

TOURISM SASKATCHEWAN ANNUAL REPORT FOR 2021-22



Table of Contents

Letters of Transmittal..... 3
Tourism Saskatchewan Overview 4
Progress in 2021-22 Goal 1..... 5
Progress in 2021-22 Goal 2..... 9
Progress in 2021-22 Goal 3..... 13
Financial Summary 15

Cover: Twin Falls Lodge

Letters of Transmittal



The Honourable
Jeremy Harrison
Minister Responsible for
Tourism Saskatchewan

Office of the Lieutenant Governor of Saskatchewan

I respectfully submit the Annual Report for Tourism Saskatchewan for the fiscal year ending March 31, 2022. In compliance with *The Tourism Saskatchewan Act*, this document outlines the corporation's business activities and includes audited financial statements.

The information in this report demonstrates a commitment to increased accountability, to delivering on the goals and strategies identified in Tourism Saskatchewan's 2021-2022 Plan, and to responsibly managing expenditures.

A handwritten signature in black ink, appearing to read 'Jeremy H.' with a stylized flourish at the end.

Jeremy Harrison
Minister Responsible for Tourism Saskatchewan



Jonathan Potts
CEO of Tourism
Saskatchewan

The Honourable Jeremy Harrison
Minister Responsible for Tourism Saskatchewan

Dear Minister Harrison:

I have the honour of submitting the Annual Report for Tourism Saskatchewan for the fiscal year ending March 31, 2022.

On behalf of the corporation, I acknowledge responsibility for this report and affirm that it is an accurate, complete and reliable summary of the past year. I also take responsibility for the financial administration and management of Tourism Saskatchewan.

This report highlights key projects and activities in 2021-22. It was a year that focused on recovery and building a stronger, more competitive tourism sector – one poised for growth and resilient to future challenges.

A handwritten signature in black ink, appearing to read 'JP' with a large, sweeping flourish underneath.

Jonathan Potts
CEO, Tourism Saskatchewan

Tourism Saskatchewan Overview

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; and
- 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 Jonathan Potts, staff in Regina, Saskatoon and one field office (68.6 full-time equivalents) deliver on plans, projects and activities that align with the Vision and Mission. Divisions include Executive Office, Marketing and Communications, Destination and Workforce Development and Corporate Services.

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

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

Tourism Saskatchewan's Strategic Plan 2021-22 to 2024-25 identified four strategic priorities:

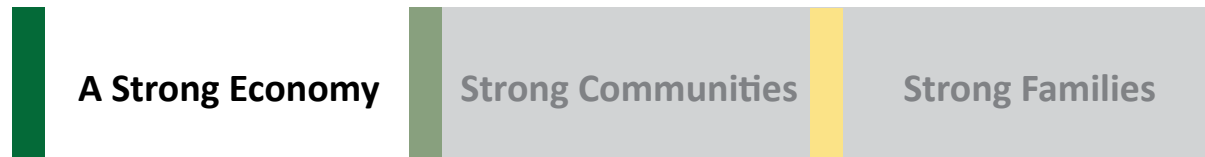
- Market Saskatchewan's tourism experiences and stories
- Strengthen Saskatchewan's tourism experiences
- Improve destination competitiveness
- Nurture an internal culture focused on excellence

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 grow the visitor economy.

Progress in 2021-22

Goal 1

Government Goals



Government Direction: Market Saskatchewan’s tourism experiences and stories

Tourism Saskatchewan Goal

Increase economic benefit to the province through compelling, branded marketing initiatives

Strategy

Strengthen the province’s reputation as a destination through compelling, branded marketing initiatives

Key Actions

- Incentivize and support the creation of travel offers in the shoulder and winter seasons
 - o In partnership with Hospitality Saskatchewan, a series of online and radio promotions focusing on winter vacations targeted the in-province market. Messaging encouraged support of the local hospitality industry. Advertisements directed audiences to a unique landing page that showcased bookable Saskatchewan winter vacations.
 - o In January, a winter campaign ran in Saskatchewan, Alberta and Manitoba to support recovery of the visitor economy. Advertisements identified winter experiences “worth travelling for” and led audiences to a custom landing page showcasing winter in Saskatchewan and featuring bookable industry packages. The campaign earned 58,571,091 impressions and 477,485 link clicks to the landing page.
- Strengthen industry’s alignment with the tourism brand and market segments through customer segmentation analysis
 - o Tourism Saskatchewan provided data analysis and customized market segmentation analysis to 13 tourism industry stakeholders in 2021-22. This research supported the development of industry-led marketing and experience development plans across the province.
 - o New domestic market segments were developed by Environics Analytics to reflect demographic and sociographic changes in Tourism Saskatchewan’s primary travel markets. The new market segments will be used to guide the development of advertising to Canadian audiences.
 - o Tourism Saskatchewan began work on the creation of United States (U.S.) leisure market travel segments. Completion is expected in 2022-23.
- Strategically invest resources in export-ready operators/experiences that will deliver highest return on investment
 - o Tourism Saskatchewan continued to work with travel trade and travel media in key international markets – the United Kingdom (U.K.) and German-speaking Europe. Training and awareness marketing activities were employed to keep Saskatchewan top-of-mind and build future demand.
 - o Fifteen partnerships with overseas travel trade supported key account tour operators in promoting the 2022 travel season.
 - o Content partnerships and campaigns with *National Geographic Traveller* (U.K.), *Wanderlust* magazine and influential U.K. travel media outlets broadened awareness among travellers interested in Canada and highlighted experiences Saskatchewan has to offer.

