

Business Plan

2022-23

MINISTRY OF FINANCE

Saskatchewan! 

Statement from the Minister



The Honourable Donna Harpauer
Deputy Premier and Minister of Finance

I am pleased to present the Ministry of Finance Business Plan for 2022-23.

Our Government's Direction and the Province's 2022-23 Budget show clearly that Saskatchewan is back on track, with a vastly improved financial picture and a fiscal plan to return the budget to balance. Saskatchewan's economy is growing past pre-pandemic levels even as Saskatchewan protects lives and livelihoods through the end of the pandemic.

The Ministry of Finance's 2022-23 Budget supports financial management, accountability and guidance - all of the expertise vital to ensuring our Government's fiscal plan is on track. The work of the Ministry helps Government achieve its priorities for Saskatchewan people, ensuring valued services, programs and capital investments are sustainable today and into the future.

The 2022-23 expense budget for the operations of the Ministry of Finance is \$62.7 million. We'll carefully manage Ministry finances to meet our target to reduce our year-over-year operational expense. We'll achieve this by offsetting our expense with additional revenue collected through several measures related to fair taxation. The Province, through expertise within Finance, is pursuing control of the federal carbon tax fuel charge to ensure our Government determines how to best reinvest those revenues in Saskatchewan.

Beyond our budget for operations, the Ministry is forecasting \$313.9 million for employer's contributions to pension and benefit plans in 2022-23 for government employees, judges and Members of the Legislative Assembly, an increase of \$8.1 million from the previous year, based on actuarial values and compensation rate values.

The past two years have presented incredible challenges. Saskatchewan people have remained strong and resilient. Our Government and the Ministry of Finance will play a key role to ensure our finances and our plans for growth into the future are back on track.

2022-23 Budget Highlights

1

The 2022-23 Finance budget appropriation of \$63.8M supports the guidance, accountability and expertise related to management of the Province's finances, to ensure the fiscal plan achieves Government's priorities for the people of Saskatchewan.

2

The Government of Saskatchewan will continue to advance options to assume control of the Federal Fuel Charge Program.

- Finance's ministry budget includes placeholders in the amount of \$2M capital for system implementation and \$3M for administration pending the outcome of provincial/federal discussions.

3

Our Ministry's budget allows for the administration of Saskatchewan's provincial tax system including the fair collection and distribution of tax dollars.

- \$900K in new funding directed to initiatives focused on greater contract compliance, and enhanced collection and audit activities.

4

Delivered through the Public Employees Benefits Agency (PEBA), Finance's budget includes an increase in pension and benefit expense, representing employer's contributions to government employees, judges and Members of the Legislative Assembly.

- \$313.9 million is forecast for employer's pension and benefit contributions, an increase of \$8.1 million from last year, based on actuarial values and compensation rate values.



Response to Government Direction

Saskatchewan is back on track. The Government of Saskatchewan is protecting and strengthening our province, carefully managing spending while investing in priority programs and services and into a strong and growing economy. Government is helping build a better Saskatchewan, investing in needed infrastructure – hospitals, schools, highways, municipal, and crown capital projects.

Saskatchewan’s financial picture is improving, with a fiscal plan to return the budget to balance. The resurgent economy helps ensure the services, programs and infrastructure Saskatchewan people value are sustainable today and into the future. Saskatchewan is back on track.

Saskatchewan’s Vision

“...to be the place in Canada - to live, to work, to start a business to get an education, to raise a family and to build a life.”

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

Saskatchewan’s vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.

All organizations will report on progress in their 2022-23 annual reports.

Mandate

The Ministry of Finance is responsible for oversight of government revenue, expenses, assets and liabilities. Finance is the lead ministry for fiscal policy; budget development and integrity; managing provincial debt; designing and administering fair, efficient, and competitive tax regimes; pension and benefit administration; labour relations advice to government; ensuring accountability to both the public and the Legislative Assembly for the use of public funds; and ensuring effective financial management and accounting policies and procedures.

Mission

The Ministry of Finance supports excellence in governance and public administration through economic, financial and fiscal expertise, leadership and services.

Goal 1: Public resources are used in an accountable and transparent way

Public resources are used in the way government intended: doing what we said we would do and being clear about how we do it.

Strategy: *The approach we will take to achieve our goal*

Effective accountability frameworks govern summary entities and third-party transfers.

