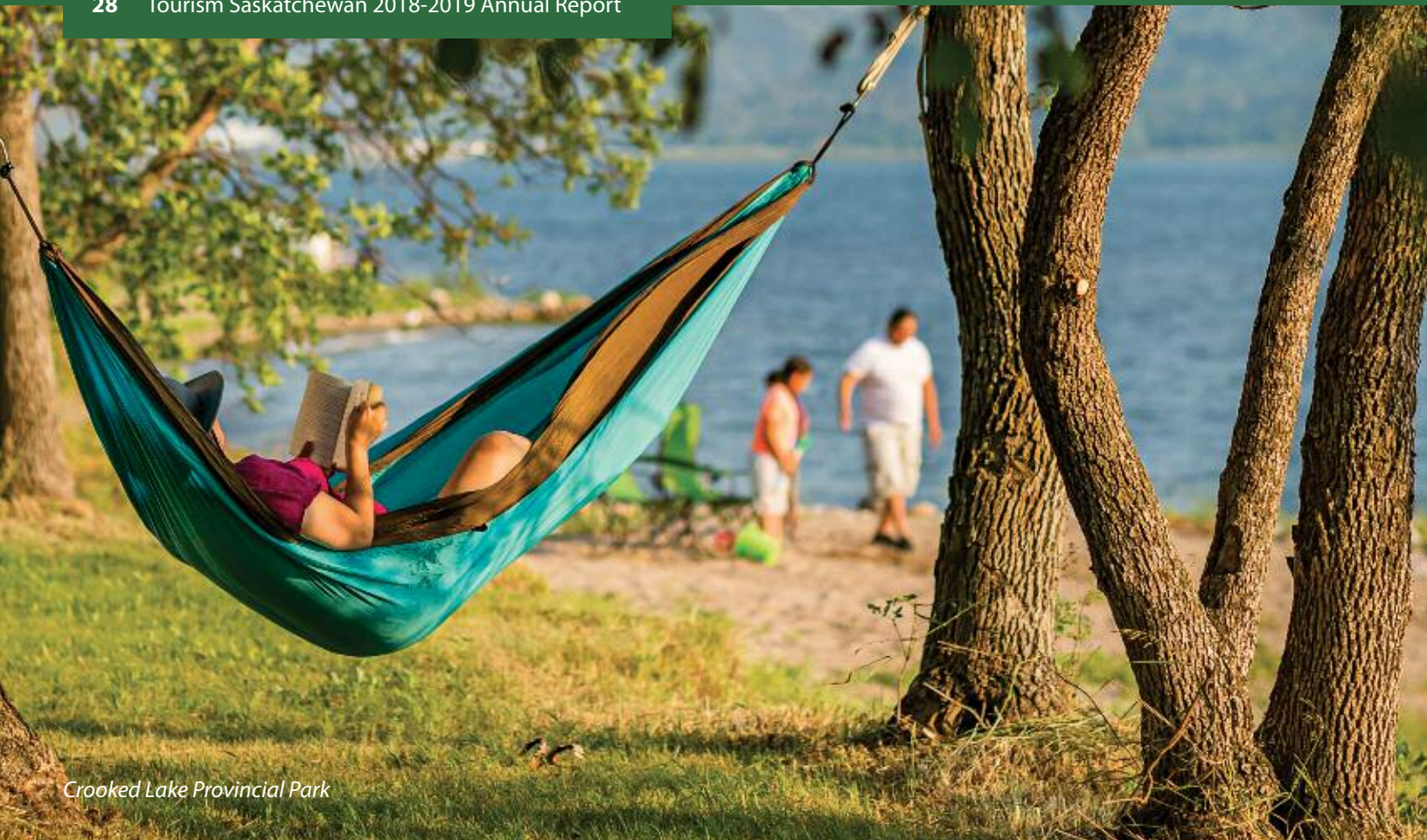
Tourism Saskatchewan organizes the annual Saskatchewan Tourism Awards of Excellence Gala and administers the nomination process. The 29th annual gala was held in Regina on April 12, 2018.

