

TOURISM SASKATCHEWAN ANNUAL REPORT 2019-20



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Cover photo: Makwa Lake Provincial Park

LETTERS OF TRANSMITTAL



His Honour, The Honourable Russell Mirasty
Lieutenant Governor of Saskatchewan

May It Please Your Honour:

With respect, I submit Tourism Saskatchewan's annual report for the fiscal year ending March 31, 2020. 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 goals and strategies identified in *Tourism Saskatchewan's 2019-20 Plan*, and to responsibly managing expenditures.

A handwritten signature in dark ink, appearing to read 'Gene Makowsky'.

Gene Makowsky
Minister Responsible for Tourism Saskatchewan



The Honourable Gene Makowsky
Minister Responsible for Tourism Saskatchewan

Dear Minister Makowsky:

It is my distinct pleasure to submit the *Tourism Saskatchewan Annual Report 2019-20*, which spans the fiscal year of April 1, 2019-March 31, 2020.

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

This report highlights achievements in 2019-20 in areas of tourism marketing, destination development and delivering a range of programs and services to build a robust tourism workforce and support a strong visitor economy.

A handwritten signature in dark ink, appearing to read 'Mary Taylor-Ash'.

Mary Taylor-Ash
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
- 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 field offices (70.6 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.

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

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 2019-20 to 2022-23 and its Operational Plan 2019-20 identify 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.

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
- Delivers professional travel counselling through Tourism Saskatchewan's Regina headquarters
- Manages funding programs that support a range of local, national and international events and assist in the promotion of tourism products, events and services.
- Departments: Marketing; Communications; Events & Partnership Programs; Field Operations; Visitor Services

Destination and Workforce 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); Industry 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

Additional corporate information is available on Industry.TourismSaskatchewan.com. Contact Tourism Saskatchewan at 306-787-9600, or email feedback@tourismsask.com.

PROGRESS IN 2019-20

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic Priority

Market Saskatchewan's tourism experiences and stories

Organization Goal

Increase economic benefits to Saskatchewan through targeted investment in tourism marketing

Strategy

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

Key Actions

- Create and evaluate consumer-focused, digital-first, always-on, influence-driven content marketing
 - In 2019-20, Tourism Saskatchewan's internal content team undertook 15 content collection trips, created 104 new articles and 20 original videos, and produced a significant amount of content for consumer social channels. The created material aligns with Tourism Saskatchewan's brand pillars, target market segments and visitor personas.
 - Total video views on Tourism Saskatchewan's channels reached 2,204,393 for both paid and organic content.
- Provide consumers with information to encourage consideration of alternative destinations and seasons in order to mitigate pressures and spread the economic advantages of tourism province-wide
 - Tourism Saskatchewan partnered with Destination Canada in the delivery of global marketing programs in Germany and the U.K., with a goal of increasing overnight stays in non-compressed areas. Compression issues during the summer in neighbouring provinces (Alberta and British Columbia) present opportunities to move travellers to new, less-travelled destinations like Saskatchewan.
 - German market partnerships with America Unlimited, CANUSA, FTI Touristik and SK Touristik resulted in a 10.6 per cent increase in room nights (booked by German travellers) over 2018.
 - U.K. market partnerships with Windows on the Wild, My Canada Trips and Trailfinders yielded 102 room nights (booked by U.K. travellers) in 2019, establishing a baseline with these U.K. travel trade partners.
 - Tourism Saskatchewan co-invested in Destination Canada's Domestic Campaign to inspire domestic travel during winter and spring, increase visitation to non-compressed areas and connect with Canadians to instil national pride. Content was amplified in the higher-yield "learner segment" target markets in Alberta and Manitoba.

Strategy

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

Key Actions

- Employ research and analysis to prioritize market segments and budget allocations to ensure efficient use of resources
 - Tourism Saskatchewan is a partner province in Destination Canada's Integrated Research Program, which provides access to international market data, market segmentation tools and detailed visitor spending data.
 - Western Economic Diversification provided funding for a research study to gain deeper knowledge of Saskatchewan's hunting segments and gather insights into current U.S. hunter sentiments. Study results will guide Saskatchewan's positioning and product development targeted specifically at U.S. customers. The research study began in late 2019. Due to the COVID-19 pandemic, it was temporarily paused.
- Invest in ongoing analysis of Saskatchewan's markets to continuously adjust marketing techniques and outcomes
 - Tourism Saskatchewan collaborated with 14 events and attractions from across the province to analyze visitor postal code data and prioritize key customer segments specific to each participating business.
 - A partnership with the Indigenous Tourism Corridor supported a research study of key international travel markets to understand interest in Indigenous tourism experiences in Saskatchewan. Results from the study will shape the development of market-specific product packages and advertising.
 - Western Economic Diversification provided funding for a two-year project to develop export-ready tourism products and content to attract international markets. In 2019-20, 60 industry operators attended two export market workshops. Ten operators engaged in one-on-one coaching with a contracted travel trade expert.

