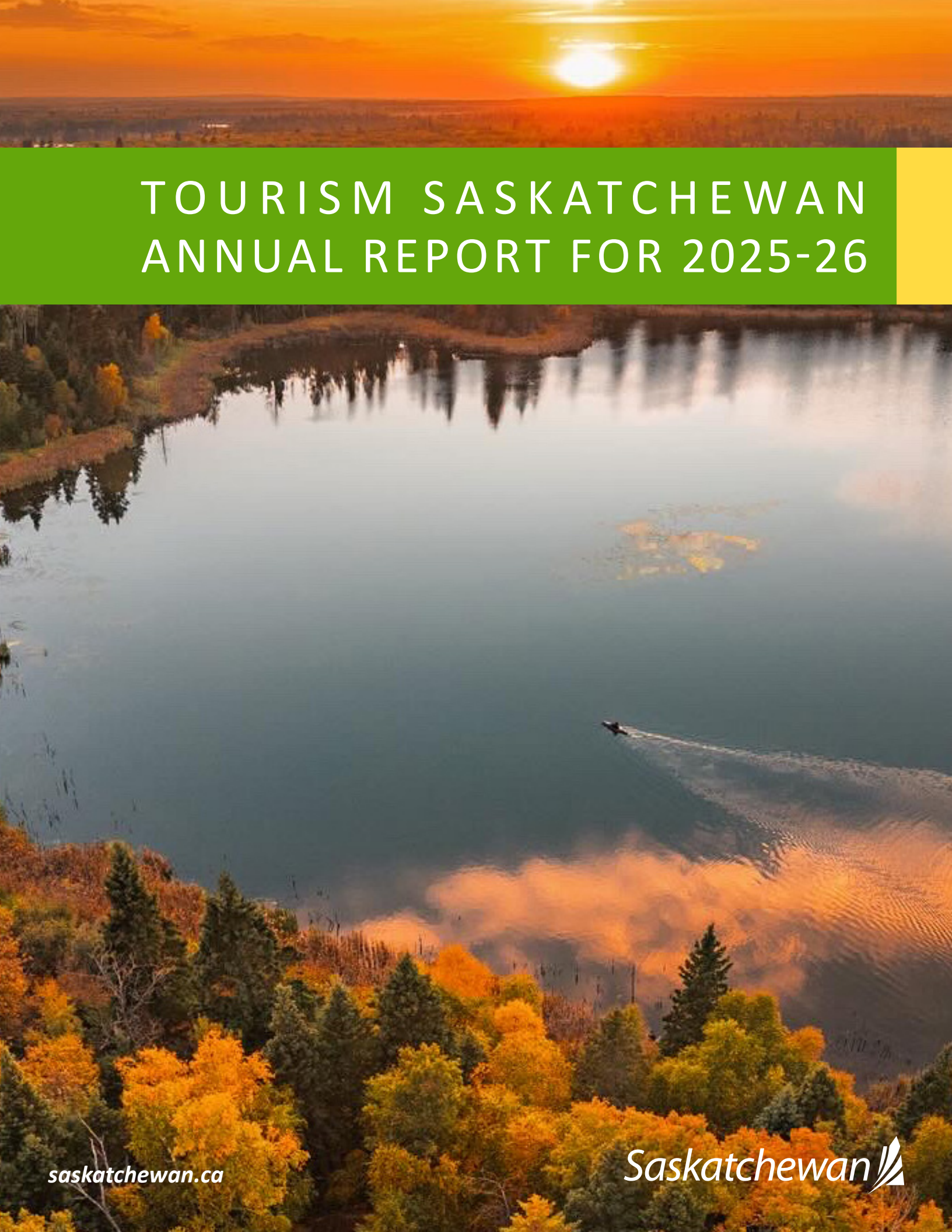




TOURISM SASKATCHEWAN ANNUAL REPORT FOR 2025-26

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Cover: Christopher Lake, Great Blue Heron Provincial Park

Letters of Transmittal



The Honourable
Alana Ross
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, 2026.

The information in this report demonstrates a commitment to increased accountability, to delivering on the goals and strategies identified in [Tourism Saskatchewan's 2025-26 Business Plan](#), and to responsibly manage expenditures.

A handwritten signature in black ink, appearing to read 'Alana Ross'.

Alana Ross
Minister Responsible for Tourism Saskatchewan



Jonathan Potts
CEO of Tourism
Saskatchewan

The Honourable Alana Ross
Minister Responsible for Tourism Saskatchewan

Dear Minister:

I have the honour of submitting the Annual Report for Tourism Saskatchewan for the fiscal year ending March 31, 2026.

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 2025-26. This work is guided by our mandated responsibilities in *Saskatchewan's Growth Plan*. The year focused on increasing economic benefit to the province and amplifying the reach of tourism operators.

A handwritten signature in black ink, appearing to read 'Jonathan Potts'.

Jonathan Potts
CEO, Tourism Saskatchewan

Tourism Saskatchewan Overview

Tourism Saskatchewan promotes the province as a travel destination and supports the development of a strong, sustainable tourism industry that creates economic growth and opportunities across Saskatchewan.

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 and Saskatoon (74 approved 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.

Mission

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

Vision

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

Tourism Saskatchewan is committed to the goal in *Saskatchewan's Growth Plan* to increase tourist expenditures by 50 per cent to \$3.6 billion by 2030.

To support this target, Tourism Saskatchewan identified the following strategic priorities:

- Grow visitation to Saskatchewan from national and international markets
- Strengthen the tourism workforce
- Grow tourism businesses in Saskatchewan
- Collaborate to advance tourism priorities

With this solid framework in place, focus and attention were directed at key markets supported by research, and on projects and activities that would advance the province's tourism sector and grow the visitor economy.

>>Government Goals

A Strong Economy

Strong Communities

Strong Families

Progress on Goal 1: By 2030, visitor spending will reach \$3.6 billion in Saskatchewan

Tourism Saskatchewan is driving long-term growth by targeting new and expanded markets with a focus on high-spend segments. The strategy includes using research-driven marketing and compelling storytelling to boost demand. A refreshed brand strategy aims to set the province apart and attract international visitors.