A 15-person external panel selected the 33 finalists and 11 award recipients from over 90 nominations. Tourism Builder Awards were presented to Bernadette McIntyre (Regina) and Ian McGilp (Saskatoon) for their significant and long-standing contributions to Saskatchewan's tourism sector.

A new category, the Indigenous Tourism Experience Award, was added prior to the call for nominations issued in November 2018. The award recognizes a business, partnership, organization, event or attraction that incorporates Saskatchewan Indigenous culture, traditions and stories into its product offering.

Canadian Tourism Awards

The Canadian Tourism Awards are a standard of excellence for businesses and organizations in the travel industry and showcase the nation's best tourism products, services and experiences. Saskatchewan's tourism industry was honoured with two Canadian Tourism Awards in 2018. Historic Reesor Ranch (Maple Creek) received the Hilton Worldwide Small- or Medium-sized Business of the Year Award. Tourism Saskatoon was part of a collaborative effort with Tourism Victoria and Destination St. John's that garnered the Marriott Hotels of Canada Innovator of the Year Award.



Crooked Lake Provincial Park

Saskatchewan Tourism Week

Tourism Saskatchewan led the celebration of Saskatchewan Tourism Week from May 27 to June 2, 2018, coinciding with Tourism Week in Canada. More than 20 events in communities across the province acknowledged this important week for industry. The annual ExploreSask Photo Contest launched during Saskatchewan Tourism Week. The contest was widely promoted on social media channels and received more than 3,400 entries. Most were shared using the hashtag #ExploreSask, thereby extending the contest's digital reach.

City and Destination Marketing Organizations

Tourism Saskatchewan's work with City Marketing Organizations (CMOs) and Destination Marketing Organizations (DMOs) is ongoing. In addition to numerous projects, ranging from marketing initiatives to travel media visitors, Tourism Saskatchewan hosts CMO/DMO meetings twice per year. The meetings provide an opportunity to examine current issues, discuss industry needs and plan future activities and initiatives. In 2018, CMO/DMO meetings were held in April (Regina) and December (Moose Jaw).

Industry Partnerships

Saskatchewan Indian Institute of Technologies – STEC's partnership with the Saskatchewan Indian Institute of Technologies (SIIT) involved the delivery of Guest Services Representative pre-apprenticeship trade training, as part of the institute's applied certificate program. Components included *emerit* certification training and an industry practicum. Additionally, SIIT enlisted STEC to deliver Service Best customer service training, which is offered in the course calendar.

Saskatchewan Provincial Parks – STEC's partnership with Saskatchewan Provincial Parks involved customized training at four provincial parks in spring 2018. Gate staff completed Service Best training, while remaining park employees participated in a three-hour customized Service First for Provincial Parks workshop.

Nutana Collegiate – Through its Ready to Work program, STEC engaged with Nutana Collegiate (Saskatoon) to launch the Nutana Career and Industry Education (NICE) class, a one-year program to provide high school students with introductory experiences in a number of fields, including tourism careers. Nutana Collegiate is also one of four active Canadian Academy of Travel & Tourism (CATT) schools in the province.

STRATEGIC PRIORITY:

NURTURE AN INTERNAL CULTURE FOCUSED ON EXCELLENCE

Strategies:

- Foster a culture of continuous improvement and innovation based on a one-team approach
- Cultivate a values-driven work environment that inspires and empowers employees
- Optimize internal information sharing practices to enhance employee knowledge
- Invest in research and evaluation that appropriately guides change and innovation
- Invest in technologies that support delivery of effective programs and services

ACTIONS AND RESULTS:**Continuous Improvement**

Tourism Saskatchewan's eBusiness and Technology department formally established and implemented a Business Continuity Management System in 2018. The system is designed to protect against, reduce the likelihood of, prepare for, respond to, and recover from incidents ranging from minor disruptions to major disasters. It includes methodologies to monitor, review, maintain and improve related documentation and processes.

Realignment within the Corporate Services division has increased the use of data science to improve corporate decision-making. Progress has been made in data acquisition, transformation, warehousing and analysis. Future work will have an increased focus on data visualization through the deployment of dashboards and reports to support timely, evidence-based decisions.