Strategy

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

Key Actions

- Create, curate and distribute content to specific market segments across all forms of media
 - The spring 2019 leisure campaign targeted three market segments in Alberta and Saskatchewan: Affluent Families, Short-Haul Suburbanites and Mini-Vans and Memories. The unique attributes of two main visitor personas – Scott, the experience seeker; and Val, the keeper of family memories – guided the creation of customized content. Agency-led and in-house search and social advertising resulted in 49,873,139 impressions and 233,782 clicks to relevant content.
 - Tourism Saskatchewan's U.S. angling campaign and the Destination Canada-partnered National Angling Program were paused in mid-March, due to the COVID-19 pandemic. Advertising expenditures and data for the latter half of March are not included in campaign results.
 - A digital-first U.S. market angling campaign involved influential angling media endorsing the province and featured content created through partnerships with Saskatchewan outfitters and outdoor media outlets. Two affluent, higher-yield market segments – Upscale Families and Golden Years – were targeted for fly-in experiences. A third segment, Budding Families, was the audience for content to build awareness, encourage drive-in fishing trips currently within their financial reach, and inspire future fly-in experiences. The campaign resulted in 28,000,000 impressions, drove 56,000 clicks and 866,000 page views.



Otter Lake

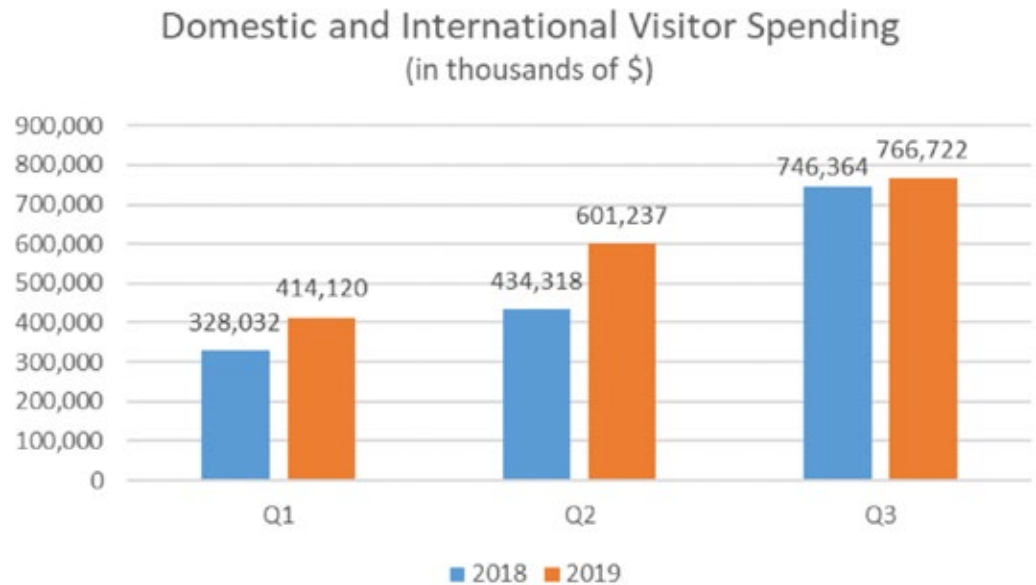
- Tourism Saskatchewan co-invested in the National Angling Program with Destination Canada and provincial partners from Manitoba and British Columbia to develop a three-year pan-Canadian strategy to position Canada as the top destination among U.S. anglers. The digital-first content marketing campaign targeting high-yield, fly-in clients ran from February to mid-March. It garnered 6,392,207 impressions, 24,962 clicks, 498,637 video views and 26,134 social engagements.
- Conduct an annual review of marketing activities to ensure a digital-first, consumer-focused, always-on approach aligns with Tourism Saskatchewan’s strategic marketing direction
 - Total page views of Tourism Saskatchewan’s blog content, including original internal content and third-party content partnerships, grew 124 per cent in 2019-20 over the previous year. Page views increased from 67,440 to 151,358.
 - Environics Research conducted a competitive audit of Tourism Saskatchewan’s current product offerings, marketing and online presence. Saskatchewan was evaluated against ten similar destinations to identify gaps and areas for improvement. Audit findings informed the development of a new consumer website.

Performance Measure Results

Economic Indicators

The Saskatchewan tourism industry monitors measures related to general economic performance through a variety of sources. A key measure for economic success is to increase total expenditures by travellers in Saskatchewan to \$2.8 billion by 2020.

Measure Update: From January-August 2019, total visitor spending was estimated at \$1.78 billion, compared to \$1.51 billion in the same time period in 2018. Data is not available for Q4 at the date of this publication. In 2018, Statistics Canada changed the way that visitor data is collected and calculated. As a result, 2018 is a baseline year. New targets for visitor spending will be developed in 2020.