- o International travel trade and travel media marketplaces remained virtual in 2021-22. Tourism Saskatchewan staff participated in virtual business appointments at Rendez-vous Canada, Canada Connect trade and media events (U.K., Germany, France) and International Media Marketplace.
- Assist industry operators in actively managing their online travel ratings through the delivery of the reputation management program
 - o A review of industry needs signalled departure from an in-house reputation management program. Tourism Saskatchewan worked with operators to identify alternative opportunities to improve businesses' online presence. These include:
 - Funding support through the Marketing and Event Partnership Program (MEPP) for modernizing websites, enhancing social media channels, developing online marketing campaigns, and hiring professionals to manage online reputation and increase positive reviews.
 - Business consulting services from the Destination Development team.
- Develop long-term marketing strategies and collaborative marketing opportunities to lead the tourism industry and DMOs to target the most resilient market segments, passionate niche markets and to identify experiences travellers are seeking
 - o Tourism Saskatchewan began implementing its Restart Marketing Strategy recommendations that focused on recovery of struggling industries, particularly outfitting, accommodation and hospitality, air travel and events. Marketing activities concentrated primarily on Saskatchewan residents and strategic domestic markets. Messaging encouraged residents to make discoveries “in their own backyard” and support local businesses. Saskatchewan was positioned as the remedy to pandemic restrictions, offering abundant wide-open spaces and experiences in nature.
 - o Industry consultation is fundamental to the Restart Marketing Strategy. Stakeholder workshops, one-on-one interviews and meetings with Indigenous groups and multiple industries took place throughout the fiscal year. The sessions helped validate the refreshed brand strategy, differentiate four regional travel zones and identify six potential niche markets. A new creative brand platform, along with niche market research and strategies will be completed in 2022-23.
 - o Once the U.S. border reopened in August, Tourism Saskatchewan resumed active sales marketing to the U.S. to drive awareness and bookings for outfitted hunting and angling experiences.

Strategy

Create and deliver consumer-focused content that inspires and informs travellers from key markets to visit Saskatchewan

Key Actions

- Continually enhance and optimize advanced customer experience features on the consumer website and through email marketing
 - o Tourism Saskatchewan is continually working to expand Saskatchewan’s presence in the U.S. and strengthen its position as a premier angling and hunting destination. A new stand-alone website promoting Saskatchewan as a premier angling and hunting destination launched in July 2021. [FishHunt.TourismSaskatchewan.com](https://www.fishhunt.tourismsaskatchewan.com) brings together inspirational content, trip planning resources and packages to influence travellers to book with Saskatchewan outfitters.
 - o A new home page, blog system and site navigation were designed for the consumer website. Development was 75 per cent complete by fiscal year-end and implementation will occur early in 2022-23.
- Create, curate and evaluate consumer-focused, digital-first, always-on, influence-driven content marketing
 - o The 2021 summer resident campaign encouraged people to hit the road with the #ExploreSask Parks Road Trip mobile platform. Travellers were challenged to discover parks, hidden gems and local hotspots, while earning discounts and prizes along the way. A grand prize (Athabasca Sand Dunes trip for two) was awarded for checking in at all 37 locations. A “Hit the Road Sask” campaign ran in tandem with the mobile challenge. A series of urban videos was created to promote city staycations.
 - o To offset the lack of American anglers, due to the U.S. border closure, a digital summer campaign was launched. It promoted outfitted angling experiences to Saskatchewan and Alberta residents.
 - o As part of a joint business plan agreement with Expedia, domestic campaigns were featured on Expedia and Hotels.com websites and social channels. The partnership enhanced the province’s profile on a key booking channel for domestic and international travellers. The 2021 Expedia campaign had a healthy return on investment of 1:32.5, which means that for every dollar spent on the campaign, Tourism Saskatchewan saw a return of \$32.50, 70,600 room nights, 7,200 airline tickets, 101,300 guests and \$9.6 million (USD) in spending.

