

GOVERNMENT OF ALBERTA

Annual Report

Service Alberta

2021-2022

Alberta 

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Note to Readers: Copies of the annual report are available on the Alberta Open Government Portal website www.alberta.ca

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Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Fiscal Planning and Transparency Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 20 ministries.

The annual report of the Government of Alberta contains Budget 2021 Key Results, the audited Consolidated Financial Statements and Performance Results, which compares actual performance results to desired results set out in the government's strategic plan.

This annual report of the Ministry of Service Alberta contains the Minister's Accountability Statement, the ministry's Financial Information and Results Analysis, a comparison of actual performance results to desired results set out in the ministry business plan. This ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Fiscal Planning and Transparency Act*, as separate reports, to the extent that the ministry has anything to report.

Each Ministry Annual Report should be considered along with the Government of Alberta Annual Report to provide a complete overview of government's commitment to openness, accountability and fiscal transparency.

Minister's Accountability Statement

The ministry's annual report for the year ended March 31, 2022, was prepared under my direction in accordance with the *Fiscal Planning and Transparency Act* and the government's accounting policies. All of the government's policy decisions as at June 2, 2022 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[Original signed by]

Nate Glubish

Minister of Service Alberta

Message from the Minister



Service Alberta continued to support Alberta's economic recovery by modernizing the delivery of government services and information, driving innovation and protecting Albertans in 2021-22.

Our work over the past year gave Albertans more choice and ease when interacting with their government. We continued to modernize the way we work and made more registry services available online, including driver's abstracts, specialty plates, in-transit permits and vehicle renewal registrations. We also partnered with other ministries to design simpler, faster and better services for Albertans, and accelerated existing projects like a digital filing service at Alberta's Court of Queen's Bench.

Behind the scenes, we continued to lead digital and data initiatives that strengthen public services, improve government decision-making, and support research, innovation and economic growth.

We signed a historic \$780 million joint funding agreement with the Government of Canada to improve access to high-speed internet access in underserved rural, remote and Indigenous communities. This work will help ensure that recovery and economic diversification efforts reach all corners of the province by connecting every household to the modern digital economy.

Also in support of our economic recovery, we continued our work to make Alberta the most competitive and attractive place to do business in Canada. Changes made to the *Business Corporations Act* will reduce red tape and administrative burdens for innovators, entrepreneurs, and job-creators.

To protect livelihoods, we took our final step with the *Prompt Payment and Construction Lien Act* by passing supporting regulations to ensure Alberta's hard-working contractors get paid on time, with clear timelines and rules for payments and liens, as well as a framework for resolving disputes.

In response to rising utility rates, our Utilities Consumer Advocate developed an awareness campaign to help Albertans, small business owners and farmers understand and navigate their energy choices.

Throughout the year, we further strengthened the government's cybersecurity posture in an ever-evolving cyber threat environment. We also responded to the challenge of COVID-19 and as the information technology arm of government, we provided services to Albertans, businesses, organizations and other ministries at a time when they needed it most.

I am proud of our accomplishments. We tackled a robust legislative agenda, signed a once-in-a-generation broadband agreement, and launched many service improvements that reflect our ongoing commitment to make it easier for Albertans to access information, programs and services from their government.

Introduction

I encourage you to read through the report to learn more about our Ministry and what we do to make life better for Albertans.

[Original signed by]

Honourable Nate Glubish
Minister of Service Alberta

Management's Responsibility for Reporting

The Ministry of Service Alberta includes the Department of Service Alberta.

The executives of the ministry have the primary responsibility and accountability for the ministry. Collectively, the executives ensure the ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and strategic plan, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the accompanying ministry financial information and performance results for the ministry rests with the Minister of Service Alberta. Under the direction of the Minister, I oversee the preparation of the ministry's annual report, which includes the financial information, performance results on all objectives and initiatives identified in the Ministry Business Plan, and performance results for all ministry-supported commitments that were included in the 2021-24 Government of Alberta Strategic Plan. The financial information and performance results, out of necessity, include amounts that are based on estimates and judgments. The financial information is prepared using the government's stated accounting policies, which are based on Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- Reliable – information used in applying performance measure methodologies agrees with the underlying source data for the current and prior years' results.
- Understandable – the performance measure methodologies and results are presented clearly.
- Comparable – the methodologies for performance measure preparation are applied consistently for the current and prior years' results.
- Complete – outcomes, performance measures and related targets match those included in the ministry's Budget 2021.