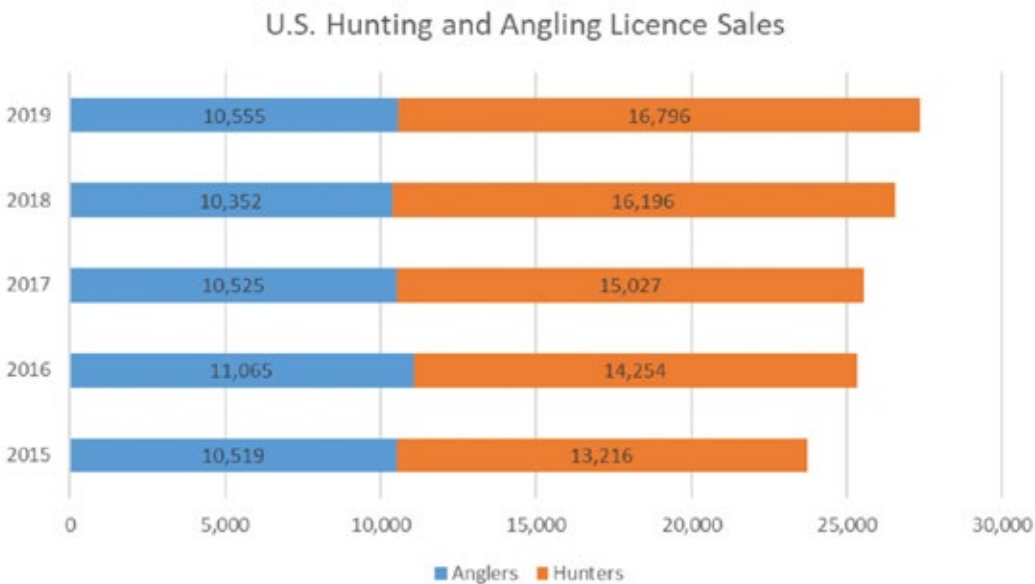
Mule deer, Kindersley area

Marketing Effectiveness

With the shift towards targeted digital content marketing, Tourism Saskatchewan has undertaken an evaluation of the marketing content and content types that resonate most with targeted audiences. New indicators specific to prioritized audiences will be developed.

Measure update: The number of angling and hunting licences sold to U.S. visitors is one way that Tourism Saskatchewan measures marketing effectiveness. The target is to increase U.S. licence sales by 5 per cent year-over-year. Licence sales in 2019 grew 3 per cent over 2018. Since 2015, licences sold to U.S. visitors have increased by 15 per cent.

The development of Tourism Saskatchewan’s new marketing strategy and associated place-making research project was hampered by travel restrictions and circumstances arising from the COVID-19 pandemic. Target audiences and indicators were not defined as planned. In recognition of the changing needs of the industry in a time of crisis, work on the marketing strategy pivoted to the development of mitigation and recovery plans.





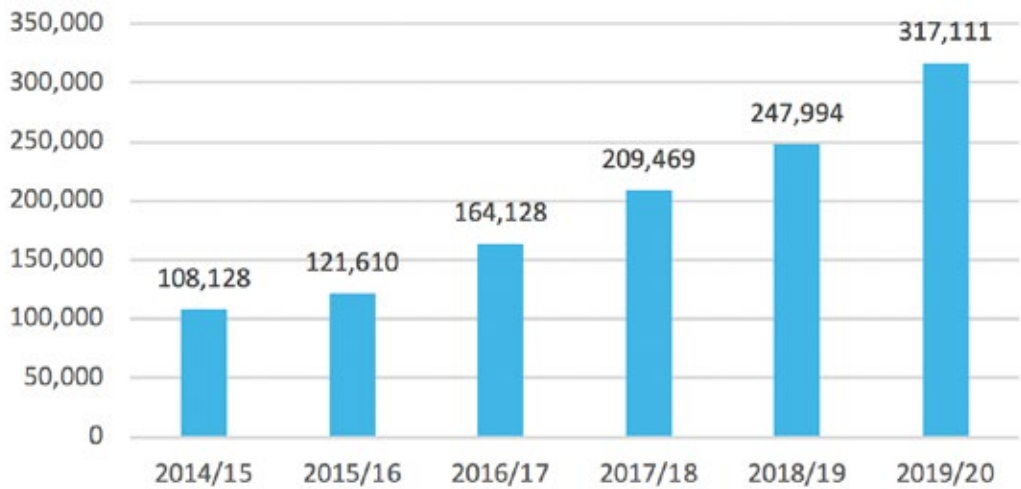
Cypress Hills Interprovincial Park

Social Media Reach

Tourism Saskatchewan will determine the success of social media reach through measuring the increase in social media followers. The target is to increase Facebook and Instagram followers by 5 per cent per year, to 229,000 followers in 2021.

Measure Update: Total social media following at the end of 2019-20 was 317,111, a 6 per cent increase from the previous fiscal year. Tourism Saskatchewan has well exceeded its goal of 229,000 followers by 2021.