- o A targeted summer digital campaign partnership with WestJet supported expanded and existing air routes, airports and city partners. The campaign targeted people reuniting with friends and relatives. It featured city-based experiences, including culinary, Saskatchewan parks and soft adventure experiences.
- Grow U.S. visitation through targeted marketing of hunting and angling experiences
 - o Rich, engaging content created by influential outdoor personalities and outlets is a key travel motivator for this market. In 2021-22, 27 outdoor media projects were supported. Content collected through these visits bolstered the 2022 winter campaign.
 - o In early 2022, Tourism Saskatchewan ran two simultaneous digital campaigns to attract U.S. anglers and hunters to the province. The campaigns created urgency by directing potential visitors to fishing and hunting packages and specific travel offers. It ran on popular U.S. hunting and fishing networks that partner with Tourism Saskatchewan.
 - The first campaign delivered nearly 30 million impressions, earned nearly 40,000 clicks, and drove more than 200,000 page views. It had a print circulation of 584,136 and a television audience of 9.1 million viewers.
 - Tourism Saskatchewan’s in-house search and social media advertising generated 15,995,749 impressions and 235,592 link clicks to campaign landing pages.
- Develop strategies to implement advanced customer experience features (using AI, personalization and automation technologies) for the consumer website and Visitor Services branch
 - o Personalization and automation features have been configured and tested in Tourism Saskatchewan’s website delivery platform. Full implementation will occur in 2022-23 and will allow for delivery of content relevant to individual visitors. For example:
 - home page content could be different for site visitors from Alberta compared to those from Texas; or,
 - a user who types “Saskatchewan lakes” as a search term could be shown a homepage banner featuring a beach scene.

Strategy

Apply research and evaluation tools to refine and adapt marketing tactics to better target potential visitors and increase expenditures

Key Actions

- Identify passionate market segments, potential niche markets and resilient travellers, both domestic and international
 - o Tourism Saskatchewan invested in the use of a digital social listening and market intelligence platform to gain deeper understanding of consumer insights and the competitive environment in attracting niche markets.
- Evaluate and refine Tourism Saskatchewan’s brand for export markets
 - o Tourism strategists Destination Think! completed a draft of the refreshed brand strategy framework that is rooted in foundational Place DNA® work. The strategy will guide Tourism Saskatchewan, destinations and industry operators to competitively position the province in domestic and international markets.

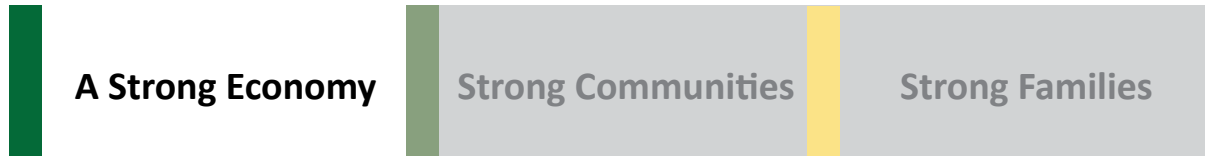
Performance Measure Results

Measure Title	Measure Description	Baseline	Target 2021-22	Actual (2021-22) Measure Update
Visitation growth	Total annual visitor expenditure in Saskatchewan (goal of \$3.6B by 2030)	\$2.24B (2018)	75% of baseline	78% (\$1.74B)
Social media growth	Number of social media followers	317,111 (2019-20)	332,967	337,224
Use of target markets by industry	Number of events and attractions participating in customer segmentation analysis	7 (2018-19)	10	13
Travel offers	Number of winter and shoulder season travel offers	118 (2018-19)	160	179
Growth in U.S. outdoor markets	Number of angling and hunting licences sold to U.S. visitors	25,552 (2016-17)	75% of baseline	33% (8,461)
Hotel occupancy	Annual provincial hotel occupancy percentage	56% (2019)	45%	40.5%
Air travel	International air arrivals (based on ticket sales)	87,185 (2019)	75% of baseline	23% (20,358)
Online engagement	Consumer engagement with blog content (measured in page views)	151,358 (2019)	165,000	176,874
Industry participation in content creation	Number of co-operative content partnerships	56 (2017-18)	Maintain	58
Industry participation in digital marketing training	Number of participants in digital marketing training	17 (2021-22)	TBD	17
Digital fluency funding recipients	Number of Marketing and Event Partnership Program applicants successfully receiving funding for digital fluency	118 (2021-22)	TBD	118