Strategy: *The approach we took to achieve our goal*

Generate demand in high-spend markets through research-driven content marketing

Key Actions: *What we did to get there*

- **Drive export market demand for Saskatchewan experiences through strategic sales channels, including niche and Indigenous tourism**
 - o In 2025-26, Tourism Saskatchewan focused its efforts on attracting high-spending export and niche markets – visitors interested in astrotourism, birdwatching, outfitted hunting and angling, and Indigenous tourism.
 - o Tourism Saskatchewan partnered with Matador Network, the world's largest independent travel publisher, to showcase Saskatchewan's astrotourism experiences.
 - In October, Tourism Saskatchewan hosted a Matador Network film crew to capture content featuring astrotourism experiences across the province. Filming highlighted Cypress Hills Interprovincial Park and its Dark Sky Preserve, as well as the Great Sand Hills of southwestern Saskatchewan.
 - The final piece was exceptionally well produced, and Tourism Saskatchewan invested in a campaign through Matador's audience channels to ensure the content reached dark sky enthusiasts around the world. The month-long campaign earned over 12 million media impressions, 5 million video views and 45,000 page views. These results demonstrate increased awareness and demand for Saskatchewan as a tourism destination in international markets.
 - o To promote birdwatching in Saskatchewan, Tourism Saskatchewan partnered with two leading U.S. birding publications, *Bird Watcher's Digest* and Cornell Lab's *Living Bird*, to feature four placements aimed at attracting global birding enthusiasts.
 - o Tourism Saskatchewan also worked with Nature Saskatchewan to create website landing pages for four provincial birding hotspots, offering essential information for travelling birders. These pages are currently in technical development and will be live on Tourism Saskatchewan's website in 2026.
 - o In 2025–26, Tourism Saskatchewan promoted outfitted angling and hunting in 13 key U.S. states¹, resulting in 14,058 licence sales, up 3.3 per cent from 2024–25. These actions help strengthen Saskatchewan's position as a leading destination for outfitted experiences.
 - o From December 2025 to March 2026, Tourism Saskatchewan ran a targeted fishing and hunting campaign to maintain Saskatchewan's standing as a top North American destination. The campaign increased website traffic by more than 1,000 per cent year-over-year. It generated over 28 million impressions across angling and hunting, drove more than 12,000 users to related content, and delivered strong email engagement, with open rates well above industry averages. These results reflect increased awareness and demand for Saskatchewan's outfitted experiences in the U.S. market.

¹ Those states are Colorado, Illinois, Iowa, Louisiana, Michigan, Minnesota, Mississippi, Montana, North Dakota, Tennessee, Texas, West Virginia, and Wisconsin.

- o Saskatchewan's outdoor experiences appear consistently on every major outdoor network in the United States. Tourism Saskatchewan's support brought 25 outdoor media projects to the province in 2025-26. Leveraging the influence and reach of popular outdoor hosts and programs is a fundamental part of strategies to influence anglers and hunters in choosing Saskatchewan for their next adventure.
- o In 2025-26, fish/hunt ambassador Jesse Manastyrski represented Tourism Saskatchewan as an official storyteller, capturing and creating over 171 high-resolution photos, more than 119 short-form and reel-style videos, and 12 long-form videos. Over the same period, Tourism Saskatchewan's fish/hunt YouTube page recorded more than 1.2 million views, 18,500 hours watched, and 18,400 new subscribers. On Instagram, Tourism Saskatchewan's fish/hunt page gained 1,200 new followers – a 27.6 per cent increase over the same period last year.
- o Tourism Saskatchewan targets long-haul travellers in key overseas markets. A partnership with Destination Canada on a U.K.-focused consumer campaign was undertaken to build awareness and demand for Saskatchewan experiences bookable with tour operators.
 - The campaign increased awareness in key U.K. markets, generating more than 36 million impressions and 520,000 clicks. Most traffic was directed to tour operator partners, who have reported positive early results. For example, Canadian Affair reported a 130 per cent increase in room nights year over year, a 340 per cent increase in visits to Saskatchewan pages, and strong engagement across channels.
- o In Germany, Austria, and Switzerland, a digital campaign ran from mid-September to January 2026 to build awareness, drive engagement and direct traffic to key tour operator partners. The campaign built awareness and boosted demand in these international markets, generating over 18 million impressions and more than 120,000 partner site visits. Early results are positive, with SK Touristik reporting increased bookings and Canusa seeing more Saskatchewan-related inquiries.
- o Tourism Saskatchewan and 11 industry partners attended Rendez-vous Canada in Winnipeg in May 2025. Over three days, nearly 150 meetings were held across three appointment schedules with travel buyers spanning Europe, Asia and North America. A buyer dinner was co-hosted with Discover Saskatoon, connecting 15 tour operators with industry partners to foster collaboration and support future business opportunities.
- o Tourism Saskatchewan and Discover Saskatoon co-hosted the annual Travel Media Association of Canada (TMAC) conference and media marketplace in Saskatoon from June 4-8, 2025. Tourism Saskatchewan coordinated four pre- and six post-conference media tours, with 67 registrants. Despite having to modify or cancel four out of ten tours due to wildfires, 48 media were successfully hosted across the province. Beyond the immediate economic impact, the TMAC event is expected to yield long-term exposure through media coverage.
- **Conduct research to support expansion into new consumer markets**
 - o A camping research study, in collaboration with the Ministry of Parks, Culture, and Sport, was conducted to better understand consumer demand, expectations, appeal and resonance of park experiences. The study surveyed 1,900 residents of Saskatchewan, Alberta, and Manitoba with an interest in visiting Saskatchewan Provincial Parks.
 - Results indicated that visitors are primarily motivated by natural beauty, accessibility, comfort, and convenience. Upgraded facilities, especially modern washrooms, clean beaches, and reliable infrastructure, are key to repeat visitation. Past visitors represent the most immediate growth potential, while awareness, cost, and distance remain major barriers for new or out-of-province visitors. Strategic opportunities include expanding roofed and full-service accommodations, enhancing trail and recreation offerings, improving cell coverage and road conditions, and promoting unique park experiences to strengthen differentiation from Alberta and Manitoba parks.