Social Media Follower Growth
Total followers at year-end



Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic Priority

Strengthen Saskatchewan's tourism experiences

Organization 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

- Review and assess recommendations of the Destination Development Strategy to identify growth opportunities and most effective use of Tourism Saskatchewan resources in assisting industry development
 - Tourism Saskatchewan launched two new funding programs in fall 2019: the Tourism Product Diversification and New Market Development Program and the Destination Experience Development Program. Three successful applicants received funding through the first intake.
- Evaluate effectiveness of Destination Development Strategy in improving industry competitiveness
 - Implementation of the Destination Development Strategy began in 2018-19. No formal evaluation has taken place to date. Industry Development programs and activities have performance measurement criteria incorporated into an online project management software, which tracks the execution of action items and provides quarterly updates.
- Develop and implement effective methods of communication with industry
 - Tourism Saskatchewan developed an industry content strategy and communications plan. The strategy includes, but is not limited to, newsletters, stakeholder engagement sessions, social media, presentations, printed resource material, online education courses, etc. Implementation will begin in 2020-21 fiscal year.

Strategy

Build a strong tourism workforce

Key Actions

- Implement initiatives of the Tourism Workforce Development Strategy with industry and annually update the action plan to assist tourism operators with recruitment, retention and training of tourism personnel to assure delivery of quality tourism experiences
 - STEC conducted a survey of tourism operators to assess current and projected training needs. The survey was completed in Q4, with results available in 2020-21.
 - Targeted, themed e-newsletters circulated among industry provided advice and resources to help employers improve workforce practices and enhance tourism experiences.
 - Human resources consultants from the Edwards School of Business were contracted to review and design a new tourism Employer of Choice program for Saskatchewan. A planned industry validation and program launch were curtailed due to the COVID-19 pandemic. It will be undertaken when feasible. The 30 properties designated as Employers of Choice in February 2020 will retain their designation through 2020-21.

- Through provision of training and support programs, build industry capacity for delivery of quality services and experiences
 - In partnership with the Saskatchewan Apprenticeship and Trade Certification Commission, STEC administered an annual Tourism Apprenticeship Program supporting enrollment in two tourism trades. Nine apprentices enrolled in 2019-20: four Food and Beverage Persons and five Guest Services Representatives.
 - STEC launched the Heritage Interpreter Training Program to recruit and train high-quality interpreters to enhance experiences delivered to domestic and international visitors. The program was developed to support Saskatchewan's first Indigenous tourism corridor, which identified a need to provide consistent training for all frontline employees.
 - A special events series of seven short online courses was launched to introduce key concepts for planning and executing special events in communities, among volunteer-based organizations and in other settings.
 - In 2019-20, 180 individuals successfully completed the Ready to Work program, which equips participants with the skills, knowledge, attitudes, and experience required for long-term, stable employment in tourism. Programs involved more than a dozen Saskatchewan communities and First Nations.
 - Ninety-one participants completed the Destination Employment Program, which helps newcomers to Canada gain meaningful employment in Canada's hotel industry. The program is in its second year of a three-year project with Tourism HR Canada/Hotels Association of Canada (HAC). Delivery partners included Regina Open Door Society, Saskatoon Open Door Society, Saskatoon Industry Education Council, Truly Alive Youth and Family Foundation, and CanSask Labour Market Services. The HAC created profiles of two Saskatchewan participants for its Success Stories video series.
 - A new immersive experience development education program is in progress and will be launched in fall/winter 2020, primarily as online learning modules for industry partners to access.

Strategy

Enhance Saskatchewan's reputation as an event-hosting destination

Key Actions

- Evaluate Tourism Saskatchewan's funding programs and explore funding opportunities that improve industry's ability to deliver quality experiences
 - The Tourism Product Diversification and New Market Development Program and the Destination Experience Development Program were piloted in 2019-20. Performance measurement will be undertaken following completion of each of the three funded projects in the pilot stage.
 - STEC introduced the Tourism Professional Development Bursary, which pays up to \$500 toward the cost of *emerit* Professional or Specialist Certification, or Apprenticeship trade certification. Bursaries were awarded to 11 applicants in 2019-20.
 - Tourism Saskatchewan awarded \$250 each to two Outstanding New Journeypersons (Food and Beverage Person and Guest Services Representative) honoured at the Saskatchewan Apprenticeship and Trade Certification Commission annual Apprenticeship Awards banquet.
- Work with events and stakeholders to improve tracking, evaluation, and reporting using the information to improve and enhance events
 - Tourism Saskatchewan conducted a program review to streamline the application process and make reporting objectives easier for participating events. The application was launched in January 2020; however, the program was paused in March due to the COVID-19 pandemic.
- Continue support through event funding to enhance Saskatchewan's reputation as a host destination and contribute to visitation growth
 - The Event Hosting Program provided a total of \$3.5 million in funding to 49 events, ranging from annual community festivals to national and international showcases. Tourism Saskatchewan was a proud supporter of the 2019 NHL Heritage Classic at Mosaic Stadium in Regina, and the 2020 Scotties Tournament of Hearts in Moose Jaw. The funding total for 2019-20 also includes commitments to the 2020 JUNO Awards (Saskatoon) and 2020 Grey Cup Festival (Regina), both cancelled due to the COVID-19 pandemic.