Progress in 2021-22

Goal 2

Government Goals



Government Direction: Strengthen Saskatchewan's tourism experiences

Tourism Saskatchewan Goal

Increase the number and quality of Saskatchewan tourism experiences and products to meet traveller expectations

Strategy

Provide leadership to industry operators to advance their marketing strategies by leveraging Saskatchewan's tourism brand, marketing strategy, services and programs

Key Actions

- Implement a comprehensive industry communications plan to ensure timely, relevant information is provided in a strategic, co-ordinated manner
 - o Comprehensive industry communications planning work began as part of the content development work with the Business Hub. Currently, relevant information related to programs and services is regularly shared with industry. In 2021-22, industry received information through:
 - 26 Business Hub blog posts
 - 87 Facebook posts
 - 65 LinkedIn posts
 - 11 YouTube videos
 - 70 *Industry Update* e-newsletters
 - Two issues of *Going Places* newsletters
- Implement priority actions outlined in the Indigenous Tourism Association of Canada's (ITAC) Indigenous tourism strategy for Saskatchewan
 - o Tourism Saskatchewan, in partnership with ITAC, led the formation of a committee to create an Indigenous tourism association in the province. This association will work with Tourism Saskatchewan and ITAC to implement the Indigenous tourism strategy.
 - o In 2021-22, a training subsidy for Indigenous tourism businesses was offered (up to \$1,000 per business). This opportunity was promoted through ITAC to their Saskatchewan members.
 - o Tourism Saskatchewan's Diversification and New Market Program provides funding to promote the development of distinct Indigenous tourism experiences to grow sustainable businesses. In 2021-22, six Indigenous businesses were provided a total of \$107,000 in project funding.

Strategy

Build industry readiness for overseas markets through education, training, market intelligence and in-market support

Key Actions

- Develop, provide and support market- and export-readiness industry programming

- o Development of an internal industry categorization tool has been completed. The tool assists in determining the market readiness of a tourism business listed in Tourism Saskatchewan's database. It establishes a business' level of market-readiness and identifies areas for improvement.
- o The Diversification and New Market Program supports the development of new experiences or new markets for an established tourism product. The fourth program intake closed on February 9, 2022, and 17 tourism businesses received funding. To date, 30 tourism businesses are working on projects through this program. Thirteen have completed projects and have new travel offers in-market.
- o Tourism Saskatchewan offered a series of training sessions to educate industry attending Rendez-vous Canada 2021 on how to successfully navigate international travel trade distribution channels and sell virtually. The workshops were led by STEM Consulting and Tourism Saskatchewan's travel trade consultants.
- Provide Indigenous entrepreneurs entering the tourism industry with business and marketing training
 - o Tourism Saskatchewan provided product development advice and training support to Indigenous businesses and communities interested in developing and delivering unique Saskatchewan tourism experiences.
 - o Ready to Work participants who express interest in starting a business are provided entrepreneurship training and preliminary information related to the process of business start-up.
- Continue work on implementing the Destination Development Strategy to further identify growth opportunities and most effective use of Tourism Saskatchewan resources in assisting industry development
 - o The Achieving AWESome pilot project was launched in 2021. This new program provides businesses and individuals who have never offered a tourism experience with training to develop, market and deliver enticing Saskatchewan experiences. Nine participants have completed the Tourism Champions and AWESome Experience Design Studio components of the program. They are presently receiving expert advice on their new offerings from a veteran experience design consultant from the Tourism Café.

Strategy

Build a strong tourism workforce

Key Actions

- Increase awareness of the benefits of working in tourism sector
 - o Training opportunities were promoted with employers through presentations, email, social media posts and partnerships with other provincial organizations.
 - o Tourism Saskatchewan continues to work with high schools in the province to offer tourism and/or food studies programming.
 - o In 2021-22, Tourism Saskatchewan participated in the Tourism and Hospitality Emergency Recovery Program (led by the Ontario Tourism Education Corporation, with funding from Future Skills Canada). The program resulted in a new promotional video, a focused online advertising campaign and website content to promote tourism career opportunities.
- Work with tourism industry to implement good human resource practices
 - o In response to training interests and skill gaps identified through research, a new training series was created to support tourism employees who recently assumed leadership positions or show potential for advancement.
 - o In partnership with the Ministry of Immigration and Career Training, Tourism Saskatchewan was contracted to deliver the Economic Recovery Work Experience program until March 2023. The program will involve forty businesses throughout the province and provide employer and employee training and support to bring back workers who were displaced during the early stages of the pandemic.
 - o The annual Tourism Apprenticeship Program, in partnership with the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC), supported enrolment in the Food and Beverage Person and Guest Services Representative trades.
- Increase participation and advancement of under-represented groups in the tourism workforce
 - o In 2021-22, 154 participants successfully completed the Ready to Work program, which equips participants with the skills, knowledge, attitudes and experience required for long-term, stable employment in the tourism sector. Fourteen programs were delivered to nine Saskatchewan communities and First Nations, with 85 per cent of participants identifying as Indigenous.
- Work with industry and post-secondary institutions on the development and delivery of occupational certification