- o A survey of Saskatchewan birders was conducted in March 2026. In partnership with the SaskBirders Facebook group, the purpose of the survey was to gauge support for promoting birding as a tourism activity, to understand the values, motivations, and experiences of the local birding community, and to gather feedback on Tourism Saskatchewan's marketing content and Birding Guide Certification Program.
 - Results showed strong support for birding tourism and identified opportunities to better leverage local expertise to attract out-of-province birders. Feedback on the certification program has been incorporated into the program selection process and curriculum.
- o A survey of agritourism businesses was conducted in March 2026 in partnership with Travel Manitoba. The purpose of this research was to determine the current and future needs of tourism operators, complete a self-assessment, and determine the basic economic impact of the agritourism corridor. This data will be used to inform the implementation of the Field to Fork Agritourism Corridor Strategy.
- o The Planning and Research branch developed custom AI agents to evaluate Tourism Saskatchewan's marketing and experience development content, providing evidence-based recommendations grounded in Tourism Saskatchewan's research on key niche audiences. These agents offer a cost-effective way to optimise messaging, refine targeting and test concepts pre-launch.
- **Support new domestic and international air routes**
 - o In partnership with Expedia and Destination Canada, a joint media campaign was developed with specific content to target high-value travellers and support cross-border air access.
 - From May 2025 to January 2026, the campaign generated nearly \$29.1 million USD in gross bookings, representing a remarkable 100:1 return on investment.
 - The campaign also contributed to 244,520 travellers visiting Saskatchewan, including 182,667 room nights booked and 15,394 air tickets purchased through the platform, directly supporting increased visitor spending in the province.
 - o Tourism Saskatchewan promoted specific routes through targeted inbound marketing campaigns aimed at U.S. hunters and anglers. A focused phase of the 2025-26 outdoor campaign promoted direct U.S. air access and drove clicks to United (DEN) and Delta/WestJet (MSP) websites for booking. Additionally, Tourism Saskatchewan's summer 2025 campaign supported increased domestic air access from Halifax and Kelowna.
- **Implement the International Travel Trade and Media Strategy**
 - o The Global Markets team is working with staff across Tourism Saskatchewan's divisions to implement the International Travel Trade and Media Strategy. The focus is on five key niche markets – birding, fishing, astrotourism, outdoor photography and agritourism (technical tours). The goal is to attract international travellers and drive long-term visitation and spending by positioning the province as a preferred destination for these specialized markets.
 - o This year, planning progressed for both travel trade and travel media, starting with birding and fishing. Market research and persona development were completed, and planning is underway for media pilots in select European markets.

Strategy: *The approach we took to achieve our goal*

Amplify the presence, reach and influence of Tourism Saskatchewan through digital initiatives and diverse storytelling to increase market penetration

Key Actions: *What we did to get there*

- **Develop the consumer website real-time consumer personalization systems**
 - o In 2025-26, Tourism Saskatchewan launched a redesigned consumer website to address outdated design, fragmented architecture, and accessibility gaps. Tourism Saskatchewan's consumer personalization strategy guided the development of systems designed to inspire travel and move visitors toward booking using customer profiles, real-time decision-making and automated communications.

- o Engagement and performance were monitored through the customer data platform to assess the impact of the redesign and personalization features. These findings are helping shape plans for expanded customer data platform integration and advanced personalization capabilities, ensuring a more tailored user experience and data-driven decision-making.
- **Enhance marketing to include diverse voices and broaden engagement with the tourism industry and potential travellers**
 - o Tourism Saskatchewan’s “Wanderer of the Week” program invited a new individual each month to take over the Saskatchewaner channels, highlighting diverse voices and storytelling. Wanderers of the Week included:
 - May – Jesse Manastyrski (fishing)
 - June – Patrick Mitsuing (Powwow)
 - July – Lisa Franks (accessible tourism)
 - August – Jenn Smith-Nelson (nature-based tourism)
 - September – Brandi Hofer (arts)
 - October – ArthurImages (sport)
 - November – Jon Ostrander (food)
 - o Building on the Wanderer program, Tourism Saskatchewan will continue working with influencers and content creators to share diverse voices and stories across its channels in 2026-27.
- **Implement the Content Marketing Plan to effectively express Saskatchewan’s tourism brand through storytelling**
 - o Tourism Saskatchewan’s Content Marketing Plan guides all content marketing. In 2025-26, new in-house strategies were implemented to grow social audiences and engagement, including phased approaches to guide audiences toward booking. These efforts resulted in 27,000 new followers across social channels and 1.9 million engagements.
 - o In January, Saskatchewaner content was consolidated into Tourism Saskatchewan’s main channels to streamline delivery and grow audiences.
 - o Brand Bootcamp sessions were held in Regina, Swift Current and Saskatoon to build familiarity with Saskatchewan’s tourism brand and travel zones. Led by brand strategist William Bakker, the workshops helped bring the brand to life. Feedback from Bootcamp participants highlighted a need for travel zone-specific brand tools. A toolkit is in development and will be shared in 2026.
- **Evaluate the Digital Transformation Strategy and identify priority initiatives and goals**
 - o Tourism Saskatchewan continued to implement the Digital Transformation Strategy this year by building core governance structures to support strategic alignment, coordinated investment and oversight.
 - o An AI Roadmap has been developed that outlines practical steps to strengthen digital capabilities, improve content governance and data use, and ensure Saskatchewan’s tourism stories remain visible, credible, and competitive across digital and AI powered channels.

Performance Measure Results:

Calendar year = CY

Measure	Baseline 2023-24	Target 2025-26	Actual 2025-26
Total annual visitor expenditures in Saskatchewan (goal of \$3.6B by 2030)	\$2.8B (2023 CY)	\$2.95B	\$2.84B (2025 CY)
Digital Sentiment Score (on a scale between -100 and 100)	54	59	51
Number of angling and hunting licenses sold to U.S. visitors	26,038	26,855	27,658
International air arrivals (based on ticket sales)	23,374 (2025 CY)	5% increase	not available^
Total number of social media followers on Tourism Saskatchewan platforms	543,284	570,448	604,295
Organic social media engagement rate	3.0%	Increase by 0.5%	.33%^
Number of pageviews on the consumer website	3.9M (2023 CY)	4.1M	4.5M
Number of active users on the consumer website	1.3M (2023 CY)	1.37M	3.1M
Number of organic searches to the consumer website	869K (2023 CY)	912K	812K
User engagement time on the consumer website	1 min, 6 secs (2023 CY)	Maintain	20.5 secs^^
Number of Saskatchewan industry experiences carried by receptive tour operators (RTOs)	88	90	122
Brand performance index (net score)	7.4 (2023 CY)	7.7	11.8

^Tourism Saskatchewan switched to a new air arrivals data supplier in 2024. The data for the baseline has been updated; however, a full year of data for the actual is not yet available.

^^ Organic social engagement is declining across most platforms because AI-driven feeds now prioritize recommended, high-performing content over posts from followed accounts, making reach more competitive and less predictable. Audiences are consuming content more passively (watching, saving) while visible actions such as likes and comments are on the decline.

^^^ The winter campaign increased website visits, but overall engagement was lower. This is typical – when campaigns bring in a surge of visitors, more people leave quickly, which lowers average engagement. At the same time, tourism websites are seeing fewer visits from organic search as travellers are increasingly using AI tools to plan trips. Tourism Saskatchewan is adjusting its approach in response.

Progress on Goal 2: A strong, well-trained and motivated tourism workforce will optimize consumer spending and exceed consumer expectations

Building a skilled tourism workforce is crucial for maintaining a competitive industry. Persistent labour and skills shortages in the tourism sector present a significant barrier to industry growth and sustainability, particularly in smaller communities. To address these challenges, Tourism Saskatchewan is advancing its Workforce Development Strategy with new training programs tailored to current and emerging industry needs.