Strategy

Assist operators and stakeholders in market-readiness and experience development

Key Actions

- Work with the Indigenous Tourism Association of Canada (ITAC) on an approach to developing market-ready Indigenous tourism products
 - An experiential development AWEShop for Indigenous operators was hosted in April 2019 at Historic Reesor Ranch. Representatives of four Indigenous tourism operators/organizations attended. Since the AWEShop, ongoing support of these operators/organizations has taken place and will continue into future years.
 - ITAC and Tourism Saskatchewan signed a memorandum of understanding to support Indigenous tourism development. The memorandum provides the foundation for partnerships that advance economic development for Indigenous communities across the province. The partnership includes completion of a Saskatchewan Indigenous Tourism Strategy.
- Support industry's transition to targeted marketing through initiatives that advance operators' individual marketing efforts and tools
 - All new programs and resources developed for industry partners are integrated with the targeted market segments and brand pillars established by Tourism Saskatchewan.
 - Tourism Saskatchewan began the development of an online business hub. The resource will provide industry operators with accessible tools to learn and implement new business strategies.

Performance Measure Results

Destination Development Strategy Implementation

The Destination Development Strategy began implementation in March 2019. Recommended actions that have started by March 31, 2020, will be an initial indicator of success.

Measure Update: The Destination Development Strategy contains 22 recommended action items. Tourism Saskatchewan has initiated 26 separate tactics to address the recommended action items, with several overlapping into multiple categories. Four of the tactics were fully developed in 2019-20.

Number of Training Participants

Tourism Saskatchewan will measure the number of people trained through Tourism Saskatchewan's education and training programs with the goal of having 10,245 participants annually.

Measure Update: With 12,892 people trained in 2019, Tourism Saskatchewan exceeded its training target for 2019-20. Training numbers were lower in 2019 compared to the previous year because June 2018 was the deadline for all employees involved in the sale and service of alcohol to complete the mandatory Serve it Right Saskatchewan (SIRS) training program. SIRS enrolment is expected to be steady in future years.



Event Hosting

Tourism Saskatchewan measures the success of the Event Hosting Program based on the return on investment (ROI) from events supported through the program. The targeted ROI for 2019-20 is 30:1, up from 25:1 achieved in 2017. All supported events will be required to meet program standards for post-event evaluation metrics. By 2021, the percentage of supported events that meet post-event evaluation metrics will be 70 per cent, up from 55 per cent in 2017.

Measure Update: Return on investment in 2019-20 was 26:1, which is below the target of 30:1. Out of 45 funded events, 34 have returned post-event evaluations (75 per cent), exceeding the program's target of 70 per cent.

Quality Improvement Indicators

By 2021, a target of 100 positive online reviews will be achieved by operators participating in the reputation management services program. The program provides access to a platform to manage a business' online reputation, conduct social marketing, and ensure its business listing information is accurate across the internet. This target is up from 59 in 2017.

Measure Update: By the end of 2019-20, there were 96 positive online reviews achieved by participating operators.

Government Goals

	Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government
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Strategic Priority

Improve destination competitiveness

Organization Goal

Engage stakeholders

Strategy

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

Key Actions

- Engage with stakeholders to execute recommendations on the Destination Development Strategy
 - Destination Development Strategy community/stakeholder presentations were held with the following communities/organizations throughout 2019-20: Carrot River, Estevan, Tourism Regina, Tourism Saskatoon, Town of Battleford/Destinations Battleford and Watrous/Manitou Beach. The strategy was also presented to Saskatchewan destination marketing organizations (DMOs) and city marketing organizations (CMOs).
- Ensure funding program criteria align with the Tourism Saskatchewan identified market segments and stakeholder goals
 - Tourism Saskatchewan designed criteria for the new funding programs to align with market segments and stakeholder goals. Each program applicant was required to identify which market segment and Tourism Saskatchewan brand pillars were being targeted.
- Support operator engagement in areas such as online reputation management, social media and website development
 - There are 30 active tourism industry partners using the Vendasta online reputation management software and services.
- Develop and deliver workshops to enhance the capacity of operators, attractions and experiences
 - A new immersive experience development education program is underway and scheduled to launch in fall/winter 2020. The program will be offered through online learning modules, downloadable resources, in-person and online presentations, and supplemented industry updates and stories.

Strategy

Cultivate effective partnerships with key tourism industry stakeholders

Key Actions

- Host industry engagement events to improve communications, partnerships and capacity
 - Bi-annual DMO/CMO meetings were held in 2019-20. Twenty-one industry participants, representing 16 organizations, attended the meeting in April 2019, held in conjunction with the HOST Saskatchewan Conference. In December 2019, 20 participants representing 14 organizations attended the two-day gathering held at Elk Ridge Resort.

Strategy

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

Key Actions

- Work with destination areas, product clusters and city marketing organizations to support business
 - Tourism Saskatchewan has championed the development of Saskatchewan's first Indigenous tourism corridor by providing assistance through the Event Hosting program and providing guidance and support in marketing, product development, training and research.
 - Work began on a snowmobile strategy for northeast Saskatchewan with the goal of creating multi-day snowmobile tours.

