

Ministry of Finance

Annual Report for 2021-22

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Letters of Transmittal



The Honourable Donna Harpauer
Minister of Finance

Office of the Lieutenant Governor of Saskatchewan

I respectfully submit the Annual Report for the Ministry of Finance for the fiscal year ending March 31, 2022.

A handwritten signature in cursive script that reads "Donna Harpauer".

Donna Harpauer
Minister of Finance



Max Hendricks
Deputy Minister of
Finance

The Honourable Donna Harpauer
Minister of Finance

Dear Minister:

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

A handwritten signature in cursive script that reads "Max Hendricks".

Max Hendricks
Deputy Minister of Finance

Ministry Overview

Mandate Statement

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 Statement

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

Ministry Role

The Ministry of Finance is a central agency responsible for advising the Government on financial implications associated with the policy decisions of all ministries and agencies.

The 2021-22 actual FTE utilization was 324.4 which, after including students was 332.1 FTEs. Staff are primarily located in Regina, with regional offices in Saskatoon and Yorkton. In addition to the budgeted FTEs, there are 143.0 FTEs and associated salaries with the Public Employees Benefits Agency (PEBA) Revolving Fund and paid by the various pension and benefit plans.

Under Order in Council 232/2022, the Minister of Finance is responsible for the following Acts of the Legislative Assembly:

- *Accounting Profession Act*
- *Certified Management Consultants Act*
- *Corporation Capital Tax Act*
- *Financial Administration Act, 1993*
- *Fuel Tax And Road Use Charge Act*
- *Income Tax Act, 2000*
- *Insurance Premiums Tax Act*
- *Liquor Consumption Tax Act*
- *Members of the Legislative Assembly Benefits Act*
- *Motor Vehicle Insurance Premiums Tax Act*
- *Municipal Employees' Pension Act*
- *Municipal Financing Corporation Act*
- *Political Contributions Tax Credit Act*
- *Provincial Auditor Act*
- *Provincial Sales Tax Act*
- *Public Employees Pension Plan Act*
- *Public Service Superannuation Act*
- *Revenue and Financial Services Act*
- *Saskatchewan Pension Annuity Fund Act*
- *Saskatchewan Pension Plan Act*
- *Statistics Act*
- *Superannuation (Supplementary Provisions) Act*
- *Tobacco Tax Act, 1998*
- *Vapour Products Tax Act*

View the Ministry's Operational Plan at:

<https://publications.saskatchewan.ca/api/v1/products/112414/formats/126405/download>

Progress in 2021-22

Ministry Goal 1

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry / Organization Goal

Public resources are used in an accountable and transparent way

Strategy

Effective accountability frameworks govern summary entities and third-party transfers

Key Actions

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

- The Ministry reviewed and approved financial statements of entities and funds that are required to be tabled before the Legislative Assembly to ensure that disclosure is adequate and accounting policies are appropriate. All entities and funds' financial statements received clean audit opinions.
- Delivered a series of virtual workshops and provided one-on-one support to employees across the Government of Saskatchewan to build awareness and knowledge of the accountability cycle, policies, processes, fiscal management responsibilities, and strategic management practices.
- Contributed to the Johnson-Shoyama Graduate School online workshops to build awareness of the budget process and financial literacy for Government employees.
- Partnered with the human services ministries to improve coordination as they deliver services to their common clients.

Strategy

Reporting is high quality, transparent, simple and informative

Key Actions

Provide government-wide reporting through Public Accounts and annual reports.

- The Ministry is responsible for the preparation and release of the Public Accounts in accordance with *The Financial Administration Act, 1993*.
 - Volume 1 contains the audited Summary Financial Statements and related financial statement discussion and analysis for the province. The 2020-21 Public Accounts, Volume 1, was tabled in the Legislative Assembly on June 30, 2021.

- Volume 2 contains General Revenue Fund financial schedules and details, and other supplementary information. The 2020-21 Public Accounts, Volume 2, was tabled in the Legislative Assembly on October 28, 2021.
- The Public Accounts are available in the Publications Centre: <https://publications.saskatchewan.ca/#/categories/893>.
- The Ministry worked with 24 ministries, agencies, and Treasury Board Crowns to develop and table their annual reports for 2020-21, in accordance with the *Executive Government Administration Act*. All 24 annual reports were tabled per legislation within 120 days following the close of the fiscal year. All annual reports are available in the Publications Centre: <https://publications.saskatchewan.ca/#/products/113765>

Ensure government-wide financial management policies and procedures are sound and the accounting policies comply with Public Sector Accounting Board (PSAB) standards.