Strategy: *The approach we took to achieve our goal*

Offer training opportunities tailored to the needs of employers and employees

Key Actions: *What we did to get there*

- **Implement the updated Workforce Development Strategy**

- o Tourism Saskatchewan is actively implementing its Workforce Development Strategy to strengthen the tourism workforce, ensure career progression opportunities, and build a more inclusive and collaborative industry.
- o Guided by the recommendations of the strategy, Tourism Saskatchewan increased the promotion and marketing of existing training programs and resources, promoted tourism careers and professional development, developed custom training for tourism businesses, and supported recruitment of workers through networks and promotion.
- o Tourism Saskatchewan continues to invest in programs that address industry-wide labour shortages, including training, capacity building for the tourism industry, and growing under-represented groups within the tourism workforce.
- o Career awareness activities and tourism courses are offered by Tourism Saskatchewan through partnerships with the Saskatchewan Distance Learning Centre, Industry Education Councils, and post-secondary institutions. Entry level and advanced skill-specific training courses are also developed to meet training gaps and professional development outcomes for those currently working in the industry.
- o A total of 15,578 individuals successfully completed training programs offered by Tourism Saskatchewan between April 1, 2025, and March 31, 2026.

- **Align and develop industry training to meet current and emerging needs**

- o Tourism Saskatchewan created an HR toolkit that is available on the Business Hub to help employers establish best practices in human resources management. Several resources are provided in the areas of recruitment, retention, onboarding and training.
- o The Workforce Development department has created micro-courses on leadership and team dynamics, which will be available to businesses in the summer of 2026. Planning also took place to address a growing gap in tour guide training. A new training program around guiding was developed to help support offerings within the province's niche markets (e.g., birding), to be delivered in 2026-27.
- o A series of webinars and workshops wrapped up at the end of March 2026, with just over 750 total participants. Designed for businesses and individuals working in the tourism industry, topics for this year included "How to create interest for your event or business," "Getting started with Instagram," "How to plan a social media campaign that works," and "How to begin using AI in your business." These training sessions are intended to tackle skill development in areas that change quickly, like digital marketing and social media content creation.

- o A partnership between Tourism HR Canada and Tourism Saskatchewan resulted in a new entry-level Food and Beverage Service course for the national Emerit program. Tourism Saskatchewan started offering this training in the fall to people interested in working in the Food and Beverage sector. It is also being used as part of the Tourism Work Ready program. Tourism Saskatchewan is building additional resources so the training can be delivered in-person at regional colleges.
- o The online courses Responsible Gaming for VLT Site Operators and CannaSell SK Responsible Cannabis Sales were refreshed in the Learning Management System to improve course content, flow and reliability. Both course renewals were completed through a collaboration between Tourism Saskatchewan, Lotteries and Gaming Saskatchewan and the Saskatchewan Liquor and Gaming Authority.
- o Select industry operators, city marketing organizations, and partners were invited by Tourism Saskatchewan to attend an AI Workshop in September, prior to the Gather Again Conference. The AI in Action: Automate, Innovate and Elevate workshop helped participants build an automation framework to use in their business. Based on positive feedback from this workshop, a second in-person AI Workshop for industry and staff was held in February in Regina.
- o Tourism Saskatchewan trained eight individuals to become Service Best facilitators for their business or organization. In-house facilitation of Service Best allows businesses to deliver customer service training on-demand and at a reduced cost while keeping awareness of the training at the forefront.
- **Develop a targeted approach to increase awareness of training opportunities**
 - o The Workforce Development department has implemented a content strategy to guide its activities toward increasing the awareness of training courses, webinars and resources that are available to businesses and employees.
 - o Ongoing promotion of training was undertaken through marketing channels including the weekly industry update newsletter, industry social media, and in-person meetings with employers to help identify their human resources and training needs.
 - o A new monthly training newsletter called “Elevate” launched in January 2026 and goes to anyone who has taken training with Tourism Saskatchewan and would like to receive additional information on courses and resources.

Strategy: *The approach we took to achieve our goal*

Promote tourism employment opportunities to key audiences

Key Actions: *What we did to get there*

- **Work with educational institutions to introduce tourism career awareness at the middle school and high school level**
 - o Tourism Saskatchewan launched a new Teacher Explorer’s Club to encourage middle-year and high school teachers to explore tourism opportunities with their students. The goal of the club is to develop a network of teachers throughout the province who are willing to invest class time teaching about tourism in Saskatchewan, including job opportunities. Activities, lesson plans, contests and prizes are available for participating teachers, and a quarterly newsletter has been established to maintain regular contact with members. As of March 31, there were 28 participating teachers.
 - o Two Spotlight on Tourism events were held in Regina and Saskatoon this year in partnership with the Regina and Saskatoon Industry Education Councils, Saskatchewan Polytechnic, the Saskatchewan Distance Learning Centre, and Service Hospitality. Around 96 high school students participated in the day-long events, travelling throughout the two cities and meeting different people working within the industry. Regina partners included the REAL District, Double Tree Hotel, the Atlas Hotel, and the Regina Airport Authority. In Saskatoon, students visited Cut Steakhouse, Wanuskewin Heritage Centre, and TCU Place. Students also took part in networking lunches with leaders in the industry.

- **Support work experiences for high school students enrolled in tourism training**
 - o Tourism Saskatchewan supported the Saskatchewan Distance Learning Centre in the development of the Tourism 30 online high school course. The course was open for enrollment for the first time in February. Support was also provided to promote all three Tourism courses (Tourism 10, 20 and 30) and to co-ordinate work placements with tourism businesses across the province for students who register in Tourism 20 and 30. This year, 91 high school students enrolled in Tourism 10, and 14 high school students enrolled in Tourism 20 and 30, both of which included work placements.
- **Reduce barriers for under-represented groups to increase access to tourism employment opportunities**
 - o Tourism Saskatchewan is involved in a pan-Canadian training initiative with Tourism HR Canada to encourage diversity and inclusion in the sector. Three employer sessions were delivered in Saskatoon, Regina and online. Tourism Saskatchewan surpassed the goal of reaching 40 businesses in the province. Due to the success of the training, there are plans underway to partner with Tourism HR Canada to co-host an inclusive hiring event in Regina next year.
- **Provide entry level training and online tools and resources to help newcomers to Saskatchewan acquire employment**
 - o The Tourism Work Ready project, which is funded by the Ministry of Immigration and Career Training, is in its second year of delivery. This year's commitment is to train 75 people in tourism-related roles by the end of October 2026 (note: program years do not align to the fiscal year). As of March 31, 2026, 14 people had completed the training and required exams.
 - o Tourism Saskatchewan also partners with several employment and newcomer agencies throughout the province to train in-house facilitators in Service Best delivery. This allows organizations to offer customer service training at reduced costs by using staff resources to deliver the training.
- **Participate in career fairs to highlight tourism opportunities to key audiences**
 - o Tourism Saskatchewan attended nine career fairs across the province, including the Clarence Neault Fly-In fair in four northern communities. These events inform students about job opportunities, promote Tourism Saskatchewan's career website, and provide opportunities to connect with teachers interested in the Explorer's Club and delivering tourism curriculum.
- **Develop a multi-channel awareness campaign to raise public awareness of tourism careers**
 - o An awareness campaign launched in August to encourage high school students and teachers to explore career opportunities and source classroom tourism content through the workintourism.sk.ca website. Additional platforms were added to the campaign in December to expand reach. Planning is underway for a new campaign that will run throughout the school year to generate continuous interest and engagement with the website.