Key Actions: *What we will do to get there*

- Support Government entities in effectively following accountability frameworks, policies, processes, and financial management responsibilities.

Strategy: *The approach we will take to achieve our goal*

Reporting is high quality, transparent, simple, and informative.

Key Actions: *What we will do to get there*

- Provide public reporting that clearly communicates Saskatchewan's short and long-term fiscal picture to citizens through budget documents, quarterly reports and Public Accounts.
- Modernize Saskatchewan's Budget documents and reporting to better meet the needs of citizens and government.
- Provide public reporting that demonstrates key performance information with respect to tax administration and compliance.

Performance Measures: *What success looks like*

Timeliness and Quality of Public Reporting

Public reports are timely, reliable and relevant so that they show that resources are used the way Government intended.

Goal 2: Fiscal plan achieves government priorities

A good fiscal plan achieves Government goals through responsible management of the provincial budget and debt. We achieve government priorities over the long term through responsible, principled, sustainable financial management.

Strategy: *The approach we will take to achieve our goal*

Decisions are informed with proactive, strategic, evidence-based analysis and recommendations.

Key Actions: *What we will do to get there*

- Provide analysis and advice to facilitate the development of fiscal policies that achieve Government's priorities.
- Engage with partners, including economic ministries, in the development of economic incentives that support growth for Saskatchewan.
- Continue to advance options to assume control of the Federal Fuel Charge Program.

Strategy: *The approach we will take to achieve our goal*

Province's finances are managed within a long-term framework.

Key Actions: *What we will do to get there*

- Attract international investment in new Saskatchewan debt to minimize borrowing costs.
- Assess the impact of e-commerce on tax revenue and develop approaches to address the fair and consistent application of provincial taxes.
- Assist ministries in ensuring the financial arrangements of federal-provincial agreements are appropriate and are accounted for within the fiscal plan.
- Implement audit and compliance strategies to promote compliance with Saskatchewan's tax programs to protect provincial revenue.
 - Implement a revenue collection strategy targeted at medium risk underpaid accounts.
 - Implement an enhanced contract compliance program with SaskBuilds & Procurement and Crown Investments Corporation.
 - Implement an expansion to the risk-based audit program.
- Monitor key fiscal indicators and provide advice to support the long-term fiscal health of Saskatchewan.

Strategy: *The approach we will take to achieve our goal*

Provincial budget process is modern, efficient, and effective

Key Actions: *What we will do to get there*

- Increase efficiency, awareness, understanding, and accountability for the budget and in-year reporting.

Performance Measures: *What success looks like*

Benefit-Cost Ratio of Taxation Audit and Compliance Activities

Audit and compliance activities promote tax fairness, create level playing field for businesses, and generate revenue to provide key government services for citizens.

- The value of audit and compliance activities in relation to the cost of performing these activities will be 600% or for each dollar spent on audit and compliance, the Ministry will generate \$6.00 of incremental revenue.

Borrowing cost of new debt

While many factors impact the cost of borrowing, reducing the cost relative to other jurisdictions is important so that the province's finances are well-managed over the long-term.

Goal 3: Operational Excellence

Citizen and client expectations are met through systems, processes and people working together efficiently, effectively, innovatively and in a fiscally responsible way to deliver results.

Strategy: *The approach we will take to achieve our goal*

Ministry attracts and retains a skilled, engaged, and diverse workforce.

Key Actions: *What we will do to get there*

- Implement actions in response to the results of the biennial Government of Saskatchewan Employee Engagement and Culture Survey to maintain a high level of engagement in our workforce.
- Deliver priority activities and initiatives to acquire, engage and grow a diverse workforce.

Strategy: *The approach we will take to achieve our goal*

Business processes are modern, efficient and generate value for clients.

Key Actions: *What we will do to get there*

- Transform government business with an integrated, cloud-based human resource, financial and procurement system.
- Continue work to modernize the treasury investment systems.
- Complete upgrades to the system used to validate and process tax exempt fuel and tobacco sales.
- Continue to transition the Revenue Administration System to a cloud-based service offering and upgrade the application to enhance client service.
- Continue to improve and promote electronic processing, services and direct access options for clients.

Strategy: *The approach we will take to achieve our goal*

Ministry information is managed and used as a strategic resource.