- Assisted ministries and government agencies with the implementation of a new PSAB accounting standard related to Assets Retirement Obligations. This standard provides guidance on how to account for and report liabilities for the retirement of tangible capital assets.
- Began implementation of new PSAB accounting standards related to Financial Instruments and Foreign Currency Translation. These standards provide guidance on how to account for financial instruments (e.g., investments, debt, derivatives) and gains/losses on foreign currency transactions.
- Promoted accountability by providing input to the Canadian and International accounting standard-setting bodies and ensured government-wide accounting policies follow PSAB standards. Responded to PSAB Exposure Drafts on:
 - Conceptual Framework for Financial Reporting in the Public Sector;
 - Financial Statement Presentation, Proposed Section 1202; and
 - Employee Benefits, Proposed Section 3251.
- Provided accounting advice to ministries on several key priorities including the federal childcare agreement, Enterprise Business Modernization Project (EBMP), Saskatchewan Indigenous Investment Financing Corporation, insurance contracts for the Saskatchewan Workers' Compensation Board, and the reorganization to move the Sask911 Account from SaskTel to the Saskatchewan Public Safety Agency.

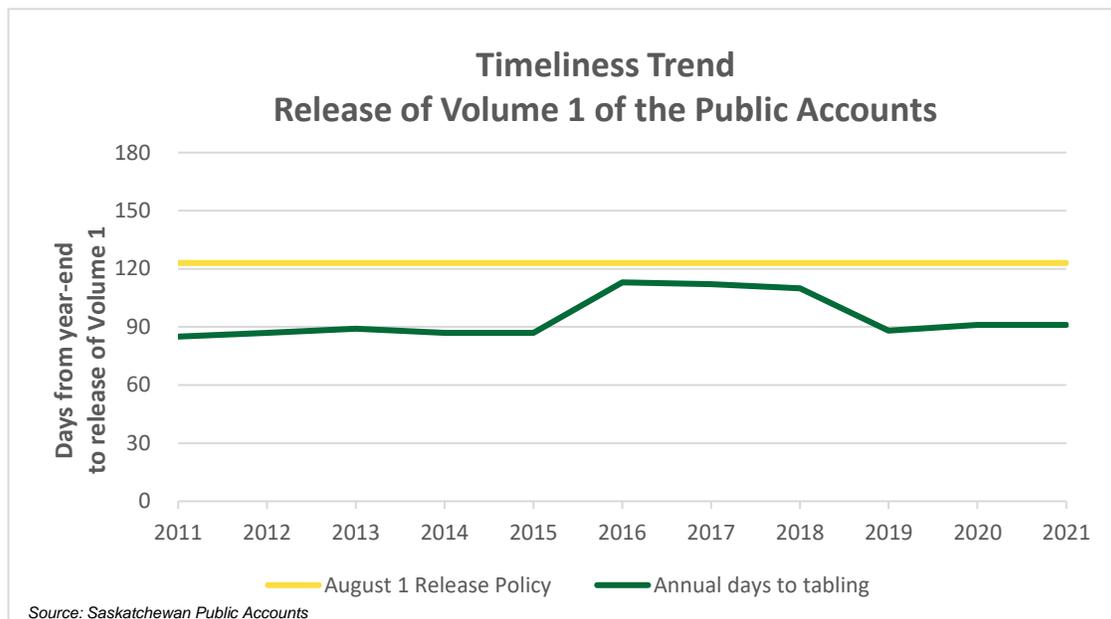
Align reporting with best practices to better meet the needs of citizens and the Government.

- The Ministry made improvements to the content, design, and production of the Ministry's and the Government of Saskatchewan's First Quarter 2021-22 and Mid-year reports, as well as Budget documents and the Business Plans, so that they are easier to read and clearly show how public resources are used to achieve results for Saskatchewan people.
- Improved and streamlined the biannual reporting on improvement and innovation results across government so that the reporting process requires less time and effort, while still ensuring Government is accountable for results and ministries can learn from one another's improvements.
- The Bureau of Statistics, within the Ministry, reviewed and improved the Consumer Price Index and Labour Force Survey reports to better serve those who use the data. Improvements include using infographics, a new subscription service, and faster preparation with reduced duplication between ministries.

Performance Measure Results

Timeliness of the Release of Public Accounts, Volumes 1 and 2

The Public Accounts are key financial accountability documents that are publicly released on an annual basis. Under *The Financial Administration Act, 1993*, Government has established a policy of tabling Volume 1 of the Public Accounts no later than August 1 and Volume 2 on or before October 31. Volume 1 of the 2020-21 Public Accounts was tabled on June 30, 2021. Public Accounts, Volume 2, was tabled on October 28, 2021.