As Deputy Minister, in addition to program responsibilities, I am responsible for the ministry's financial administration and reporting functions. The ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the province under ministry administration;

Introduction

- provide Executive Council, the President of Treasury Board and Minister of Finance, and the Minister of Service Alberta the information needed to fulfill their responsibilities; and
- facilitate preparation of ministry business plans and annual reports required under the *Fiscal Planning and Transparency Act*.

In fulfilling my responsibilities for the ministry, I have relied, as necessary, on the executives of the individual entities within the ministry.

[Original signed by]

Deputy Minister David James

Deputy Minister of Service Alberta

June 2, 2022

Results Analysis

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Ministry Overview

SERVICE ALBERTA has a strategic role within government to support Alberta's economic recovery by driving innovation, modernizing government and fostering efficient delivery of government programs, services and information. The ministry's focus is on:

- developing technology breakthroughs and innovations to prepare the government and citizens to meet future needs and to support economic recovery;
- optimizing and modernizing the delivery of current programs and services to meet existing and emerging needs and to provide good value for taxpayers; and
- protecting Albertans and businesses in an increasingly complex and changing social environment.

In 2021-22, the ministry worked to achieve the following outcomes:

- **Outcome One:** Government is modernized
- **Outcome Two:** Data and information management is enhanced
- **Outcome Three:** Consumers are protected and a competitive business environment is preserved

Organizational Structure

Consumer, Registry and Strategic Services

Consumer, Registry and Strategic Services (CRSS) protects consumers and preserves a competitive business environment by developing, administering, and enforcing consumer-related legislation. Through education and awareness initiatives, this division helps consumers and businesses understand their rights and responsibilities. In collaboration with registry agents across the province, the CRSS division provides Albertans with registry-related services and information essential to their everyday lives. This division also offers centralized expertise to the department on all strategic policy and legislative initiatives, as well as red tape reduction coordination.

Key Highlights in the Past Year

- The Utilities Consumer Advocate (UCA) enhanced the education resources available on the UCA website. These enhancements were complemented by an advertising campaign that increased visits to the UCA website to 685,000, over two times more than 2020-21. The website provides Albertans with helpful information on what their options are when it comes to purchasing power and natural gas for their homes and businesses.
- Consumers who have suffered a financial loss as a result of unfair business practices have the ability to seek recovery by making a claim against the security bond held for licensees. This resulted in over \$150,000 being paid out to consumers last year.

Office of the Corporate Chief Information Officer and Telecommunications

The Office of the Corporate Chief Information Officer and Telecommunications supports Government of Alberta (GoA) departments with information management and technology (IMT) leadership, direction, and expertise in IMT services delivery, governance, strategic planning,

security, data analytics, innovative service delivery and investment management that enable the GoA to meet business goals and objectives. The division is also responsible for day-to-day operations, and acts as the contract management and service authority for SuperNet on behalf of the Alberta public sector. It is also responsible for developing a framework to support widespread access to high-speed broadband.

Key Highlights in the Past Year

- In December 2021, government announced it had secured a dollar-for-dollar matching funding agreement on the first \$150 million with the federal government for the provincial Broadband Strategy, which means \$300 million will be available in 2022-23 to improve connectivity in rural, remote and Indigenous communities.
- Over 1.2 million transactions were processed on MyAlberta eServices, which allows Albertans and businesses to access services online and is an alternative to in-person visits to government offices.
- Over 849,000 MyAlberta Digital ID (MADI) accounts were created in 2021-22. MADI is an optional platform that verifies an individual's identity online to ensure services are provided to the correct person. MADI provides a secure way to access government services online, promoting digital transformation, and provides an optional alternative to in-person visits to government offices.
- Transition to the government's new contract for SuperNet services with Bell Canada is ongoing and 2,638 of 3,000 transitions have been completed. SuperNet ensures government programs and services continuity for schools, hospitals, libraries, municipalities, Indigenous offices and government facilities across the province. It also provides support for service providers and municipalities who leverage SuperNet to deliver internet services to Albertans, particularly in rural and remote areas, ensuring they have fair and equitable access to internet services.