- o As part of a long-standing partnership with Tourism HR Canada, Tourism Saskatchewan is the delivery agent for *emerit* training and professional accreditation. The *emerit* program offers national occupation standards, online training and workbooks, and professional certification in more than thirty occupations.
- o Tourism Saskatchewan is an active participant on Saskatchewan Polytechnic's Program Advisory Committee for the Recreation and Tourism Management program.
- o In 2021-22, Tourism Saskatchewan provided the Tourism Professional Development Bursary to 15 people. The bursary assists in completing professional certification or apprenticeship.
- Develop and deliver training programs that strengthen the resilience and quality of the tourism workforce and tourism experiences across the province
 - o Tourism Saskatchewan piloted the Leadership Essentials Series to enhance entry-level leadership skills within the sector. The target audience was employees who recently assumed leadership positions or show potential for advancement. Sixty people enrolled and collectively participated in 217 online courses and webinars. The program was deemed a success and is under review for future opportunities.
 - o Following a successful pilot project, Tourism Saskatchewan signed a three-year agreement with the Public Service Commission to deliver Service Best customer service training for public sector frontline and management employees until March 30, 2025. In 2021-22, 143 frontline staff and 20 managers received training.
 - o Six virtual Service First for Provincial Parks workshops were delivered in spring 2021.
 - o In response to concerns from the industry, two webinars to assist businesses in preventing customer conflict during COVID-19 were presented to a total of 87 individuals.

Strategy

Deliver the Event Hosting Program as a mechanism to grow the economy and promote Saskatchewan communities

Key Actions

- Monitor and adjust the Marketing and Event Partnership Program, as required
 - o In 2021-22, MEPP provided funding to 128 successful participants to supplement marketing activities. Most of the support went to digital-readiness activities, including updates to website and social media platforms.
- Develop and implement an event recovery plan
 - o Tourism Saskatchewan contracted Destination Think! to assist with event plan updates and enhancements, for implementation in 2022-23.

Performance Measure Results

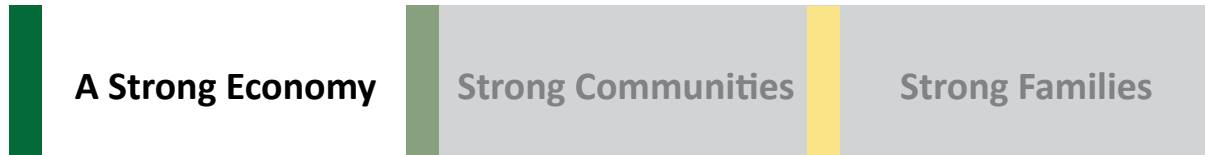
Measure Title	Measure Description	Baseline	Target 2021-22	Actual (2020-22) Measure Update
Tourism sentiment	Tourism Sentiment Index	29 (2017)	20	56*
Event return on investment	Event hosting return on investment (ROI)	25:1 (2016-17)	TBD	TBD
Event/Marketing evaluation reports	Per cent of supported events and marketing initiatives that meet post-evaluation metrics	55% (2016-17)	80%	100%
Market readiness	Number of market-ready tourism operators	TBD (2020-21)	TBD	376
Export readiness	Number of export-ready tourism operators	TBD (2020-21)	TBD	26
Industry communication	Per cent of <i>Industry Update</i> newsletter emails opened (i.e., open rate)	25% (2020-21)	28%	28%
Customer service	Per cent of customer calls answered within 20 seconds	80% (2019-20)	Maintain	88.9%
Workforce diversity	Number of people from under-represented groups trained in tourism sector	213 (2017-18)	275	165
Employment outcomes	Per cent of people employed after completing Ready to Work training program	79% (2017-18)	75%	79%
Training participation	Number of people trained through Tourism Saskatchewan education and training programs annually	16,474 (2018-19)	15,000	12,101
Advanced skills training participation	Number of individuals achieving occupational certification and journeyperson status	24 certifications, 9 statuses (2019-20)	25/10	11 certifications, 1 journeyperson

**In June 2021, Tourism Saskatchewan adopted a new approach for measuring online tourism sentiment, thus 2021-22 results are not directly comparable to previous years.*