Performance Measure Results

Increase in Stakeholder Engagement

Increase industry participation in Tourism Saskatchewan workshops and engagement sessions by 10 per cent by 2021.

Measure Update: Attendance at tourism workshops in 2019-20 averaged 60 per cent – 67 per cent and 54 per cent for sessions in April and December 2019, respectively. Lower attendance at the December event may be due to geographic proximity of event (northern Saskatchewan) and time of year (winter). Tourism Saskatchewan continues to work with industry partners to determine ways to boost attendance and increase the number of organizations throughout the province that are invited to attend and participate. Given the COVID-19 pandemic and restrictions on large group gatherings, achieving the target of a 10 per cent increase in 2021 may be difficult.

Strengthening Stakeholder Partnerships

By 2021, increase the number of industry representatives participating in Tourism Saskatchewan hosted events by 10 per cent over 2017-18 levels.

Measure update: In 2019-20, a total of 228 attendees was recorded: (107 at the HOST Saskatchewan Conference; 76 at the Tourism Workplace Leadership Conference; and 45 at an industry meeting with Lake Diefenbaker representatives/stakeholders). There has been a 12 per cent increase over 2018-19 (201 attendees).

Strengthening Organizational Partnerships

Host a minimum of two strategy sessions per year with city marketing and destination marketing organizations.

Measure Update: Tourism Saskatchewan completed two sessions with DMO/CMOs in 2019. One session was in Saskatoon (21 industry attendees representing 16 organizations) and one in Waskesiu at Elk Ridge Resort (20 attendees representing 14 organizations).

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic Priority

Nurture an internal culture focused on excellence

Organization Goal

Ensure use of strategic, evidence-based tools to support business decisions, improve innovation, and recruit and retain a committed and engaged workforce

Strategy

- Foster a culture of continuous improvement and innovation based on a one-team approach
- Optimize internal information-sharing 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
- Cultivate a values-driven work environment that inspires and empowers employees

Key Actions

- Implement approved recommended actions by Tourism Saskatchewan's internal Continuous Improvement Teams working on industry-facing and consumer-facing programs and services
 - An employee innovation and engagement pilot project was initiated, using Spigit software to pose challenges and invite employees to submit ideas and solutions, and help refine them. Ultimately, the staff, in conjunction with subject matter experts, will choose and implement solutions. After testing, challenges will be run regularly to help build connections across the organization and foster continuous improvement.
 - Two customer service management platforms were tested within Visitor Services and eBusiness and Technology. A thorough evaluation of the features and usability for users (Travel Counsellors) was conducted, along with a systems compatibility analysis. Zendesk was chosen as the best software for this function. Assessment of costs and implementation continues, with further decisions delayed until August 2020.
- Develop guidelines for document management
 - Key technology elements of a document management system were implemented to enable full lifecycle management, document collaboration, search, records management, compliance and e-Discovery. Definition and rollout of policies, processes and procedure will begin in 2020-21.
 - Electronic workflow and approval processes were introduced, using features within the accounting software and Sharepoint, while ensuring adequate internal controls were maintained.
 - In addition to developing document management guidelines, Tourism Saskatchewan undertook significant work on a Strategic Risk Management Policy and an Enterprise Risk Management Framework. These items will be fully implemented in 2020.
- Provide ongoing investment in technologies that support staff program delivery
 - A Webex Video Conferencing system was installed, linking Tourism Saskatchewan's large meeting rooms and three huddle spaces.
 - Key data centre functions were fully or partially migrated to Microsoft Azure cloud services. These included Exchange email, Active Directory Services, SQL Database Services, SharePoint Services, Email Security Services, and Development Operations.
 - End-user computing services were upgraded to Microsoft Cloud, including Office 365, SharePoint Online, MS Teams, MS OneDrive.
 - Successfully deployed security and network improvements to enable the successful transition to remote working in response to COVID-19.



- Build staff capacity through professional development activities
 - All staff members completed Respect in the Workplace training – a tool to empower each team member and provide skills to prevent bullying, abuse, harassment and discrimination.
 - A cross-section of employees participated in training programs offered by the Johnson-Shoyama Graduate School of Public Policy.
 - A number of training and awareness events about the importance of mental health involved all staff.
 - Specific training modules were presented to the Management Leadership Team on topics that included records management and fraud prevention.
 - Resources were developed and curated to assist staff with the transition to working remotely. These resources included networking tools and instruction in how to use and benefit from new collaboration and communications software.

Performance Measure Results

Indicators of a Culture of Excellence

By 2020-2021, successfully implement a minimum of four employee-generated improvements. A new baseline for staff satisfaction will be determined in 2019.

Measure Update: Tourism Saskatchewan has implemented four employee-generated ideas.