Shared Services

Shared Services is one of the first places that Albertans go to get information about the GoA. Millions of people connect with government contact centres that are operated by this division or the partners it supports in other ministries. The division provides important corporate services across the government, including: payroll and benefits administration; key financial services, such as accounts payable, accounts receivable and asset administration; banking services; procurement of goods; centralized fleet management; and employee driver safety initiatives. The division is also responsible for the provision of the GoA employee identification card, selected building access management, centralized print services and the management of the province's inter-departmental mail network in nearly 100 communities.

Shared Services also oversees the transformation and operation of GoA's enterprise resource planning solution, one government eXperience (1GX). The new solution has modern cloud-based capabilities and standard processes to be used across government in the following areas: finance, treasury, budgets and forecasting, supply chain management, payroll and human capital management. The 1GX solution will continue to enable the GoA to be a leader in operational excellence.

Key Highlights in the Past Year

- Migrated the Service Alberta contact centre operations to new cloud-based technology. The change will add new features and functionality that will improve Albertans' experience when they contact the Service Alberta contact centres.
- The Procurement Resource Centre provides centralized procurement support to government ministries in the form of training, advice, and policy and process development. In 2021-22, the Procurement Resource Centre enhanced the procurement-training curriculum to align with 1GX processes and developed 14 virtual courses. This training ensures government is following applicable legal and trade agreement rules to provide a fair, open and transparent process for vendors and suppliers.

FOIP and Information Management

The FOIP and Information Management Division is responsible for administering Alberta's *Freedom of Information and Protection of Privacy Act* (FOIP Act), that applies to public bodies. In addition, the division is responsible for the *Personal Information Protection Act* (PIPA) that applies to organizations in respect of all personal information.

The division is also responsible for supporting the government-wide information management program that includes leadership and strategic direction for the management of information, including records, through policy instruments (e.g., legislation, standards, processes) and service delivery. This responsibility also includes administering the Records Management Regulation and the *Electronic Transactions Act*.

Additional responsibilities include the Alberta Queen's Printer, which is responsible for publishing, marketing and distribution of Statutes, Regulations, The Alberta Gazette, legislative publications and official materials for the Province.

Key Highlights in the Past Year

- GoA departments received over 2,500 FOIP requests between April 1, 2021 to March 31, 2022. Performance measures and metrics on FOIP timelines for public bodies and local public bodies are located in the FOIP Annual Report.
- Over two million views of legislated publications were accessed from the Queen's Printer website last year.

Strategic Planning and Financial Services

Strategic Planning and Financial Services leads Service Alberta in planning and performance measurement, budgeting, forecasting and financial reporting. The branch ensures the ministry's financial resource requirements are met by providing professional financial advice and services. Typical activities include:

- coordinating the ministry's financial budgeting and forecasting process;
- developing financial policy, monitoring compliance and implementing financial management best practices;
- developing the ministry's strategic plans, including the business plan and enterprise risk management framework; and

- developing the ministry's financial reports including the preparation of the ministry's financial information.