Internal Information Sharing

Effective communication is never a one-time event. Divisions and work areas share information through quarterly updates, success stories and milestone celebrations. Tourism Saskatchewan brings staff together for the annual All Staff Team Day in September and for quarterly staff gatherings throughout the year.

Tourism Saskatchewan conducts an Employee Engagement and Culture Survey every two years. Action was taken on results of the 2016 survey that recommended improving internal communication by

using different methods and sharing information more frequently. The 2018 survey had a participation rate of 76.4 per cent and an Employee Engagement Index of 76.2 per cent. Results are being shared with all stakeholders, and actions from the results are being developed for 2019-2020 implementation.

The Marketing and Communications department adopted a new project management platform, Monday.com, to manage workflows and track progress of consumer content creation. Use of Monday.com expanded to other departments, including STEC, which employed the tool to assist various training programs and workshops.

All Tourism Saskatchewan employees participated in the Insights Discovery program in 2018-2019. Insights Discovery is a learning and development solution that helps people build self-awareness, understand co-workers, improve communication and become more effective at their jobs.

Inspiring and Empowering Employees

The fourth annual Tourism Superstar Awards were presented to employees, both individuals and teams, who demonstrated significant contributions to excellence in the areas of teamwork, customer service, creativity and innovation, and leadership. Superstars were chosen through a peer nomination and selection process, and celebrated at an annual staff gathering.

Mental Health Matters

Tourism Saskatchewan fosters a healthy workplace through a number of initiatives. In 2018-2019, greater emphasis was placed on mental health awareness. Actions included hosting a speaker from the Canadian Mental Health Association at a full staff meeting, participating in Bell *Let's Talk Day* through staff activities and discussion, and promoting the Employee Assistance Plan and the National Standard of Canada for Psychological Health and Safety in the Workplace.

PERFORMANCE MEASURES

The following Balanced Scorecard outlines the deliverables, performance, measures, and targets to be met by Tourism Saskatchewan in accordance with the Strategic and Operational Plans.

Deliverable	Performance Measure	Unit	2016-2017	2017-2018	2018-2019
1. Marketing Results ¹	Total marketing partnerships with industry	#	1,719	3,336	3,879
2. Marketing Results ²	Total expenditure of industry partners involved in marketing activities	\$	1.01M	.586M	.454M
3. Events	Tourism Saskatchewan expenditure on supported events	\$	1.56M	1M	0.722M
4. Events	Total industry partnerships in events supported by Tourism Saskatchewan	#	38	33	45
5. Training Delivery	Participants in training programs	#	7,084 ³	10,957	16,474
6. Product Development	Positive online reviews received by operators in the online reputation management program	#	-	59	116
7. Product Development	Quality Tourism Experiences	#	18 in development 4 in market	11 in development; 6 in market	7 in development; 9 in market; 9 implemented other business improvements

Industry Outcomes	Performance Measure	Unit	2016	2017	2018
A. Tourism Revenues	Total expenditures by travellers in Saskatchewan	\$	2.19B	2.37B	Not available at printing
B. Visits	Visits both same day and overnight in Saskatchewan	#	12.38M	13.6M	Not available at printing
C. Events ⁴	Total economic impact/# events reporting	\$/#	7.1M/21	10.7M/22	19.5M/37
D. Employment	Number of individuals employed in a tourism-related profession	#	64,600	67,200	63,800 ⁵

¹ Total marketing partnerships with industry changed in 2017-2018 when organizations and operators were no longer charged for listings and no 2018 listings-based print guide was published. As a result, all organizations listing with Tourism Saskatchewan are included, except communities.

² Ceasing fees for listings in 2017-2018 resulted in a reduction in industry partnership funding. Only co-operative advertising and marketplace partnerships are included in 2017-2018 and 2018-2019.

³ Increase in training numbers due primarily to mandatory responsible service of alcohol and cannabis training by SLGA.

⁴ Economic impact calculated only on events able to report visits from outside the local area. The percentage of events providing detailed reporting increased from 55 per cent in 2016-17 to 82 per cent in 2018-19.

⁵ Goal of 68,000 employed in tourism-related professions by 2020.