Progress in 2021-22

Goal 3

Government Goals



Government Direction: Improve destination competitiveness

Tourism Saskatchewan Goal

Engage Stakeholders

Strategy

Cultivate effective partnerships with key tourism industry stakeholders

Key Actions

- Continually improve the industry partner portal for programs and services
 - Incremental changes and improvements were made to the online funding application portal, creating a better user experience for applicants and program adjudicators.
- Develop and maintain an industry website and business support hub, using advanced customer experience features to engage industry and provide personalized access to training, business resources and assessment tools
 - A new approach to managing digital products has been introduced to support the Business Hub. A steering committee, product team and content team will start work in the upcoming year to ensure timely and relevant content and associated social media content to support tourism business owners.
- Continue development of industry-specific content strategy and social channels
 - The new digital product team includes a content lead who will be part of a dedicated team to develop and distribute industry-specific content.

Strategy

Deliver relevant information, programs and services based on research, trends and tourism industry needs

Key Actions

- Conduct survey research with industry to discover information most useful to support business development
 - In March 2022, an industry-wide online survey was conducted to determine tourism operator and stakeholder levels of satisfaction with Tourism Saskatchewan's industry communications. Of the 220 respondents, 99 per cent were satisfied with communication efforts and 87 per cent indicated that the frequency was appropriate. The top three channels most valued were the e-newsletter *Industry Update*, person-to-person contact, and the printed *Going Places* newsletter. Over half of the respondents (66 per cent) said that they accessed programs, resources, webinars and/or other websites due to reading about them in an *Industry Update*.

Strategy

Work with stakeholders and government partners to ensure an environment conducive to tourism growth

Key Actions

- Establish cross-ministerial working committees to address shared issues
 - o Tourism Saskatchewan participated in seven cross-ministerial working committees in 2021-22:
 - Representatives from Tourism Saskatchewan participated in the Northern Labour Market Committee, along with 13 other provincial ministries and Treasury Board Crown Corporations.
 - Tourism Saskatchewan was a part of the Saskatchewanderer working group, the International Engagement Technical Working Group, and the International Engagement Deputy Ministers Advisory Committee.
 - Tourism Saskatchewan had a representative on the Manager Forum Steering Committee.
 - Tourism Saskatchewan and SaskParks worked together on research initiatives and have a shared research agency of record agreement.
 - Tourism Saskatchewan was a member of the Business Response Team, led by the Ministry of Trade and Export Development, to identify provincial and federal supports for businesses impacted by COVID-19.
- Engage with stakeholders to execute recommendations from the Destination Development Strategy
 - o A review of services provided to communities and destination areas began in March 2022. It includes surveys and in-person interviews with community stakeholders, and considers best practices in other jurisdictions. A summary report of findings and recommendations, as well as process maps to guide future community engagement, will be completed by August 2022.
 - o Tourism Saskatchewan assisted with the assessment of potential tourism development opportunities in La Ronge, Meadow Lake and Creighton. Industry Development consultants worked with operators and potential experience providers to evaluate interest and products.

Performance Measure Results

Measure Title	Measure Description	Baseline	Target 2021-22	Actual (2021-22) Measure Update
Industry portal engagement	Per cent of industry portal profile updates performed by operators	0 (2019-20)	20%	0*
Marketing partnerships	Per cent of successful marketing partnership applicants that align with Tourism Saskatchewan's digital-first content strategy	TBD (2020-21)	TBD	80%
Travel trade and travel media funding	Number of travel trade marketing and travel media activities receiving funding support	7 (2017-18)	Maintain	10
Cross-ministerial collaboration	Number of active cross-ministerial working committees	3 (2018-19)	5	7
Industry engagement	Number of HOST Saskatchewan Conference, Tourism Talks, and Workplace Leadership Conference attendees	201 (2018-19)	Increase by 5%	131**
Industry workshop attendance	Per cent of city marketing and destination marketing organizations attending workshops	60% (2017-18)	65-70%	87.5%

*This was not implemented in 2021-22 due to other pressing priorities. Updates have continued to be made by Tourism Saskatchewan's Information Collection staff.

**Due to the COVID-19 pandemic, none of these events occurred in 2021-22. Two virtual "Lets Talk Tourism" industry sessions were held, which accounts for the total of the measure in this year.

Financial Summary

Tourism Saskatchewan
March 31, 2022

Management's Responsibility

To the Members of the Legislative Assembly of Saskatchewan:

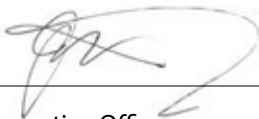
Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian Public Sector Accounting standards and ensuring that all information in the annual report is 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.