Performance Measures at a Glance

Desired Outcomes	Measures/Indicators	Prior Results	(2021-22) Current Results
Desired Outcome 1: Government is modernized	1.a Number of services available through MyAlberta eServices	<ul style="list-style-type: none"> ▪ 2020-21: 101 ▪ 2019-20: 86 ▪ 2018-19: 78 	<ul style="list-style-type: none"> ▪ 126 services (115 services target)
Desired Outcome 2: Data and information is enhanced	2.a Total number of visits to the Open Government Portal	<ul style="list-style-type: none"> ▪ 2020-21: 12,334,688 visits ▪ 2019-20: 4,242,769 visits ▪ 2018-19: 1,944,311 visits 	<ul style="list-style-type: none"> ▪ 16,483,463 visits (4,000,000 visits target)
Desired Outcome 3: Consumers are protected and a competitive business environment is preserved	3.a Percentage of investigations into alleged consumer protection legislation violations completed within established timelines ¹	<ul style="list-style-type: none"> ▪ 2020-21: 85% 	<ul style="list-style-type: none"> ▪ 86% (86% target)
	3.b Percentage of urgent tenancy dispute resolutions completed within established timelines ¹	<ul style="list-style-type: none"> ▪ 2020-21: 94% 	<ul style="list-style-type: none"> ▪ 33% (81% target)

¹New performance measure/indicator. Comparable prior results are limited.

Discussion and Analysis of Results

COVID-19/Recovery Plan

Service Alberta worked on the following initiatives in response to the COVID-19 pandemic:

- MyAlberta Digital ID and MyAlberta eServices – the ministry migrated MADI to a cloud environment to improve performance, stability and operations, ensuring no disruption to MADI services for Albertans. Service Alberta launched 25 new services through MyAlberta eServices, allowing Albertans and businesses to access services online, as an optional alternative to in-person visits to government offices. In 2021-22, Service Alberta invested \$971,000 in capital for this initiative.
- Expansion of Online Registry Services – to allow Albertans to obtain registry services other than in-person, and create the ability for speciality plate ordering and duplicate registration certificates, expanded vehicle registration to other classes (i.e., farm and commercial) and in-transit permits were made available online in June 2021. Also at this time, the ability for Albertans to digitally download products was added. Albertans have the ability to immediately download their products, removing wait times and reducing GoA mailing costs. \$2.1 million was spent on this initiative in 2021-22.
- Vaccine Lottery and Incentives – Service Alberta, in partnership with the Ministry of Health, developed a lottery system, which allowed Albertans who were vaccinated between certain time periods to apply to win prizes and earn rewards. The “Open for Summer Vaccine Lottery” went live on June 14, 2021 and over 1.8 million Albertans registered. The digital solution was designed and implemented within 48 hours, with no performance issues upon Go Live. The site was registering over 100 entries per second. The secondary lottery, branded as “Outdoor Adventure Vaccine Lottery”, launched on July 14, 2021 and approximately 267,600 Albertans registered. Albertans who received their first or second dose of an approved COVID-19 vaccine between September and October 2021 were eligible to receive a \$100 debit card as an incentive. The cost to enable these incentives was \$118,000 in 2021-22.
- Restrictions Exemption Program Implementation Grant (REPG) – to support Alberta businesses through the pandemic, eligible small and medium businesses were able to request a one-time payment of \$2,000 to address costs associated with implementing the Restriction Exemption Program. Service Alberta supported the Ministry of Jobs, Economy and Innovation to implement this program by allowing Albertans to apply for grants. \$214,000 was spent to support this initiative in 2021-22.
- Small and Medium Enterprise Relaunch Grant (SMERG) program – SMERG provided financial assistance to businesses and non-profits ordered to temporarily close or substantially reduce operations to comply with public health orders. Service Alberta supported the Ministry of Jobs, Economy and Innovation to implement this program to address business impacts of COVID-19. \$413,442 was spent in 2021-22 to support this initiative.
- Critical Worker Benefit – the Critical Worker Benefit recognizes the services of selected essential workers identified as critical for the delivery of basic services to Albertans in response to the pandemic, by providing a one-time lump sum payment to eligible workers working in education and health. Service Alberta supported the Ministry of Labour and Immigration and the Ministry of Community and Social Services by developing a system to deliver a portal for online application submissions, and managing workflow to receive, notify and process applications. The

system was integrated with 1GX to provide electronic fund transfer payments to employers. \$692,000 was spent to support this initiative in 2021-22.