FINANCIAL STATEMENTS

TOURISM SASKATCHEWAN

March 31, 2019



MANAGEMENT'S RESPONSIBILITY

To the Members of the Legislative Assembly of Saskatchewan:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and Audit Committee are composed entirely of Directors who are neither management nor employees of Tourism Saskatchewan. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for the approval of the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Audit Committee is also responsible for recommending the appointment of Tourism Saskatchewan's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Lieutenant Governor in Council to audit the financial statements; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Audit Committee and management to discuss their audit findings.

May 15, 2019



Chief Executive Officer



Chief Financial Officer

AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan:

Opinion

We have audited the financial statements of Tourism Saskatchewan, which comprise the statement of financial position as at March 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance

is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

- As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, and for the purpose of expressing an opinion on the effectiveness of the Organization's internal control in accordance with the COSO framework, for the Provincial Auditor.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

MNP LLP

Regina, Saskatchewan

Chartered Professional Accountants

STATEMENT OF FINANCIAL POSITION

As at March 31

	2019	2018
Financial Assets		
Cash (Note 5)	\$3,752,800	\$3,127,401
Accounts receivable	301,407	393,158
Inventory for resale	0	637
	4,054,207	3,521,196
Liabilities		
Accounts payable and accrued liabilities	1,473,861	1,194,996
Unearned revenue	162,838	236,597
	1,636,699	1,431,593
Net Financial Assets	2,417,508	2,089,603
Non Financial Assets		
Tangible capital assets (Note 6)	433,249	803,936
Prepaid expenses	236,633	138,083
	669,882	942,019
Accumulated Surplus	\$3,087,390	\$3,031,623
Contractual Rights (Note 7)		
Contractual Obligations (Note 8)		

APPROVED BY THE BOARD:



Director



Director

STATEMENT OF OPERATIONS

For the Year Ended March 31

	Budget 2019 (Note 3)	2019	2018
Revenue			
Provincial Operating Grant (Note 9)	\$13,101,100	\$13,101,000	\$13,445,000
Other Grants and Contributions	1,445,700	1,571,497	1,192,925
Sales of Products and Services	536,260	963,040	608,147
Partnership Revenue	271,000	278,865	460,344
Interest and Other Income	67,620	120,995	87,498
	15,421,680	16,035,397	15,793,913
Expenses (Schedule 1)			
Administration	4,505,407	4,459,877	4,191,581
Marketing and Communications	6,162,157	5,865,401	6,751,763
Industry Development	2,152,646	2,332,361	2,392,267
Education and Training	2,407,401	2,751,788	2,095,227
Visitor Services	494,069	570,203	604,384
	15,721,680	15,979,630	16,035,222
Surplus (Deficit) for the Year	(\$300,000)	\$55,767	(\$241,309)
Accumulated Surplus - Beginning of Year	3,031,623	3,031,623	3,272,932
Accumulated Surplus - End of Year	\$2,731,623	\$3,087,390	\$3,031,623

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the Year Ended March 31

	Budget 2019 (Note 3)	2019	2018
Surplus (Deficit) for the Year	(\$300,000)	\$55,767	(\$241,309)
Disposal (Acquisition) of tangible capital assets	(75,000)	145,812	(44,914)
Amortization of tangible capital assets	235,000	224,875	224,477
Use (purchase) of prepaid expenses and supplies		(98,550)	94,472
Increase (Decrease) in Net Financial Assets	(140,000)	327,904	32,726
Net Financial Assets - Beginning of Year	2,089,603	2,089,603	2,056,877
Net Financial Assets - End of Year	\$1,949,603	\$2,417,508	\$2,089,603

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended March 31

	2019	2018
Operating Activities		
Surplus (Deficit) for the year	\$55,767	(\$241,309)
Items not requiring cash:		
Amortization of tangible capital assets	224,875	224,477
Net change in non-cash balances relating to operations:		
Accounts receivable	91,751	57,062
Prepaid expenses	(98,550)	94,473
Inventory	637	4,171
Accounts payable and accrued liabilities	278,866	84,350
Unearned revenue	(73,759)	102,313
	479,587	325,537
Capital Activities		
Purchase of tangible capital assets	(1,988)	(44,914)
Disposal/write-down of capital assets	147,800	0
	145,812	(44,914)
Increase in Cash	625,399	280,623
Cash - Beginning of Year	3,127,401	2,846,778
Cash - End of Year	\$3,752,800	\$3,127,401