Key Actions: *What we will do to get there*

- Continue to build cyber security awareness and further mitigate cyber risks by implementing approaches for regular security testing and incident responses.
- Develop a data management strategy to enable the ministry to effectively acquire, store, access and use data for decision making.
- Adopt and pilot an information classification system.

Performance Measures: *What success looks like*

Client Satisfaction

Clients are satisfied with Ministry of Finance's quality of services and their expectations are met.

- **Client Satisfaction of Businesses which Collect Taxes:** Businesses collecting taxes on behalf of the government are satisfied with Ministry of Finance's quality of services and timeliness of responses, refunds and adjustments. The target for the biennial client satisfaction survey is a satisfaction rating of 90 per cent or higher.

Processes Completed Electronically

Adopting electronic processes makes it easy for citizens, clients, and internal stakeholders to interact with Finance.

Electronic Tax Filing Uptake

Clients have a wide variety of accessible options to do business with Finance and find it easy to utilize Electronic processes to file taxes.

Employee Engagement Index (EEI)

Engaged employees feel positive about their work and are motivated to deliver services that meet Client expectations and needs.

Financial Summary

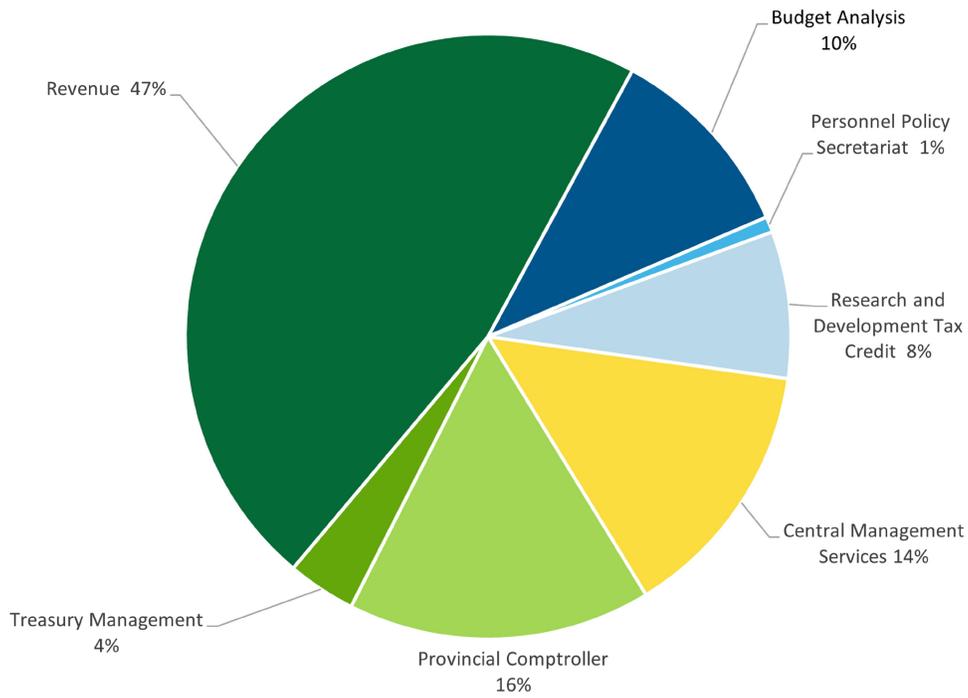
Ministry of Finance 2022-23 Estimates (\$ 377.7 million)	(thousands of dollars)
Central Management Services	8,953
Provincial Comptroller	10,324
Treasury Management	2,332
Revenue	29,814
Budget Analysis	6,780
Miscellaneous Payments	23
Personnel Policy Secretariat	532
Research and Development Tax Credit	5,000
Appropriation	63,758
Capital Asset Acquisition	(3,700)
Non-Appropriated Expense Adjustment	2,626
Expense	62,684
Public Service Pension and Benefits	313,901
Total Expense	376,585
Total Appropriation	377,659

Links to More Information

[Ministry of Finance Website](#)

[Government of Saskatchewan Budget, Planning and Reporting](#)

**2022-23 Ministry of Finance Total by Subvote
(excluding Pensions and Benefits)
(Total = \$62.684M)**



**2022-23 Ministry of Finance Total by Subvote
(Total = \$376.585M)**