Performance Measure Results:

Measure	Baseline 2023-24	Target 2025-26	Actual 2025-26
Number of people trained through Tourism Saskatchewan training programs annually	17,105 (2023-24)	17,960	15,578 [^]
Training relevancy score (out of 5)	4.59 (2023-24)	Maintain	4.61
Number of visits to workintourism.sk.ca	20,990 (2023-24)	22,039	12,803 ^{^^}
Number of individuals reached through career awareness events	1,348 (2023-24)	1,482	2,738
Number of individuals trained through new tourism entry program	125 (2024-25)	Maintain	139
Number of individuals reached through career awareness campaign (total reach)	459,069 (2023-24)	482,022	642,286

[^] Training numbers can fluctuate over time, particularly for certifications that require renewal every certain number of years.

^{^^} In the baseline year, more advertising dollars were spent introducing students and teachers to the website than in 2025-26.

Progress on Goal 3: Expand Saskatchewan's tourism businesses into new markets and increase revenue

To support industry growth, Tourism Saskatchewan assists industry partners in diversifying their tourism products and attracting new markets. This work enhances positive perceptions of the province as a travel destination and supports sustainability and competitiveness. Tourism Saskatchewan is also implementing a robust event strategy, which supports major event development and will boost the province's reputation as a top event host.

Strategy: *The approach we took to achieve our goal*

Support business growth, investment and the creation of new tourism experiences

Key Actions: *What we did to get there*

- **Deliver industry funding programs to support the development of new market opportunities**
 - o The Tourism Development Program supports established tourism businesses to expand and diversify their operations assisting the development of new experiences, expansion of seasonal operations, and the growth of core business capacity. Funding support of up to \$40,000 per business is provided through an application-based, adjudicated process.
 - In 2025-26, a total of 33 applications were received for the Tourism Development Program, with 26 tourism businesses funded for a total investment of \$899,456. This investment supported seasonal business expansion, new market development and increased tourism offerings across the province.
 - o The Marketing and Event Partnership Program is Tourism Saskatchewan's largest funding program, providing investment to outfitters, accommodations, attractions, and destination marketing organizations to build digital capacity and to market to audiences within and outside of the province.
 - In 2025-26, a total of 67 successful applicants received \$903,000 in Marketing and Event Partnership Program funding, supporting organizations in building digital capacity and growing new markets.
- **Work with operators to identify and attract investment opportunities**
 - o Tourism Saskatchewan's Destination Development team made 262 in-person industry visits to 220 businesses in 117 communities throughout the province. These visits provide information about Tourism Saskatchewan programs as well as business advice and coaching, including investment opportunities.
 - o The Destination Development team supports communities and cities across the province through customized services. These include presentations on the economic impact of tourism, assistance with assessing tourism potential, advice on planning and land use, and guidance on local development opportunities. In 2025-26, the team supported assessments of tourism development opportunities in more than 117 locations across the province, including First Nations communities as well as cities and towns, helping to identify viable tourism opportunities and attract future investment.
 - o Tourism Saskatchewan, in partnership with Travel Manitoba and Destination Canada, completed an agritourism tourism corridor strategy between the two provinces. The strategy aims to transform Canada's Prairies into a world-class destination by bridging the gap between urban consumers, rural communities, and agricultural producers. Joint implementation of year one activities will begin in 2026-27.
- **Enhance application processes by making it more accessible and user-friendly for all**
 - o Tourism Saskatchewan's Destination Development team worked with 104 operators in 2025-26 to provide one-on-one coaching and allow funding programs to be more accessible for all operators.
 - o In 2026-27, a pilot project is currently underway to utilize AI automations to develop a more accessible and user-friendly application process for Tourism Saskatchewan's industry funding programs.

- **Initiate a refresh of the Business Hub to better align with industry needs and expectations**
 - o Communications and digital marketing staff conducted a fulsome content review of the industry-facing Business Hub website to improve accessibility and ensure industry stakeholders can more easily find tools and supports for business growth. They are exploring how utilization of the new consumer site functionality can be incorporated into the Business Hub.
 - o Resources have been dedicated to help ensure Tourism Saskatchewan’s three websites remain current, user-friendly, and strategically aligned with marketing efforts, along with remaining relevant and responsive to emerging technologies – including AI – and evolving traveller expectations.
- **Develop industry satisfaction survey(s) to inform Tourism Saskatchewan’s programming and services**
 - o Tourism Saskatchewan conducted an industry-wide survey in March 2026 to better understand the needs, challenges, and priorities of tourism operators across the province. The survey gathered responses from 186 operators across all travel zones and business types. Insights from the survey included:
 - Increased costs and inflation was flagged by 83 per cent of operators as a top concern, overshadowing all other challenges by a significant margin.
 - Saskatchewan operators are generally focused on local markets. On average, 62 per cent of marketing budgets are directed within the province, with modest investment in short-haul Canadian and U.S. markets. While a strong local base is healthy, limited out-of-province marketing investment may constrain the province’s ability to compete in export markets.
 - Operators are seeking practical skills to remain competitive. Sales and marketing and social media skills topped the training priority list (44 per cent each), while AI emerged as a notable third priority (29 per cent), signalling that Saskatchewan’s tourism industry is beginning to recognize AI as a business tool rather than a distant trend.
 - o Feedback from the industry survey will informing program planning in 2026-27.