- Innovative solutions to online payments – the GoA implemented several financial relief programs to help those in need of assistance during the pandemic. Albertans required an easy way to securely access and apply for various financial supports online, without requiring in-person attendance. Service Alberta worked with ministry partners to implement the following:
 - MyAlberta COVID Self-Isolation Payment (Ministry of Community and Social Services) – developed an online system to provide financial assistance to eligible Albertans by Interac e-Transfer. The system was used to distribute more than 3,500 payments to Albertans.
 - MyAlberta Working Parents Benefit (Ministry of Children’s Services) – developed an online system to provide childcare rebates to eligible Albertans by Interac e-Transfer. The system launched in March 2021 and has sent over 20,000 e-transfers to working parents who needed and paid for childcare in order to continue working during the pandemic.

Red Tape Reduction

The Ministry of Service Alberta continues to remove regulatory barriers and reduce costs for Alberta’s job creators, modernize our regulatory systems and improve the delivery of government services, while ensuring effective regulatory oversight over vital consumer, environmental, health and safety protections, and fiscal accountability. The GoA’s ongoing commitment to reduce red tape by one third by 2023 is helping to make our province the most attractive destination for investment and job creation in North America, while strengthening Alberta’s competitive advantage.

The ministry worked on the following to support red tape reduction this past year:

Key Objectives

1.2 Reduce red tape, and associated time and financial costs of compliance to make it easier for individuals and businesses to operate in Alberta.

- Over the 2021-22 fiscal year, Service Alberta achieved a eight per cent reduction in red tape, for a 19 per cent total reduction as of March 31, 2022. This amounted to removing over 2,400 regulatory requirements, including to four Acts (*Business Corporations Act, Companies Act, Cooperatives Act and Real Estate Act*), four Regulations (Companies Regulation, Condominium Property Regulation, Appeal Board Regulation and Partnership Regulation) and contributing to Red Tape Reduction Implementation Acts.
- Government departments use MyAlberta eServices to improve service delivery and increase efficiencies related to payment processing by providing an online portal for Albertans to pay for services. These features supported registry services modernization, an important red tape reduction initiative that enables Albertans to pay for registry products online via MyAlberta eServices. This platform is also critical to supporting online service delivery, and modernizing government services to achieve digital transformation.
- Increasing the number of services using MADI helped reduce red tape by creating an online account used to simplify interactions with government, which allows Albertans to use one username and password across multiple levels of government if they wish to access the services online.

3.2 Balance effective industry regulation and protection of consumer interests while enhancing governance and reducing unnecessary red tape.

- Amendments to the *Business Corporations Act* and Business Corporation Regulation allowed, among other amendments, the shareholders of a distributing corporation to waive the application of Canadian generally accepted accounting principles (GAAP) and provide an exception for a corporation that is subject to applicable accounting standards in the United States. The change eliminates the requirement for corporations to prepare two sets of financial statements, one according to Canadian GAAP and one according to United States GAAP. Corporations who obtain the exemption will be able to submit one set of financial statements, thereby saving the costs of preparing the second financial statement.

Initiatives Supporting Key Objectives

In 2021-22, \$75,000 was allocated to review the *Business Corporations Act* to eliminate red tape and outdated provisions that stifle competition, thereby supporting Alberta in becoming a destination of choice for people to register a business in Canada. \$66,300 was utilized last year to complete this project.

- The updated *Business Corporations Act* received royal assent on December 2, 2021. Updates to the *Business Corporations Act* will make it easier for businesses to operate in Alberta by making financial reporting more flexible, clarifying roles for directors and shareholders, and reducing costs and time for businesses to navigate legal proceedings. These changes will make Alberta more competitive in the global marketplace, attracting job-creating investment to the province and contributing to the province's economic recovery. Some amendments include a new provision to allow corporations to determine in advance, through a corporate opportunity waiver, whether a specified business opportunity or a class or category of business opportunities does not need to be pursued.