Deloitte 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 18, 2022



Chief Executive Officer



Chief Financial Officer

Independent Auditor's Report

To the Members of the Legislative Assembly of Saskatchewan:

Opinion

We have audited the financial statements of Tourism Saskatchewan (the "Organization"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2022, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). 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 PSAS, 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 GAAS 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 GAAS, 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, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- 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.

The image shows a handwritten signature in cursive script that reads "Deloitte LLP".

Chartered Professional Accountants
Regina, Saskatchewan
May 18, 2022

STATEMENT OF FINANCIAL POSITION

As at March 31

	2022	2021
Financial Assets		
Cash (Note 5)	\$6,790,080	\$6,857,260
Accounts receivable (Note 11)	83,729	955,917
	6,873,809	7,813,177
Liabilities		
Accounts payable and accrued liabilities (Note 6 and 11)	1,678,334	2,857,040
Unearned revenue	827,494	511,379
	2,505,828	3,368,419
Net Financial Assets	4,367,981	4,444,758
Non Financial Assets		
Tangible capital assets (Note 7)	208,322	331,616
Prepaid expenses	281,030	278,886
	489,352	610,502
Accumulated Surplus	4,857,333	5,055,260
Contractual Rights (Note 8)		
Contractual Obligations (Note 9)		

See accompanying notes and schedule to the financial statements.

APPROVED BY THE BOARD



Director



Director

STATEMENT OF OPERATIONS

For the Year Ended March 31

	Budget 2022 (Note 3)	2022	2021
Revenue (Note 11)			
Provincial operating grant (Note 10)	\$14,673,000	\$14,673,000	\$19,456,000
Other grants and contributions	1,279,398	1,420,955	1,450,377
Sales of products and services	337,500	515,427	297,988
Partnership revenue	567,000	569,588	1,527,087
Interest and other income	72,000	90,918	91,460
	16,928,898	17,269,888	22,822,912
Expenses (Note 11 and Schedule 1)			
Administration	4,625,426	4,630,006	4,717,552
Marketing and Communications	8,692,541	9,264,038	12,733,521
Destination and Workforce Development	1,448,048	1,334,705	1,354,419
Education and Training	2,612,883	2,239,066	2,491,068
	17,378,898	17,467,815	21,296,560
(Deficit) Surplus for the Year	(450,000)	(197,927)	1,526,352
Accumulated Surplus - Beginning of Year	5,055,260	5,055,260	3,528,908
Accumulated Surplus - End of Year	\$4,605,260	\$4,857,333	\$5,055,260

See accompanying notes and schedule to the financial statements.

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS For the Year Ended March 31

	Budget 2022 (Note 3)	2022	2021
(Deficit) Surplus for the Year	(\$450,000)	(\$197,927)	\$1,526,352
(Acquisition) of tangible capital assets	(20,000)	-	(43,035)
Amortization of tangible capital assets	99,930	71,218	80,568
Write-down of tangible capital assets	-	52,076	69,962
(Purchase) use of prepaid expenses	10,000	(2,144)	(51,476)
(Decrease) Increase in Net Financial Assets	(360,070)	(76,777)	1,582,371
Net Financial Assets - Beginning of Year	4,444,758	4,444,758	2,862,387
Net Financial Assets - End of Year	\$4,084,688	\$4,367,981	\$4,444,758

See accompanying notes and schedule to the financial statements.

STATEMENT OF CASH FLOWS For the Year Ended March 31

	2022	2021
Operating Activities		
(Deficit) Surplus for the year	(\$197,927)	\$1,526,352
Items not requiring cash:		
Amortization of tangible capital assets	71,218	80,568
Write-down of tangible capital assets	52,076	69,962
Net change in non-cash balances relating to operations:		
Accounts receivable	872,188	(439,592)
Prepaid expenses	(2,144)	(51,476)
Accounts payable and accrued liabilities	(1,178,706)	1,803,717
Unearned revenue	316,115	197,453
	(67,180)	3,186,984
Capital Activities		
Purchase of tangible capital assets	-	(43,035)
	-	(43,035)
(Decrease) Increase in Cash	(67,180)	3,143,949
Cash - Beginning of Year	6,857,260	3,713,311
Cash - End of Year	\$6,790,080	\$6,857,260

See accompanying notes and schedule to the financial statements.

Notes to the Financial Statements

March 31, 2022

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 education and training, diversification and experience development, and marketing 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 estimates include allowance for doubtful accounts, 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.

Notes to the Financial Statements

March 31, 2022

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%
Systems development	10%

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

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. The 2021-22 budget was accepted (subject to provincial government finalization of the operating grant) by Tourism Saskatchewan’s Board of Directors on March 4, 2021.