Performance Measure Results:

Measure	Baseline 2023-24	Target 2025-26	Actual 2025-26
Experience relevancy score for experiential development training (out of 5)	4.60	Maintain	4.81
Percentage of priority niche market projects funded through the Tourism Development Program	44%	40% to 60%	59%
Percentage of Tourism Saskatchewan to total private sector investment in Tourism Development Program	45%	50% to 60%	32%
Number of pageviews on the Business Hub website	189,667	Maintain	268,797
Number of active users on the Business Hub website	82,000	Maintain	139,801
Number of organic searches to the Business Hub website	54,880	Maintain	61,654
User engagement time on the Business Hub website	59 secs	Maintain	33 secs [^]

[^] User engagement time on the Business Hub depends heavily on funding program and workforce development course offerings, and time of year.

Progress on Goal 4: Foster and optimize strategic partnerships to advance tourism-specific priorities

Tourism Saskatchewan is strengthening partnerships to drive tourism priorities forward. Collaborative efforts with industry partners, other provinces and territories, and federal agencies help address barriers and identify new market opportunities. Notably, Tourism Saskatchewan is working with Indigenous communities to develop tourism experiences that highlight and celebrate Indigenous heritage.

Strategy: *The approach we took to achieve our goal*

Build relationships and develop collaborative initiatives to grow the tourism industry

Key Actions: *What we did to get there*

- **Explore and execute customer data collaboration opportunities with external stakeholders and partners**
 - o To strengthen the quality of national tourism data and support data-driven decision-making, Tourism Saskatchewan actively participates on Destination Canada's Research Advisory Committee, which guides Destination Canada's strategic data initiatives. This work included supporting the evolution of Destination Canada's research and data portal – the Canadian Tourism Data Collective – which provides a centralized national platform that serves as a two-way mechanism for sharing and accessing tourism data.
 - o Tourism Saskatchewan is an active member of the Tourism Research Partners Forum (TRPF), a network of tourism researchers and data analysts from destination and city marketing organizations across Canada. The TRPF continues to push for innovative approaches to data collection and reporting through ongoing discussions with key partners like Statistics Canada.
- **Optimize partnerships with Federal, Provincial, and Municipal agencies to leverage new opportunities**
 - o The Marketing department collaborated with Destination Canada as part of the Joint Business Partnership with Expedia.
 - o Discussions are ongoing with Travel Manitoba and Destination Canada to support angling promotion for both provinces.
 - o Tourism Saskatchewan partnered with Tourism HR Canada on a number of projects this past year including a national initiative to encourage inclusive hiring in the tourism industry.
 - o The Destination Development team meets regularly with peers at Travel Alberta and Travel Manitoba to look for opportunities to work together and maintains an ongoing relationship with the team at PrairiesCan regarding potential funding opportunities.
- **Support Indigenous tourism development and promotion through collaboration with Indigenous tourism partners**
 - o Tourism Saskatchewan supports Indigenous tourism businesses through marketing, training, export-readiness initiatives, content creation, and funding for experience development and cooperative marketing projects. These efforts contributed to the growth of Indigenous tourism businesses and increased awareness and access to Indigenous experiences across Saskatchewan.
 - o Marketing support in 2025-26 included:
 - The promotion of 24 Indigenous operators across social media channels, with 20 posts on Tourism Saskatchewan channels and 13 posts on the Saskatchewanderer channels.
 - Eleven Indigenous tourism businesses included in seven travel trade and media familiarization (FAM) tours.
 - Six Indigenous-led tourism businesses received funding through the Marketing and Events Partnership Program to build digital marketing capacity and content development.
 - Five Indigenous-led events in the province received financial support from Tourism Saskatchewan.

- o Destination and Workforce Development support in 2025-26 included:
 - Product development funding was provided to a variety of Indigenous businesses and organizations. Four Indigenous businesses were supported through development funding programs.
 - Initiatives are underway to expand and enhance Indigenous tourism experiences in the province, including training that guides participants from concept through delivery. Nine Indigenous participants completed this training to help develop new tourism offerings.
 - Tourism Saskatchewan provided tourism-specific training to numerous Indigenous-owned businesses. Service Best training was also offered to First Nations communities in all parts of the province through a partnership with the Saskatchewan Indian Institute of Technologies.
 - A webinar on understanding the Treaties in Saskatchewan and the role they play in tourism was presented by Lyndon Linklater from the Office of the Treaty Commissioner.
- o In December 2025, Tourism Saskatchewan signed a Memorandum of Understanding (MOU) with Wanuskewin Heritage Park to:
 - Support the marketing and development of Indigenous cultural experiences, contributing to the growth of Indigenous tourism in our province; and,
 - Support Wanuskewin's UNESCO World Heritage status bid, focusing on sustainable development, capacity building, and growing Wanuskewin's reach to engage and attract new audiences.
- **Influence policies and issues through partnerships with federal, provincial, and territorial ministries and other organizations**
 - o Tourism Saskatchewan attended the 2025 Canadian Council of Tourism Ministers (CCTM) in November 2025, helping to make sure Saskatchewan's interests were represented in national tourism policy and strategy discussions. This interjurisdictional collaboration supports tourism sector resilience, strengthens coordination across jurisdictions, and enhances Saskatchewan's ability to respond to emerging challenges such as climate impacts and market competitiveness.
 - o Through CCTM's Emergency Management working group and the Innovation and Competitiveness working group, Tourism Saskatchewan contributes to national efforts focused on climate adaptation and resiliency, emergency preparedness, the application of emerging technologies, and innovative approaches to investment attraction.
 - o Tourism Saskatchewan continues to support the implementation of Saskatchewan's Aviation Strategy by contributing to policy issues that affect the tourism sector, including efforts to strengthen air connectivity within and beyond the province.
- **Invite partners to be part of funding adjudication process to bring diverse experiences to the discussion**
 - o The Destination Development team invites provincial organizations to participate in the adjudication of applications to the Tourism Development Program when there is appropriate connection. As an example, the development team at Saskatchewan Parks provides input in applications for businesses operating in provincial parks.
- **Evaluate Tourism Saskatchewan's current initiatives and identify goals related to sustainability**
 - o Work on this initiative has been postponed.

Strategy: *The approach we took to achieve our goal*

Support strategic partnerships to attract high-yield events

Key Actions: What we did to get there

- **Support bids for business events aligned with Saskatchewan's sectors of strength**
 - o In 2025-26, Tourism Saskatchewan supported several bids to attract international business events to the province.
 - o As a result of a lead from the U.K.-based International Business Event Lead Generator, Tourism Saskatchewan worked closely with Discover Saskatoon on a successful bid on the 2028 World Conference of the International Food & Agribusiness Management Association (IFAMA). This conference brings together agribusiness industry, researchers, educators, government, consumer groups and non-governmental organizations. The event typically draws between 350 to 500 participants over a six-day period.