Progress in 2021-22

Ministry Goal 2

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Fiscal plan achieves Government's priorities

Strategy

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

Key Actions

Ensure provincial tax policies align with Government's priorities.

- The Ministry provided policy analysis and advice on several emerging initiatives.
- In 2021-22 the Ministry provided leadership and expertise around the implementation of tax initiatives related to:
 - A new Tobacco Tax category;
 - the Vapour Products Tax on the sale of all vapour liquids, products and devices;
 - the New Electric Vehicle road-use charge to ensure that owners of electric vehicles contribute to highway maintenance in the province; and
 - amendments to the Corporation Capital Tax to clarify how the tax applies to associated and affiliated entities.

Evaluate the efficacy of economic incentives with the economic ministries.

- The Ministry worked closely with the Ministry of Trade and Export Development on the Saskatchewan Value-added Agriculture Incentive (SVAI). It is a non-refundable tax credit meant to encourage higher levels of investment in projects such as canola crush facilities, pea protein processors, oat milling and malt producing operations.
- Collaborated with Innovation Saskatchewan on the Saskatchewan Technology Start-up Incentive (STSI), which is an important economic development initiative that is meant to encourage investment in modern technologies and growth of private capital in Saskatchewan. The STSI was enhanced by increasing the annual tax credit cap from \$2.5 million to \$3.5 million.
- Conducted an economic analysis on an initiative to increase funding for the film and television industry, which led to an \$8.0 million increase for Creative Saskatchewan through the Ministry of Parks, Culture and Sport.
- The Ministry worked (and continues to work) closely with the Ministry of Environment on the carbon tax file, including consideration of assuming full control of administration and revenues related to the federal carbon tax backstop Fuel Charge in Saskatchewan.

- Worked in collaboration with the Ministry of Trade and Export Development to develop a strategy, legal structure, and program to provide loan guarantees through the Saskatchewan Indigenous Investment Finance Corporation (SIIFC), which will support Indigenous-equity ownership of major projects in mining, energy, oil and gas, forestry and value-added agriculture.

Strategy

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

Key Actions

Minimize borrowing costs by attracting increased international investment in new Saskatchewan debt.

- Prepared and filed documentation required for a new USD denominated debt issuance with the US Securities and Exchange Commission (SEC) in November 2021 and a notice of effectiveness was received from the SEC in February 2022.
- The Ministry developed investor relations materials for the international investor base to promote Saskatchewan's story. The Premier's delegation successfully used the materials to advance trade and investment opportunities for Saskatchewan during a trip to the United Kingdom in March 2022.
- In 2021-22, the Ministry successfully issued debt in Euro and Swiss Franc currencies for a total of \$312.4 million Canadian dollars.

Assess the impact of ecommerce on tax revenue and develop approaches to address the fair and consistent application of provincial taxes.

- Strengthened ecommerce tax regulations to ensure fair and consistent application of provincial taxes. Ongoing efforts in ecommerce resulted in \$4.0 million in incremental revenue in 21/22 (\$70.2 million total).
- The Ministry was able to take steps towards resolving the issue of double taxation through legislation and continues to work diligently on the evolving challenge of ecommerce and its potential impact on the PST base and revenue in Saskatchewan.

Assist ministries in ensuring the financial arrangements of federal-provincial agreements, including COVID-related funding support, are appropriate and are accounted for within the Government's fiscal plan.

- In collaboration with the Ministry of Education, the Ministry provided strategic guidance and advice on options for implementation and funding for the federal childcare agreement to reduce childcare costs for Saskatchewan families.

Promote compliance with Saskatchewan's tax programs through taxpayer education and responsible, effective enforcement, including enhancing compliance actions along Saskatchewan's border.

- Promoted tax compliance with Saskatchewan's tax programs and continues to work closely with Canadian Border Services Agency to advance agreements to collect PST at the borders.

Implement an automated Notice of Assessment process for unfiled tax returns.

- The new process was initiated in January 2021 and has generated revenue of \$9.2 million, above the target of \$9.0 million.

Strategy

Provincial budget process is modern, efficient and effective

Key Actions

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

- The Ministry made progress in modernizing the budget process by simplifying and integrating strategic plans and budgets so that decision-makers have better information.
- Presentations on budget processes were given to senior managers and executives within the Government of Saskatchewan as part of education sessions to build awareness and understanding of the budget cycle.
- An adapted approach for completing budget reviews was piloted with a few key ministries to better facilitate Treasury Board discussions of priority issues and initiatives.
- Worked closely with ministries providing policy analysis and advice on several key priorities to ensure budget decisions are informed by robust evidence and analysis so that they have adequate funding. The advice was provided on the implementation of the federal childcare agreement, establishment of new health resources and recruitment strategy, creation of the Saskatchewan Indigenous Investment Financing Corporation, consolidation of peace officers and creation of Provincial Protective Services, Asset Retirement Obligations and 2022 Crop Insurance Program.
- Expertise and advice were provided in the transition of capital budgeting and planning as a central government activity from the Ministry to SaskBuilds and Procurement.