4. FINANCIAL INSTRUMENTS

Tourism Saskatchewan’s financial instruments include cash, accounts receivable, accounts payable and 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 a \$500,000 operating line of credit, which is available by way of overdraft, repayable on demand with interest paid monthly, at the Scotiabank prime rate less 0.5%. During the year ended March 31, 2022, Tourism Saskatchewan did not draw on the operating line. In 2020-21, there were no draws on the operating line.

Notes to the Financial Statements March 31, 2022

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2022	2021
Accounts Payable	\$1,106,242	\$2,252,614
Accrued Vacation	141,872	170,402
Other Accruals	430,220	434,024
	\$1,678,334	\$2,857,040

7. TANGIBLE CAPITAL ASSETS

	Furniture and equipment	Computer equipment and systems development	Leasehold improvements	Signs and displays	2022 Total	2021 Total
Cost						
Opening Balance	\$283,844	\$1,342,741	\$1,388,832	\$75,596	\$3,091,013	\$3,192,567
Additions	-	-	-	-	-	43,035
Write-downs	-	(124,075)	-	-	(124,075)	(144,589)
Closing Balance	283,844	1,218,666	1,388,832	75,596	2,966,938	3,091,013
Accumulated Amortization						
Opening Balance	195,658	1,190,002	1,325,607	48,130	2,759,397	2,753,456
Amortization	12,859	36,742	16,180	5,437	71,218	80,569
Write-downs	-	(71,999)	-	-	(71,999)	(74,628)
Closing Balance	208,517	1,154,745	1,341,787	53,567	2,758,616	2,759,397
Net Book Value	\$75,327	\$63,921	\$47,045	\$22,029	\$208,322	\$331,616

8. CONTRACTUAL RIGHTS

Tourism Saskatchewan has contractual agreements in place at March 31, 2022 that outline funding to be received over the next year for the delivery of training and other services.

Revenue next year is estimated as follows:

2022-23 \$1,301,933

Notes to the Financial Statements

March 31, 2022

9. 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 education and training, diversification and experience development, and marketing and event funding programs.

	Leases	Operational	Program	Total
2022-23	\$809,226	\$82,334	\$585,678	\$1,477,238
2023-24	694,935	57,030	135,000	886,965
2024-25	612,783	-	-	612,783
2025-26	51,065	-	-	51,065
	\$2,168,009	\$139,364	\$720,678	\$3,028,051

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

10. 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 the year ended March 31, 2022, Tourism Saskatchewan received \$14,673,000 (2021 - \$19,456,000).

11. 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:

	2022	2021
Accounts Receivable	\$21,238	\$31,584
Accounts Payable and Accrued Liabilities	57,074	133,426
Revenue	91,370	298,411
Expenses	1,164,750	1,326,989

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

Notes to the Financial Statements March 31, 2022

12. 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 2022, Tourism Saskatchewan contributed \$424,830 (2021 - \$432,773).

13. COMPARATIVE FIGURES

Certain comparative figures have been changed to conform to current year presentation.

SCHEDULE OF EXPENSES

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

EXPENSES	Administration	Marketing and Communications	Destination and Workforce Development	Education and Training	2022	2021
Salaries	\$2,030,791	\$2,274,428	\$592,895	\$753,239	\$5,651,353	\$5,627,605
Benefits	409,547	398,484	92,817	124,617	1,025,465	990,882
Professional Services	609,809	831,269	32,515	1,004,797	2,478,390	2,782,907
Advertising	-	3,031,834	-	-	3,031,834	2,596,941
Promotion and Other Marketing	34,828	953,443	760	567	989,598	603,800
Print	-	57,400	-	5,903	63,303	34,370
Travel	11,179	49,250	16,310	2,488	79,227	32,988
Board and Committees	31,051	-	-	-	31,051	12,591
Ministerial Travel	-	-	-	-	-	294
Rent and Equipment Purchases	860,530	4,546	493	15,923	881,492	871,369
Supplies and Services	422,712	94,232	6,482	15,250	538,676	594,075
Other Related Business Expenses	95,765	17,684	5,737	12,307	131,493	105,908
Depreciation	71,218	-	-	-	71,218	80,569
Write-down of Tangible Capital Assets	52,076	-	-	-	52,076	69,961
Grants	500	1,551,468	586,696	303,975	2,442,639	6,892,300
TOTAL EXPENSES	\$4,630,006	\$9,264,038	\$1,334,705	\$2,239,066	\$17,467,815	\$21,296,560

Additional corporate information is available on [Business.TourismSaskatchewan.com](https://www.business.tourismsaskatchewan.com). Contact Tourism Saskatchewan at 306-787-9600, or email feedback@tourismsask.com.

