

Business Plan

2023-24

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 2023-24.

Saskatchewan is growing at a remarkable pace. There are more people, more jobs, and more opportunities. The goal of the 2023-24 Budget is to ensure that growth continues – growth that works for everyone.

The Ministry of Finance’s 2023-24 Budget supports strong financial management and accountability. 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 2023-24 expense budget for the operations of the Ministry of Finance is \$71.6 million. We’ll carefully manage Ministry finances, offsetting our expenses with additional revenue collected through measures related to fair taxation. In addition to operations, the Ministry is budgeting \$328.8 million for employers’ contributions to pensions and benefit plans for government employees, judges, and Members of the Legislative Assembly.

Our Government and the Ministry of Finance will play a key role in building a better life for Saskatchewan people through growth that works for everyone.



2023-24 Budget Highlights

1	<p>\$2.1 million to continue to transition the Revenue Management System to a cloud-based service and complete upgrades to enhance client services.</p>
2	<p>Our Ministry’s budget allows for the administration of Saskatchewan’s provincial tax system to ensure a level playing field for tax compliant businesses and preserve tax revenues. This includes \$550 thousand for the expansion of the Revenue Tax Enforcement team to address non-compliance in the underground economy and the growing prevalence of contraband tobacco.</p>
3	<p>\$700 thousand to modernize treasury investment systems that are utilized to manage provincial financial investments.</p>
4	<p>Complete the Saskatchewan Affordability Tax Credit program (\$7 million) to ensure that eligible Saskatchewan residents receive a one-time \$500 payment to help address inflationary pressures and the resulting impact on the cost of living.</p>
5	<p>Work with First Nations to negotiate and implement tax administration agreements to share cannabis excise duty revenues, paid to Saskatchewan by the Federal Government, for cannabis sales conducted by on-reserve retailers that are covered by the provincial legal framework.</p>
6	<p>To facilitate the development of fiscal policies that achieve Government’s priorities and support growth that works for everyone, \$2.3 million is provided to enhance the Ministry’s capacity to provide economic analysis and policy advice.</p>
7	<p>Delivered through the Public Employees Benefits Agency (PEBA), the Ministry’s budget includes an increase in pension and benefit expenses, representing the employer’s contributions for government employees, judges, and Members of the Legislative Assembly.</p> <ul style="list-style-type: none"> • \$328.8 million for employer’s pension and benefit contributions, an increase of \$14.9 million from last year, based on actuarial valuations and compensation rates.

Government Vision and Goals

Saskatchewan's Vision

"...to be the best 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 2023-24 annual reports.

Ministry of Finance Overview

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.
- 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.
 - Develop recommendations for the design of a made in Saskatchewan approach for the administration of the Corporate Income Tax (CIT) system.
 - Lead a comprehensive government-wide approach with partners to model the economic impacts of major new and expanded policies and regulatory regimes.
- Engage with partners, including economic ministries, in the development of economic incentives that support growth for Saskatchewan.
- Negotiate and implement tax administration agreements with First Nations to share cannabis excise duty revenues paid to Saskatchewan by the Federal Government under the *Coordinated Cannabis Taxation Agreement (CCTA)* for cannabis sales conducted by on-reserve retailers that are covered by the provincial legal framework.

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*

- Assist ministries in ensuring the financial arrangements of federal-provincial agreements are appropriate and are accounted for within the fiscal plan.
- Implement audit, compliance, and enforcement strategies to promote compliance with Saskatchewan's tax programs to protect provincial revenue.
 - Expand the Revenue Tax Enforcement team to address non-compliance in the underground economy and contraband tobacco.
- Monitor key fiscal indicators and provide advice to support the long-term fiscal health of Saskatchewan.
- Complete the implementation of the provincial Saskatchewan Affordability Tax Program.

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%, which means 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 cost of borrowing 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, diverse and healthy workforce

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

- Conduct and respond 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.
- Increase the response rate for the 2023 Saskatchewan Safety Survey to inform actions that support employee safety and wellbeing.

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 build cyber security awareness and further mitigate cyber risks by implementing approaches for information protection, regular security testing, and incident responses.
- Support PEBA administrative structure changes to allow flexibility and provide value 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*

- Develop data management and data analytics approaches that enable the ministry to effectively acquire, store, access and use data for decision making.

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.

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.