Performance Measure Results

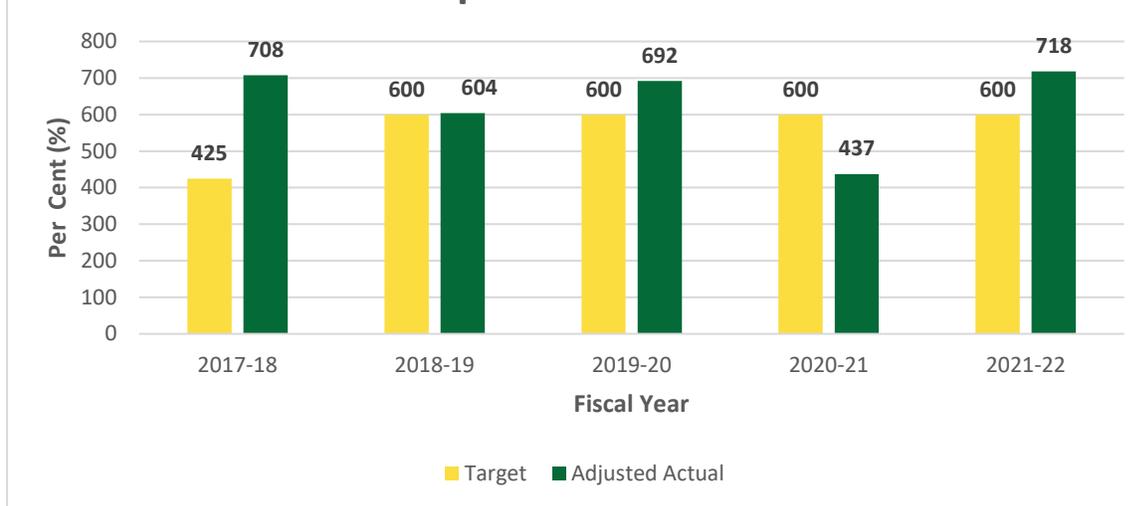
Benefit-Cost Ratio of Taxation Audit and Compliance Activities

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

The Ministry has increasingly placed more emphasis on promoting voluntary compliance of consumption tax through education and outreach. The audit program remains a crucial tool to promote compliance with the province's tax laws and to ensure equity and fairness for all businesses operating in Saskatchewan.

The benefit-cost ratio (BCR) measures the value of audit and compliance activities in relation to the costs of performing these activities. In 2021-22, the Ministry achieved a BCR of 718 per cent, above the target of 600 per cent. This means for each dollar spent on audit and compliance, the Ministry generated \$7.18 of incremental revenue to be used for government priorities, including health care, education, social services and assistance, as well as needed infrastructure like highways, schools and health care facilities.

Benefit-Cost Ratio of Taxation Audit and Compliance Activities



Source: Ministry of Finance

Borrowing cost of new debt

Lower the cost of borrowing relative to other provincial jurisdictions.

The following table shows the annual average “spread” between the rate at which Saskatchewan would issue a new 10-year and 30-year debenture and the rate at which each comparator province would issue the same debenture.

A comparison of 2021-22 with 2020-21, shows Saskatchewan’s average cost of borrowing decreased relative to Ontario, Quebec, Manitoba and British Columbia (BC), while its cost of funding increased relative to Alberta. For example, on a new 30-year debenture, the spread to Ontario, Quebec, Manitoba and BC decreased by 15, 13, 3 and 13 basis points respectively, while the spread to Alberta increased by 4 basis points.

These comparisons are influenced by the varied fiscal situations of the provinces; however, Saskatchewan’s relative improvement overall also reflects the diversification of funding sources for the Province of Saskatchewan. For context, on a \$3B annual borrowing program, each basis point improvement in the spread to Ontario reduces interest costs by \$300,000 per year over the entire life of the new debt.