- Marketing and Communications is leading an innovation and employee engagement pilot project.
- Visitor Services tested and selected a new customer service management platform.
- A staff committee implemented an ongoing Lunch and Learn Program in October 2019.
- Tourism Saskatchewan supported the completion of an EDGE personal project initiative. The next steps for this project will be determined in 2020-21.

In 2018-19, Tourism Saskatchewan facilitated an employee survey that identified an employee engagement score of 76.2 (baseline). The goal for employee engagement in 2020-21 is set at 78.2.

In 2019-20, a pulse survey was conducted that measured four questions from the larger survey. The average of these questions in the 2018-19 survey was 72.6 (baseline). In the 2019-20 pulse survey, the score increased to 75.0.

FINANCIAL STATEMENTS

Tourism Saskatchewan

March 31, 2020

Management's Responsibility

To the Members of the Legislative Assembly of Saskatchewan:

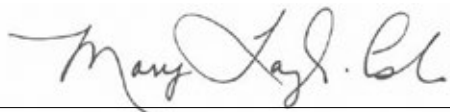
Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian Public Sector Accounting standards and ensuring that all information in the annual report is 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 22, 2020



Chief Executive Officer



Chief Financial Officer

Auditors' Report

To the Members of the Legislative Assembly of Saskatchewan

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Tourism Saskatchewan, which comprise the statement of financial position as at March 31, 2020, 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, 2020, 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.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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.

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.
- 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.

Regina, Saskatchewan

May 21, 2020

The logo for MNP LLP, featuring the letters 'MNP' in a large, stylized, handwritten-style font, followed by 'LLP' in a smaller, simpler font.

Chartered Professional Accountants

STATEMENT OF FINANCIAL POSITION

As at March 31

	2020	2019
Financial Assets		
Cash (Note 5)	\$3,713,311	\$3,752,800
Accounts receivable	516,325	301,407
	4,229,636	4,054,207
Liabilities		
Accounts payable and accrued liabilities	1,053,323	1,473,861
Unearned revenue	313,926	162,838
	1,367,249	1,636,699
Net Financial Assets	2,862,387	2,417,508
Non Financial Assets		
Tangible capital assets (Note 6)	439,111	433,249
Prepaid expenses	227,410	236,633
	666,521	669,882
Accumulated Surplus	\$3,528,908	\$3,087,390
Contractual Rights (Note 7)		
Contractual Obligations (Note 8)		

APPROVED BY THE BOARD



Director



Director

STATEMENT OF OPERATIONS

For the Year Ended March 31

	Budget 2020 (Note 3)	2020	2019
Revenue			
Provincial Operating Grant (Note 9)	\$15,491,000	\$15,491,000	\$13,101,000
Other Grants and Contributions	1,394,000	1,688,622	1,571,497
Sales of Products and Services	890,845	700,076	963,040
Partnership Revenue	242,000	277,302	278,865
Interest and Other Income	91,000	135,735	120,995
	18,108,845	18,292,735	16,035,397
Expenses (Schedule 1)			
Administration	4,471,630	4,482,108	4,459,877
Marketing and Communications	6,685,159	6,036,354	6,435,604
Destination and Workforce Development	4,740,671	4,671,381	2,332,361
Education and Training	2,661,385	2,661,375	2,751,788
	18,558,845	17,851,218	15,979,630
Surplus (Deficit) for the Year	(\$450,000)	\$441,517	\$55,767
Accumulated Surplus - Beginning of Year	3,087,390	3,087,390	3,031,623
Accumulated Surplus - End of Year	\$2,637,390	\$3,528,908	\$3,087,390

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the Year Ended March 31

	Budget 2020 (Note 3)	2020	2019
Surplus (Deficit) for the Year	(\$450,000)	\$441,517	\$55,767
(Acquisition) Disposal of tangible capital assets	(75,000)	(158,160)	145,812
Amortization of tangible capital assets	167,891	152,295	224,875
Use (purchase) of prepaid expenses and supplies		9,224	(98,550)
Increase (Decrease) in Net Financial Assets	(357,109)	444,876	327,904
Net Financial Assets - Beginning of Year	2,417,508	2,417,508	2,089,603
Net Financial Assets - End of Year	\$2,060,399	\$2,862,385	\$2,417,508

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended March 31

	2020	2019
Operating Activities		
Surplus (Deficit) for the year	\$441,517	\$55,767
Items not requiring cash:		
Amortization of tangible capital assets	152,295	224,875
Net change in non-cash balances relating to operations:		
Accounts receivable	(214,917)	91,751
Prepaid expenses	9,224	(98,550)
Inventory		637
Accounts payable and accrued liabilities	(420,537)	278,866
Unearned revenue	151,088	(73,759)
	118,670	479,587
Capital Activities		
Purchase of tangible capital assets	(192,987)	(1,988)
Disposal/write-down of capital assets	34,828	147,800
	(158,159)	145,812
(Decrease) Increase in Cash	(39,489)	625,399
Cash - Beginning of Year	3,752,800	3,127,401
Cash - End of Year	\$3,713,311	\$3,752,800

See accompanying notes to financial statements.