See accompanying notes to financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2019

1. STATUS OF TOURISM SASKATCHEWAN

Tourism Saskatchewan was established pursuant to *The Tourism Saskatchewan Act* proclaimed on July 1, 2012. Tourism Saskatchewan is a Treasury Board Crown Corporation within the meaning of *The Crown Corporations Act, 1993*. Tourism Saskatchewan is a continuing corporation of Saskatchewan Tourism Authority, established under *The Tourism Authority Act* on October 1, 1994. Tourism Saskatchewan promotes the province as a tourism destination by providing in-province and out-of-province marketing and visitor services. Tourism Saskatchewan assists industry to market and develop quality tourism products through co-operative marketing, education and training and event funding programs.

Tourism Saskatchewan is exempt from income taxes under the *Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

The Statement of Remeasurement Gains and Losses has been omitted as there were no relevant transactions to report.

a. Basis of Accounting

These financial statements are prepared by management in accordance with Canadian public sector accounting standards for provincial reporting entities established by the Canadian Public Sector Accounting Board.

b. Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include accounts receivable, accrued liabilities and amortization.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

c. Cash

Cash is comprised of monies on deposit and is recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

d. Non-financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

e. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Tangible capital assets are amortized over their estimated useful lives. Amortization expense is calculated using the straight-line method at the following annual rates:

Furniture and equipment	10%
Computer equipment	20%
Leasehold improvements	10% or lease term
Signs and displays	10%
System Development	10%

When tangible capital assets no longer contribute to Tourism's ability to provide goods and services, they are written down to residual value.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2019

f. Revenue

Grants and contributions are recognized as revenues when the grant or contribution is authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made, unless the transfer stipulations establish a liability, in which case revenue is recognized as the stipulations are met.

Other revenue, which includes partnership, sales of products and services and interest revenue, is recognized in the period in which the transactions or events occurred that give rise to the revenue.

g. Grants to Clients

Grants provided to clients for a variety of programs are recorded as an expense by Tourism Saskatchewan when it approves the transfer and the recipient meets the eligibility criteria.

3. BUDGET

The budget figures are presented for comparison purposes. Tourism Saskatchewan's 2018-19 budget was accepted by the Board of Directors on March 6, 2018.

4. FINANCIAL INSTRUMENTS

Tourism Saskatchewan's financial instruments include cash, accounts receivable, accounts payable, accrued liabilities. The carrying amount of these instruments approximate fair value due to their immediate or short-term maturity. These instruments do not have significant interest rate or credit risk.

5. CASH

Tourism Saskatchewan has access to an operating line of credit in the amount of \$500,000, repayable on demand with interest paid monthly, at the Scotiabank prime rate less 0.25%. As of March 31, 2019, Tourism Saskatchewan has not drawn on the operating line. In 2018, there were no draws on the operating line.

6. TANGIBLE CAPITAL ASSETS

	Furniture and equipment	Computer equipment and systems	Leasehold improvements	Signs and displays	2019 Total	2018 Total
Cost						
Opening Balance	\$243,657	\$1,908,228	\$1,295,310	\$75,596	\$3,522,791	\$3,477,877
Additions	-	1,988	-	-	1,988	44,914
Disposals	-	(182,931)	-	-	(182,931)	-
Write-downs	-	(248,152)	-	-	(248,152)	-
Closing Balance	243,657	1,479,133	1,295,310	75,596	3,093,696	3,522,791
Accumulated Amortization						
Opening Balance	197,707	1,390,166	1,099,164	31,818	2,718,855	2,494,378
Amortization	6,291	83,616	129,531	5,437	224,875	224,477
Disposals	-	(176,520)	-	-	(176,520)	-
Write-downs	-	(106,763)	-	-	(106,763)	-
Closing Balance	203,998	1,190,499	1,228,695	37,255	2,660,447	2,718,855
Net Book Value	\$39,659	\$288,634	\$66,615	\$38,341	\$433,249	\$803,936

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2019

7. CONTRACTUAL RIGHTS

Tourism Saskatchewan has contractual agreements in place at March 31, 2019, which outline funding to be received over the next two years for the delivery of training and other services.