Fiscal Year	10-year New Issue Average Spread (Basis points)					30-year New Issue Average Spread (Basis points)				
	SK/ON	SK/QC	SK/MB	SK/AB	SK/BC	SK/ON	SK/QC	SK/MB	SK/AB	SK/BC
2021-22	1	7	(1)	(3)	7	4	7	(2)	(5)	10
2020-21	10	13	1	(9)	15	19	20	1	(9)	23
2019-20	7	12	(1)	(1)	12	9	12	(4)	(2)	17
2018-19	1	6	(6)	(1)	10	2	6	(10)	(1)	13
2017-18	3	6	(3)	(3)	9	6	8	(6)	(2)	12

* One basis point = 0.01 percentage point

Progress in 2021-22

Ministry Goal 3

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Operational Excellence

Strategy

Ministry attracts and retains a skilled, engaged and diverse workforce

Key Actions

Develop virtual onboarding resources and deliver orientation sessions for all new employees.

- The Ministry implemented improvements to onboarding resources as part of an internal communications strategy to ensure essential information flows through the organization. This included enhancement of employee onboarding processes and development of online resources for virtual onboarding.
- Three virtual Employee Orientation sessions were held in 2021-22 to welcome and onboard 93 new employees to the Ministry.

Complete the biennial Government of Saskatchewan Employee Engagement and Culture Survey with all Ministry employees.

- In the fall of 2021, Ministry employees provided feedback as part of the Government of Saskatchewan 2021 Employee Engagement and Culture Survey with a participation rate of 83 per cent.
- The Ministry's 2021 Employee Engagement Index score remains unchanged from 2018 which compares favorably to the Government-wide Employee Engagement Index score. To continue to support a high level of culture and engagement, the focus has shifted toward creating plans that respond to the results of the survey.
- The Culture Committee executed its work plan in response to the 2020 Employee Engagement Pulse Survey. Improvements were made in engagement scores related to four areas of focus: effective information flow from senior leaders to staff, employee recognition, continuous improvement and innovation, and learning and development.

Deliver activities and initiatives from the Government of Saskatchewan Inclusion Toolkit to acquire, engage and grow and diverse workforce.

- The Ministry's Inclusion Committee engaged leaders and collaborated with employees to coordinate events and initiatives that acquire, engage and grow a diverse workforce. This included the delivery of modules and activities from the Government of Saskatchewan Inclusion Toolkit.

Strategy

Business processes are modern, efficient and generate value for clients

Key Actions

Transition the Revenue Administration System to a cloud-based service offering and upgrade the application to enhance client service.

- Work to transition to a cloud-based system continues following delays in procurement and contracting that impacted the advancement of the Revenue Administration System upgrade.

Support Enterprise Business Modernization Project to transform Government's business processes through an integrated human resource, financial and procurement, cloud-based system.

- Worked as a key partner and subject matter expert in the development of the Business Case, as well as leading implementation planning of the new Financial Processes and Operating Model streams. The third phase was officially launched in the fourth quarter of 2021-22 and continues to be a priority for the Ministry.

Upgrade the system used to validate and process tax exempt fuel and tobacco sales.

- The Ministry continues to advance the Real Time Validation System upgrade to ensure a stable and secure system for clients throughout the province.

Strategy

Ministry information is managed and used as a strategic resource

Key Actions

Provide security awareness training to Ministry staff to help mitigate cyber risks.

- Information Technology (IT) security awareness sessions have been completed with Ministry's new staff on a quarterly basis, and annual refresher training has been developed for all staff so that all employees can recognize and mitigate cyber risks in their daily activities.

Develop a data management and data analytics strategy.

- The Ministry has developed and approved an internal IT Strategic plan which includes a roadmap for the implementation of the data management and data analytics strategy.
- As an early step in leveraging data to inform proactive decision making, the Ministry has developed compensation and benefits data management and analytics strategy to inform collective bargaining planning, analysis and reporting.