- o Tourism Saskatchewan worked closely with the Regina Hotel Association on two successful bids: the North American Agricultural Advisory Network International Meeting, which is expected to result in over 600 hotel room nights in May 2027, and the 2028 Canada 55+ Senior Games, expected to attract over 2,000 athletes in a variety of sporting events and activities.
- o With funding assistance from Tourism Saskatchewan, Regina has now secured funding for major multi-sport games in 2028, including the Can-Am Police & Fire Games and the Francophone Youth Games.
- o Two major national sporting events were announced in 2025-26 that will occur in 2027, with support from Tourism Saskatchewan:
 - Partnering with the City of Saskatoon, Discover Saskatoon and Curl Saskatchewan, Curling Canada will be hosting the 100th anniversary of the Canadian Men's Curling Championship - Montana's Brier in Saskatoon. The event will occur at the SaskTel Centre from February 26 to March 7, 2027.
 - Partnering with the City of Regina, Regina Hotel Association and the Saskatchewan Roughrider Football Club, the Canadian Football League's 2027 Grey Cup Festival will return to Saskatchewan.
- **Work with event organizers and partners to effectively measure the impact of events**
 - o Tourism Saskatchewan uses Destination International's Event Impact Calculator to measure the economic value of an event and calculate its return on investment to local taxes. The tool is essential to assist Tourism Saskatchewan in providing appropriate incentives to secure new events.
 - o Tourism Saskatchewan continues to work with event organizers to establish accurate baseline measures for events using the Event Impact Calculator. Post-event reports are generated annually for each funding partner.
- **Implement an event funding program that prioritizes economic value**
 - o Tourism Saskatchewan supported several major events in 2025-26, all of which exceeded pre-event projections for direct business sales:²
 - Canadian Institute for Public Safety Research and Treatment Conference (Regina): +20%
 - Baseball Canada Men's National Championship (Regina): +5%
 - Canadian Junior National Weightlifting Championship (Saskatoon): +28%
 - SpoHo Xperience (Regina): +107%
 - HearingLife Canadian Open, Grand Slam of Curling (Saskatoon): +36%
 - Skills Canada National Competition (REAL, Regina): +194%, with over \$8.5 million in direct business sales

Performance Measure Results:

Measure	Baseline 2023-24	Target 2025-26	Actual 2025-26
Number of international leads generated for business events	15 (2023-24)	30	25
Percent of events supported that met or exceeded pre-event attendee spending projections	83% (2023-24)	80%	57%^

^Tourism Saskatchewan is working with partners to set practical goals and stronger inputs pre-event.

² The percentages reflect how much the actual Direct Business Sales exceeded the projected Direct Business sales.

2025-26 Improvement and Innovation Highlights

1	Work Readiness Pilot Project While settlement and employment organizations support clients in obtaining employment, industry-specific training is often not available. To fill that gap, the Ministry of Immigration and Career Training funded Tourism Saskatchewan to pilot a new program for training individuals in tourism-specific occupations. After foundational workplace essentials training was provided by partner settlement and employment organizations, occupation-specific training was offered for line cooks, front desk agents and housekeeping. The pilot project finished at the end of August 2025, with 125 participants completing the program. To help graduates obtain work, Tourism Saskatchewan organized several events to introduce employers to program participants. The events received positive feedback from those involved, with several participants receiving job offers through the connections made at these events. To continue the success of this program, Tourism Saskatchewan has extended the training agreement with the Ministry of Immigration and Career Training and will be offering the program for an additional year.
2	International Travel Trade and Media Strategy The International Travel Trade and Media Strategy, delivered in 2025–26, positions Saskatchewan as a competitive export destination by targeting long-haul, high-spend travellers. Long-term growth depends on expanding in international, high-yield markets. The strategy takes an “all-in” approach to growing niche segments including agriculture, fishing, birding, astrotourism, and outdoor photography, where Saskatchewan has a clear competitive advantage. By leveraging travel trade and global media channels, it shifts the focus of the Global Markets team from promotion to market development, building sustained demand and making Saskatchewan a destination of choice.
3	Consumer Website Tourism Saskatchewan relaunched its consumer website as an inspiration-led digital experience that brings the province’s brand to life through immersive storytelling. Anchored across four unique travel zones and authentic, place-based narratives, the site is designed like a curated digital magazine, helping travellers see themselves in Saskatchewan’s landscapes, cultures and experiences. A personalization strategy focused on traveller interests creates a more relevant, tailored user experience. Early performance insights from the customer data platform are informing the next phase of enhancements, enabling more customized content and smarter pathways that strengthen conversion while deepening emotional connection. The result is a more seamless, intuitive experience that differentiates Saskatchewan from competitors and creates a compelling reason to visit.

Financial Summary

Tourism Saskatchewan

March 31, 2026

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 13, 2026



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, 2026, 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, 2026, 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.

Deloitte LLP

Chartered Professional Accountants
Regina, Saskatchewan
May 13, 2026

STATEMENT OF FINANCIAL POSITION

As at March 31

	2026	2025
Financial Assets		
Cash (Note 5)	\$3,921,007	\$5,469,027
Accounts receivable (Note 11)	34,101	65,937
	3,955,108	5,534,964
Liabilities		
Accounts payable and accrued liabilities (Note 6 and 11)	1,360,411	1,940,644
Unearned revenue	299,773	347,475
	1,660,184	2,288,119
Net Financial Assets	2,294,924	3,246,845
Non Financial Assets		
Tangible capital assets (Note 7)	709,226	322,500
Prepaid expenses	497,111	507,205
	1,206,337	829,705
Accumulated Surplus	\$3,501,261	\$4,076,550
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 2026 (Note 3)	2026	2025
Revenue (Note 11)			
Provincial operating grant (Note 10)	\$19,278,000	\$19,278,000	\$19,603,000
Other grants and contributions	-	182,959	122,172
Sales of products and services	495,000	576,258	595,504
Partnership revenue	70,000	-	317,626
Interest and other income	252,000	211,325	367,737
	20,095,000	20,248,542	21,006,039
Expenses (Note 11 and Schedule 1)			
Administration	5,911,000	6,422,856	6,570,968
Marketing and Communications	10,400,537	10,333,104	10,960,715
Destination and Workforce Development	2,301,000	2,230,488	2,319,176
Education and Training	1,932,463	1,837,383	1,880,416
	20,545,000	20,823,831	21,731,275
Deficit for the Year	(450,000)	(575,289)	(725,236)
Accumulated Surplus - Beginning of Year	4,076,550	4,076,550	4,801,786
Accumulated Surplus - End of Year	\$3,626,550	\$3,501,261	\$4,076,550

See accompanying notes and schedule to the financial statements.