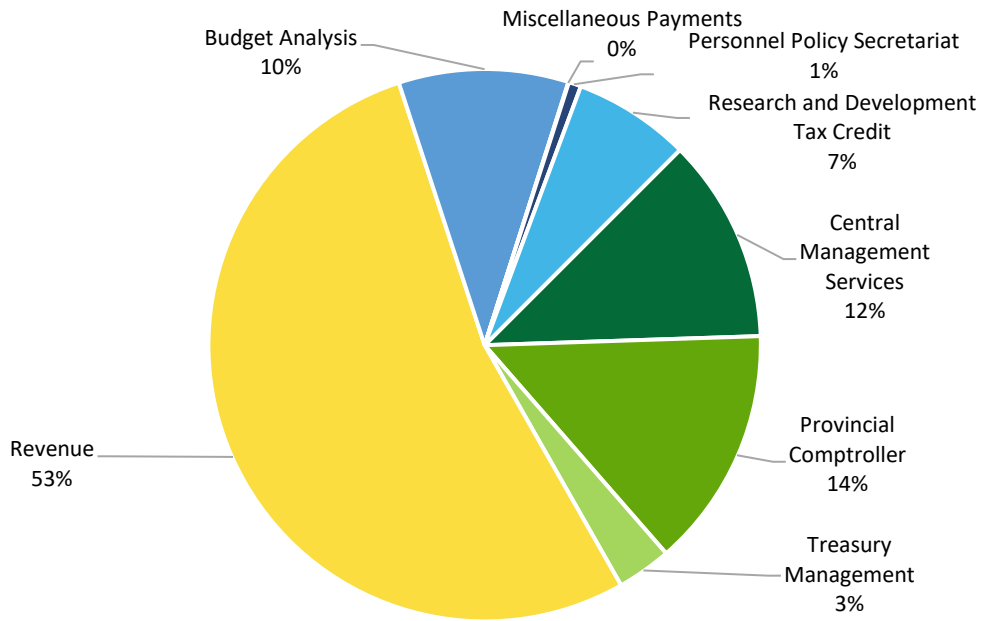
Employee Engagement Index (EEI)

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

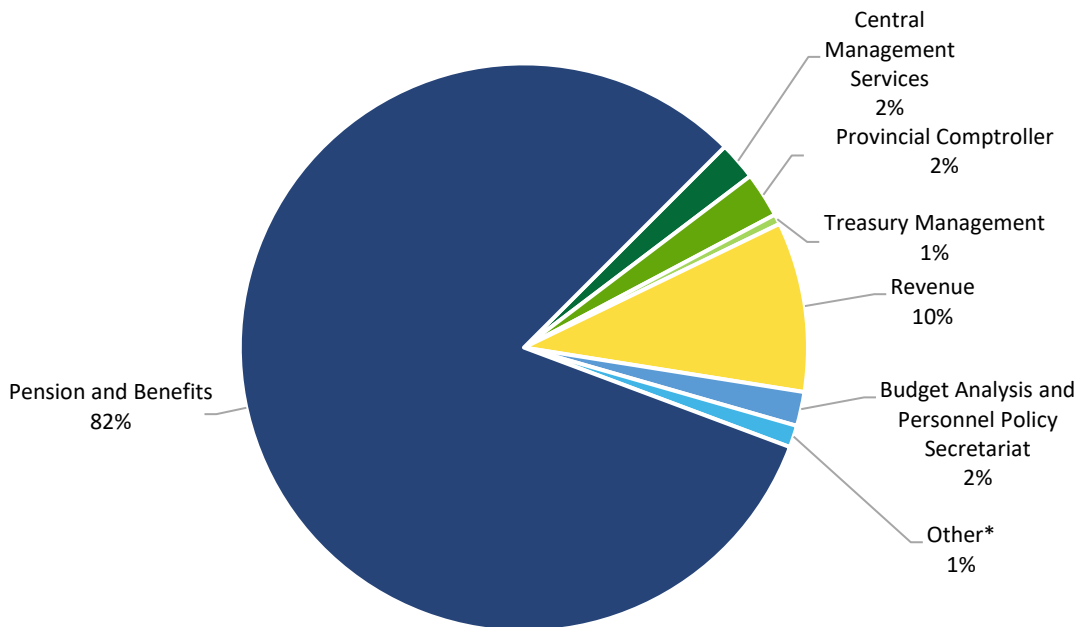
Financial Summary

Ministry of Finance 2023-24 Estimates (\$398 million)	(In thousands of dollars)
Central Management Services	\$8,761
Provincial Comptroller	\$10,324
Treasury Management	\$2,332
Revenue	\$35,414
Budget Analysis	\$7,270
Miscellaneous Payments	\$23
Personnel Policy Secretariat	\$532
Research and Development Tax Credit	\$5,000
Appropriation	\$69,656
Capital Asset Acquisition	(\$700)
Non-Appropriated Expense Adjustment	\$2,626
Expense	\$71,582
Public Service Pension and Benefits	\$328,819
Total Expense	\$400,401
Total Appropriation	\$398,475

**2023-24 Ministry of Finance Total by Subvote
(excluding Pensions and Benefits)
(Total = \$71.6M)**



**2023-24 Ministry of Finance Total by Subvote
(Total= \$400.4M)**



**The 'Other' category includes the Research and Development Tax Credit and Miscellaneous Payments.*

Links to More Information

- [Ministry of Finance Website](#)
- [Government of Saskatchewan Budget, Planning and Reporting](#)