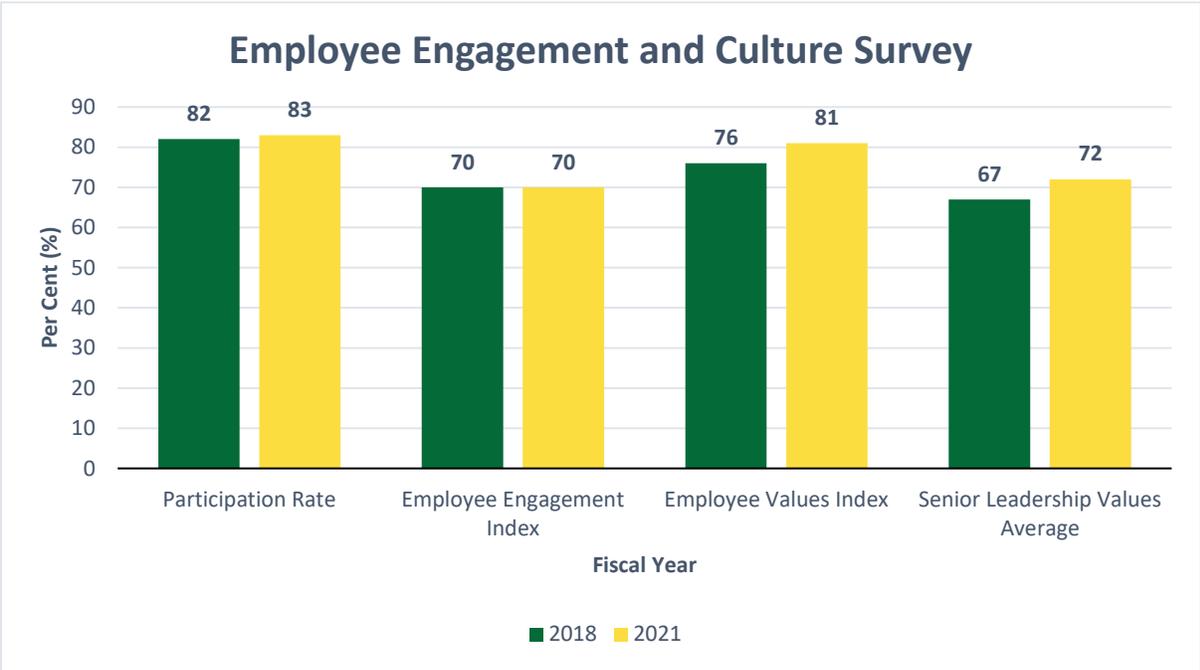
Adopt and implement an information classification system.

- This action was delayed in 2021-22, and a pilot will take place in 2022-23.

Performance Measure Results

Employee Engagement Index (EEI)

The Government of Saskatchewan Employee Engagement and Culture Survey is issued bi-annually; the last survey occurring in the fall of 2021. The Ministry's participation rate increased to 83 per cent for the 2021 Employee Engagement and Culture Survey. The Employee Engagement Index score remains unchanged at 70 per cent in the 2021 survey, which compares favorably to the government-wide Employee Engagement Index score of 63 per cent. The Employee Values Index score was 81 per cent in the 2021 survey, up five percentage points from the 2018 survey. The Ministry's Senior Leadership Values Average in 2021 was 72 per cent, five percentage points higher than it was in the 2018 survey.



Source: Ministry of Finance

Client Satisfaction of Businesses Which Collect Taxes on Behalf of Government

The biennial client satisfaction survey results in a satisfaction rating of 90 per cent or higher.

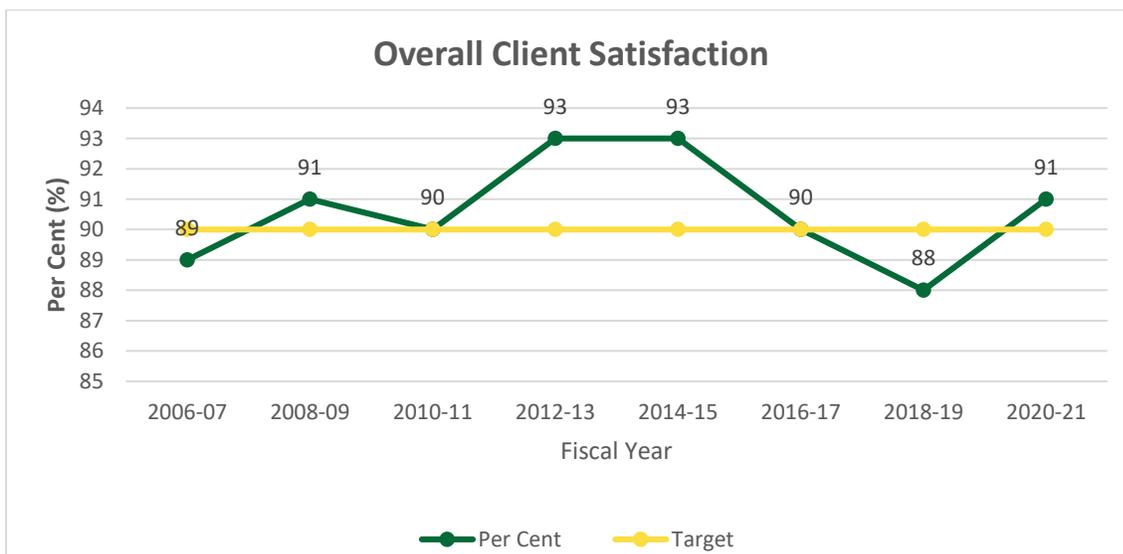
The 2020 biennial client satisfaction survey was sent to 1,302 clients who collect and remit taxes under the following tax statutes/programs:

- Provincial Sales Tax
- Fuel Tax
- Tobacco Tax
- Corporation Capital Tax
- Liquor Consumption Tax
- Farm Fuel Program
- International Fuel Tax Agreement
- Education Property Tax
- Insurance Premium Tax
- Beverage Container Program

The survey resulted in an overall satisfaction rating of 91 per cent, up three percentage points from the 2018 survey. A total of 13 per cent of clients responded to the survey, down 28 percentage points from the 2018 survey. Other key ratings were as follows:

- Helpfulness of Staff – 94 per cent
- Ability to Obtain Information Required – 90 per cent
- Quality of Service – 91 per cent
- Saskatchewan Electronic Tax Services – 90 per cent

The biennial client satisfaction survey will be conducted again in the fall of 2022-23 as a means of measuring client satisfaction.



Source: Ministry of Finance

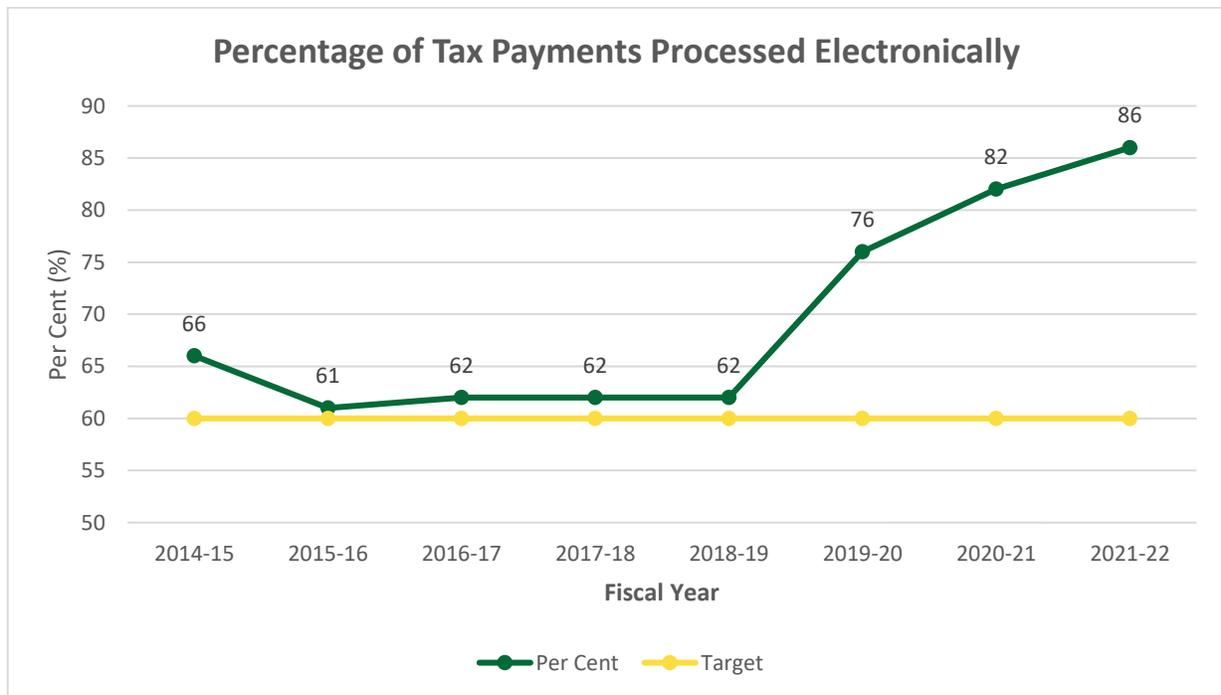
Percentage of Tax Payments Processed Electronically

60 per cent of tax payments received will be processed electronically.

The Ministry strives to provide excellent client services by ensuring that businesses have access to electronic options for making tax payments. The percentage of tax payments processed electronically measures how well the Ministry is meeting its objective of streamlining regulatory compliance. Businesses that use electronic methods to make payments are able to save time and money on regulatory compliance and channel their resources to other activities. In addition, the Ministry realizes a reduction in the cost of processing payments when the tax return and payment are received electronically. The measure is determined from internal statistical reports.

The Ministry works with financial institutions to ensure that businesses are able to make tax payments through any of the financial institutions' electronic payment services that provide sufficient payee information. The percentage of tax payments processed electronically has grown over time, and efforts to promote the use of electronic services will continue.

The Ministry processed 86 per cent of the payments received electronically, 26 per cent higher than the targeted rate of 60 per cent.