Notes to the Financial Statements

March 31, 2020

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.

Notes to the Financial Statements

March 31, 2020

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.

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 2019-20 budget was accepted (subject to provincial government finalization of the operating grant), by Tourism Saskatchewan's Board of Directors on February 13, 2019, and includes a subsequent March 2019 update respecting the operating grant.

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 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%. As of March 31, 2020, Tourism Saskatchewan has not drawn on the operating line. In 2019, there were no draws on the operating line.

Notes to the Financial Statements

March 31, 2020

6. TANGIBLE CAPITAL ASSETS

	Furniture and equipment	Computer equipment and systems	Leasehold improvements	Signs and Displays	2020 Total	2019 Total
Cost						
Opening Balance	\$243,657	\$1,479,133	\$1,295,310	\$75,596	\$3,093,696	\$3,522,791
Additions	99,465	-	93,522	-	192,987	1,988
Disposals	(59,278)	(34,837)	-	-	(94,115)	(182,931)
Write-downs	-	-	-	-	0	(248,152)
Closing Balance	283,844	1,444,295	1,388,832	75,596	3,192,567	3,093,696
Accumulated Amortization						
Opening Balance	203,998	1,190,499	1,228,695	37,255	2,660,447	2,718,855
Amortization	12,859	53,309	80,691	5,437	152,295	224,875
Disposals	(34,059)	(25,228)	-	-	(59,287)	(176,520)
Write-downs	-	-	-	-	0	(106,763)
Closing Balance	182,798	1,218,580	1,309,386	42,692	2,753,455	2,660,447
Net Book Value	\$101,046	\$225,715	\$79,446	\$32,904	\$439,111	\$433,249

7. CONTRACTUAL RIGHTS

Tourism Saskatchewan has contractual agreements in place at March 31, 2020, 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:

2020-21	\$ 641,313
2021-22	0.00
	\$ 641,313

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.

Notes to the Financial Statements

March 31, 2020

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
2020-21	810,102	93,696	2,258,960	\$ 3,162,758
2021-22	818,524	24,154	-	\$ 842,679
2022-23	821,590	732	-	\$ 822,321
2023-24	707,298	-	-	\$ 707,298
2024-25	625,146			\$ 625,146
thereafter	52,095			\$ 52,095
	\$ 3,834,755	\$ 118,582	\$ 2,258,960	\$ 6,212,297

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

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 2020 Tourism Saskatchewan received \$15,491,000 (2019 - \$13,101,000).

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:

	2019-20	2018-19
Accounts Receivable	\$ 69,229	\$ 72,581
Accounts Payable and Accrued Liabilities	63,686	51,369
Other Revenue	323,165	240,882
Expenses	1,197,631	1,357,944

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 2020, Tourism Saskatchewan contributed \$420,383 (2019 - \$421,946).

12. COMPARATIVE FIGURES

Comparative financial information has been re-classed to conform to current year presentation.

Notes to the Financial Statements

March 31, 2020

13. SUBSEQUENT EVENTS DISCLOSURE

On March 11, 2020 the World Health Organization declared the 2019 Novel Coronavirus (COVID-19) a pandemic. On March 17, 2020 the Saskatchewan provincial government began issuing health orders to help control the transmission of COVID-19. These health orders pertained to education delivery, public gatherings, business operations, and included isolation requirements related to travel. At this time, the extent that the impact of the COVID-19 pandemic may have on Tourism Saskatchewan is unknown, as it will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and isolation measures that are currently, or may be put, in place by the federal and provincial governments and other countries to help fight the virus.

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	2020	2019
Salaries	1,919,547	2,084,353	700,006	837,884	5,541,790	\$5,694,719
Benefits	359,234	333,496	133,816	135,276	961,822	973,152
Professional Services	583,965	669,908	55,100	1,129,826	2,438,799	1,960,207
Advertising	0	1,989,356	0	3,860	1,993,216	2,563,026
Promotion and Other Marketing	37,985	462,488	127,500	18,258	646,231	990,407
Print	89	62,608	257	9,934	72,888	94,518
Travel	19,075	136,748	45,461	41,415	242,699	211,704
Board and Committees	22,316	0	0	0	22,316	34,949
Ministerial Travel	235	0	0	0	235	1,399
Rent and Equipment Purchases	855,615	2,458	192	9,926	868,191	894,028
Supplies and Services	384,719	63,073	29,679	22,709	500,180	518,095
Other Related Business Expenses	110,705	56,623	14,410	32,267	214,005	227,448
Depreciation	152,295	0	0	0	152,295	224,875
Other Expenses	34,828	0	0	0	34,828	147,800
Grants	1,500	175,242	3,564,960	420,020	4,161,722	1,443,303
TOTAL EXPENSES	\$4,482,108	\$6,036,354	\$4,671,381	\$2,661,375	\$17,851,218	\$15,979,630

Additional corporate information is available on Industry.TourismSaskatchewan.com. Contact Tourism Saskatchewan at 306-787-9600, or email feedback@tourismsask.com.