Revenues in each of the next two years are estimated as follows:

2019-20	\$1,319,745
2020-21	280,000
	\$1,599,745

8. CONTRACTUAL OBLIGATIONS

Contractual obligations include:

Leases

Tourism Saskatchewan has entered into leases for office premises and storage space at various locations in the province.

Operational

Tourism Saskatchewan has operating agreements that enable day-to-day operations of the corporation.

Program

Tourism Saskatchewan has program-related obligations to assist Saskatchewan's tourism industry operators to market and develop quality tourism products through co-operative marketing, education and training and event funding programs.

	Leases	Operational	Program	Total
2019-20	794,108	129,517	272,200	\$1,195,825
2020-21	815,248	30,468	146,000	\$ 991,716
2021-22	823,730	24,154	-	\$ 847,884
2022-23	826,795	732	-	\$ 827,527
2023-24	712,504	-	-	\$ 712,504
thereafter	682,881			\$ 682,881
	\$4,655,266	\$184,871	\$418,200	\$5,258,337

Contractual obligations do not include those contracts which are paid on a usage basis.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2019

9. PROVINCIAL OPERATING GRANT

Tourism Saskatchewan receives grants from the General Revenue Fund out of monies appropriated by the legislature or authorized by Order in Council. In 2019 Tourism Saskatchewan received \$13,101,000 (2018 - \$13,445,000).

10. RELATED PARTY TRANSACTIONS

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to Tourism Saskatchewan by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to shared control by the Government of Saskatchewan (collectively referred to as "related parties").

Routine operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2018-19	2017-18
Accounts Receivable	\$72,581	\$92,968
Accounts Payable and Accrued Liabilities	51,369	57,501
Other Revenue	240,882	354,724
Expenses	1,357,944	1,417,335

Other related party transactions are disclosed elsewhere in these financial statements.

11. DEFINED CONTRIBUTION PENSION PLAN

Tourism Saskatchewan participates in the Public Employees' Pension Plan (PEPP), a defined contribution plan. Tourism Saskatchewan's obligations are limited to matching contributions made by the employees, at a rate of 7.5%, for current services. In 2019, Tourism Saskatchewan contributed \$421,946 (2018 - \$430,679).

12. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation.

SCHEDULE OF EXPENSES

Schedule 1 - Expenses by Program For the Year Ended March 31

	Administration	Marketing and Communications	Industry Development	Education and Training	Visitor Services	2019	2018
Salaries	\$1,807,623	\$1,924,789	\$774,200	\$832,468	\$355,639	\$5,694,719	\$5,785,668
Benefits	349,806	299,334	127,901	132,297	63,814	973,152	950,794
Professional Services	410,653	128,066	119,280	1,210,113	92,095	1,960,207	1,755,411
Advertising	-	2,559,186	-	3,840	-	2,563,026	2,894,115
Promotion and Other Marketing	41,784	425,330	444,500	33,922	44,871	990,407	1,324,867
Print	1,327	73,818	-	19,373	0	94,518	73,628
Travel	16,218	116,794	35,444	40,691	2,557	211,704	220,791
Board and Committees	34,949	-	-	-	-	34,949	29,317
Ministerial Travel	1,399	-	-	-	-	1,399	-
Rent and Equipment Purchases	854,912	23,205	-	8,973	6,938	894,028	882,469
Supplies and Services	413,172	55,518	27,606	21,148	651	518,095	486,133
Other Related Business Expenses	144,659	32,066	12,139	37,446	1,138	227,448	189,873
Amortization	224,875	-	-	-	-	224,875	224,477
Other Expenses	147,800	-	-	-	-	147,800	-
Grants	10,700	227,296	791,290	411,517	2,500	1,443,303	1,217,679
Total	\$4,459,877	\$5,865,402	\$2,332,360	\$2,751,788	\$570,203	\$15,979,630	\$16,035,222



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