Source: Ministry of Finance

Financial Summary

Overview of Ministry Expense

In 2021-22, the Ministry had expenses of \$372.7 million, \$4.5 million over the original budget estimate of \$368.2 million.

Excluding pensions and benefits and the COVID-19 support programs, Ministry operating expenses were \$54.6 million, \$2.8 million, under the budget estimate of \$57.4 million, primarily as a result of under expenditures in salaries due to vacancies and reduced operating expenses.

Spending for pensions and benefits was \$302.3 million, \$3.5 million under the budget estimate of \$305.8 million. Spending on the non-statutory plans was \$3.1 million under budget, due mainly to Public Employees Pension Plan (PEPP). Spending on the statutory plans was \$0.4 million under budget due to actual results differing from actuarial projections.

Total spending on the COVID-19 support programs was \$15.7 million, \$10.7 million more than the original budget estimate of \$5.0 million.

Ministry of Finance Appropriation and Expense (*thousands of dollars*)

Subvote	2020-21 Actual	2021-22 Budget	2021-22 Actual	2021-22 Variance
Central Management and Services	\$7,495	\$8,594	\$8,408	(\$186)
Treasury Management	1,281	1,613	1,459	(154)
Provincial Comptroller	8,701	10,191	7,941	(2,250)
Budget Analysis	5,767	6,657	5,529	(1,128)
Revenue				
Revenue Division	18,711	20,564	18,801	(1,763)
Allowance for Doubtful Accounts	1,100	1,550	4,025	2,475 ⁽²⁾
CRA Income Tax Administration	1,435	1,435	1,435	-
Personnel Policy Secretariat	481	522	495	(27)
Research and Development Tax Credit	5,000	5,000	5,000	-
Miscellaneous Payments				
Bonding of Public Officials	13	21	22	1
Unforeseen and Unprovided For	-	1	172	171
Temporary Wage Supplement for Lower Income Essential Workers	40,129	-	-	-
Small Business Emergency Payment	63,989	1	13,397	13,396 ⁽³⁾
Canada Emergency Commercial Rent Assistance	6,755	-	-	-
Self-Isolation Support	1,544	-	-	-
Saskatchewan Tourism Sector Support Program	26,956	4,999	2,138	(2,861) ⁽³⁾
Emergency Pandemic Support for K – 12 Education	109,800	-	-	-
Strong Recovery Adaptation Rebate	1,497	-	113	113
Implementation of Guarantees (Statutory)	-	1	-	(1)
Pension and Benefits				
Public Service Superannuation Plan (Statutory)	118,617	114,145	113,873	(272) ⁽⁴⁾
Members of the Legislative Assembly – Pensions and Benefits (Statutory)	1,643	2,703	3,691	988
Judges Superannuation Plan (Statutory)	8,370	8,343	7,208	(1,135)
Public Employees Pension Plan	74,283	80,000	78,314	(1,686) ⁽⁴⁾
Canada Pension Plan – Employer’s Contribution	32,185	36,500	37,022	522
Employment Insurance – Employer’s Contribution	12,021	13,500	13,152	(348) ⁽⁵⁾
Workers Compensation – Employer’s Assessment	9,401	10,500	9,743	(757) ⁽⁵⁾
Employees’ Benefits – Employer’s Contribution	38,894	39,500	38,743	(757)
Services to Public Service Superannuation Plan (PSSP) Members	619	642	527	(115)
Total Appropriation	\$596,687	\$366,982	\$371,208	\$4,226
Less: Capital Asset Acquisitions	-	1,415 ⁽⁶⁾	799	(616)
Add: Capital Asset Amortization	2,428	2,626	2,272	(354)
Total Expense	\$599,115	\$368,193	\$372,681	\$4,488

Additional financial information can be found in the Government of Saskatchewan Public Accounts located at <https://publications.saskatchewan.ca/#/categories/893>

Explanation of Major Variances:

1. Operating expenses were under budget due to vacancy management, delays in staffing, reduced IT spending and operating costs.
2. Increase in Allowance for Doubtful Accounts in 2021-22 due to reassessment of receivable accounts.
3. Small Business Emergency Payment program and Saskatchewan Tourism Sector Support Program were the two major COVID-19 support programs in 2021-22. The actual expenditures for the former were over budget due to high demand, while the actual expenditures for the latter were under budget due to lower-than-expected demand.
4. Actual expenses under the Public Service Superannuation Plan and Public Employees Pension Plan were less than actuarial projections.
5. Employment Insurance and Workers' Compensation Board premiums were all under budget due to vacancies and salaries expenses being lower than anticipated.
6. As a result of procurement delays, capital funds related to Real Time Validation System upgrade were unspent. The project completion is scheduled for 2022-23.