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the Year Ended March 31

	Budget 2026 (Note 3)	2026	2025
Deficit for the Year	(\$450,000)	(\$575,289)	(\$725,236)
Amortization of tangible capital assets	82,904	106,298	82,904
Purchase of tangible capital assets	-	(493,024)	(123,539)
Use of prepaid expenses	10,000	10,094	70,213
Decrease in Net Financial Assets	(357,096)	(951,921)	(695,658)
Net Financial Assets - Beginning of Year	3,246,845	3,246,845	3,942,503
Net Financial Assets - End of Year	\$2,889,749	\$2,294,924	\$3,246,845

See accompanying notes and schedule to the financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended March 31

	2026	2025
Operating Activities		
Deficit for the year	(\$575,289)	(\$725,236)
Items not requiring cash:		
Amortization of tangible capital assets	106,298	82,904
Net change in non-cash balances relating to operations:		
Accounts receivable	31,836	1,875,554
Prepaid expenses	10,094	70,213
Accounts payable and accrued liabilities	(580,233)	(2,015,010)
Unearned revenue	(47,702)	152,894
	(1,054,996)	(558,681)
Capital Activities		
Purchase of tangible capital assets	(493,024)	(123,539)
	(493,024)	(123,539)
Decrease in Cash	(1,548,020)	(682,220)
Cash - Beginning of Year	5,469,027	6,151,247
Cash - End of Year	\$3,921,007	\$5,469,027

See accompanying notes and schedule to the financial statements.

Notes to the Financial Statements

March 31, 2026

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 useful lives of tangible capital assets.

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.

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, 2026

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 from governments are considered to be government transfers. Government transfers, grants, partnership revenue and contributions are recognized as revenues when the government transfer, grant, partnership revenue and contribution is authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made, unless the stipulations establish a liability, in which case revenue is recognized as the stipulations are met.

Sales of products and services are recognized when persuasive evidence of an arrangement exists, goods are shipped and the customer takes ownership and assumes risk of loss, the sales price is fixed or determinable, and collection of the relevant receivable is reasonably assured.

Interest and other income is recognized on a time proportionate basis and is recognized as revenue is earned.

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.

h. **Standards effective for the current fiscal year**

No new standards were adopted this fiscal year.

i. **Future Accounting Standards**

Conceptual Framework:

Effective April 1, 2026, the Conceptual Framework will replace PS 1000, Financial Statement Concepts, and PS 1100, Financial Statement Objectives, and includes characteristics of public sector entities, objective of financial reporting, role of financial statements and concepts of general measurement and presentation. Tourism Saskatchewan continues to assess the impact of the new standard on the financial statements.

3. **BUDGET**

The 2026 budget was accepted (subject to provincial government finalization of the operating grant), by Tourism Saskatchewan's Board of Directors on March 5, 2025.

Notes to the Financial Statements

March 31, 2026

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. In 2026, 32% (2025 - 0%) of the accounts receivable balance was due from the Government of Canada. These instruments do not have significant interest rate or credit risk.

Liquidity risk is the risk that Tourism Saskatchewan will be unable to meet its contractual cash outflow obligations as they come due. Tourism Saskatchewan mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting. Contractual obligations related to accounts payable and accrued liabilities are due within 12 months

5. LINE OF CREDIT

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, 2025, Tourism Saskatchewan did not draw on the operating line (2025 - nil).

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2026	2025
Accounts Payable	\$714,860	\$1,456,400
Accrued Vacation	\$127,129	\$143,339
Other Accruals	518,422	340,905
	\$1,360,411	\$1,940,644

7. TANGIBLE CAPITAL ASSETS

	Furniture and equipment	Computer equipment and systems development	Leasehold improvements	Signs and displays	2026 Total	2025 Total
Cost						
Opening Balance	\$529,131	\$1,229,764	\$1,468,394	\$75,596	\$3,302,885	\$3,179,346
Additions	412,818	12,056	68,150	-	493,024	123,539
Closing Balance	941,949	1,241,820	1,536,544	75,596	3,795,909	3,302,885
Accumulated Amortization						
Opening Balance	289,895	1,220,721	1,402,098	67,671	2,980,385	2,897,481
Amortization	75,837	4,396	24,491	1,574	106,298	82,904
Closing Balance	365,732	1,225,117	1,426,589	69,245	3,086,683	2,980,385
Net Book Value	\$576,217	\$16,703	\$109,955	\$6,351	\$709,226	\$322,500

8. CONTRACTUAL RIGHTS

Tourism Saskatchewan has contractual agreements in place at March 31, 2026 which outline funding to be received over the next year for the delivery of training and other services.

Revenue next year is estimated as follows:

2027	\$154,000
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Notes to the Financial Statements

March 31, 2026

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
2027	\$892,208	\$558,940	\$675,940	\$2,127,088
2028	911,379	7,216	46,000	964,595
2029	913,123	1,047	30,000	944,170
2030	930,551	-	-	930,551
2031	934,539	-	-	934,539
Thereafter	3,494,714	-	-	3,494,714
	\$8,076,514	\$567,203	\$751,940	\$9,395,657

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, 2026, Tourism Saskatchewan received \$19,278,000 (2025 - \$19,603,000).

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:

	2026	2025
Accounts Receivable	\$10,500	\$39,796
Accounts Payable and Accrued Liabilities	95,409	31,253
Other Revenue	86,309	148,423
Expenses	1,456,917	1,172,832

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

Notes to the Financial Statements

March 31, 2026

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 8.50%, for current services. In 2026, Tourism Saskatchewan contributed \$569,587 (2025 - \$553,351).

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	2026	2025
Salaries	\$2,920,815	\$2,693,237	\$742,193	\$703,725	\$7,059,970	\$6,752,270
Benefits	532,368	496,690	136,796	124,779	1,290,633	1,274,466
Professional Services	756,141	598,805	254,487	631,651	2,241,084	2,861,105
Advertising	-	3,205,160	-	80,936	3,286,096	3,501,629
Promotion and Other Marketing	63,383	914,776	10,225	76,926	1,065,310	1,849,603
Print	-	38,727	37	1,275	40,039	170,939
Travel	29,048	86,572	62,450	27,303	205,373	290,673
Board and Committees	99,888	-	-	-	99,888	61,883
Rent and Equipment Purchases	953,817	2,162	-	27,896	983,875	942,080
Supplies and Services	764,442	73,796	4,306	102,531	945,075	1,022,288
Other Related Business Expenses	115,413	154,221	18,444	60,361	348,439	402,753
Amortization	106,298	-	-	-	106,298	82,904
Grants	81,243	2,068,958	1,001,550	-	3,151,751	2,518,682
TOTAL EXPENSES	\$6,422,856	\$10,333,104	\$2,230,488	\$1,837,383	\$20,823,831	\$21,731,275

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.