In 2021-22, \$500,000 was allocated and \$168,000 was spent to implement the *Prompt Payment and Construction Lien Act* to streamline adjudication and dispute resolution processes for contractors and industries, to ensure a fair marketplace for consumers and businesses. Expenditures were made to facilitate stakeholder consultation processes in order to obtain feedback for validating the needed changes to the former *Builders' Lien Act*.

- The *Prompt Payment and Construction Lien Act* (formerly the *Builders' Lien Act*) and supporting regulations will come into force on August 29, 2022. In fall 2020 and spring 2021, GoA introduced clear timelines and rules for payments and liens in all construction sectors, and a new adjudication framework for payment disputes. Government also clarified application of legislation to public-private partnerships and professional construction consultants. All of these measures will help keep investment flowing, benefiting the industry, and the economy in general.

Outcome One: Government is modernized

In 2021-22, the ministry accomplished several key objectives directed toward achieving Outcome One.

Key Objectives

1.1 Based on best practices of global digital leaders, develop and implement a digital strategy that ensures all new systems are digital by default and improve Albertans' access to government services.

- Service Alberta continues to develop the GoA Digital Strategy, which sets out the steps that the government will take to become a citizen-centered, digitally capable government. It is about recognizing how the Internet has changed the lives of Albertans and harnessing that to modernize government service delivery and accelerate the growth of a new digital economy in Alberta. The Digital Strategy will achieve its goal by taking the following steps:
 - import Internet-era ways of working into government;
 - eliminate administrative burden from Albertans' interaction with government;
 - put a new emphasis on providing high-value services that meet the Internet-era needs and expectations of Albertans;
 - open up new digital design, data and technology opportunities in and around government for jobs and industry; and
 - develop a dynamic and productive data and technology infrastructure.
- The government's vision is to become a leading digital province, delivering world-class digital services and opportunities for all Albertans.
- The ministry continues to focus on the GoA Cybersecurity Strategy to further strengthen the GoA cybersecurity posture through an evolving cyber threat environment. Leveraging Microsoft security tools, controls were put in place to increase protection of public data. This included the implementation of improved email malware detection systems, as well as endpoint security management systems. These systems ensure end user devices are up-to-date with the latest in antivirus and encryption tools, which can be monitored for threats and managed remotely.
- Service Alberta is testing user-behavior-based fraud detection tools for digital systems. As the government continues to increase the number of digital government services, the organization

Actions that Support the Priorities of the Government of Alberta Strategic Plan

Key Priority One:
Protecting Lives

Objective Three:
Supporting Albertans most in need

- Service Alberta collaborated with the Ministry of Seniors and Housing to implement the Seniors Financial Assistance Online Service.
- This new digitized application process enables seniors to apply for financial assistance programs through an online portal. This streamlines applications processes for financial assistance, including the Alberta's Senior's Benefit, Supplementary Accommodation Benefit, and Special Needs Assistance for Seniors.

must ensure that fraudulent activities are prevented or at least detected early, before serious impacts occur.

- This year, the GoA Cybersecurity Program expanded its services outside of government by creating a new CyberAlberta Community of Interest in February 2022. The group, whose membership includes the cybersecurity leads of Alberta public and private sector organizations, works collaboratively on common threats with the goal to strengthen Alberta's cybersecurity posture. This new Community of Interest will be leveraged to counter the evolving cyber threat and help develop new cybersecurity talent across the province to address the worldwide shortage of cybersecurity professionals.

1.2 Reduce red tape, and associated time and financial costs of compliance to make it easier for individuals and businesses to operate in Alberta.

- Coming out of focused engagement with external shareholders, Motor Vehicles and Registries Administration revised its policy manuals and forms, making it easier and more efficient for registry agents to provide registry services to Albertans. Some changes include:
 - Driver's licence/identification card services were simplified for registry agents, in large part by reducing and streamlining document requirements.
 - Albertans with a visitor visa may now obtain a driver's licence or identification card.
 - Refugee claimants who are Alberta residents can obtain an identification card or driver's licence for up to five years, where previously they were only eligible to obtain a driver's licence for only one year.
 - Proof of residency documents may now be presented in electronic form, where previously the majority of acceptable documents were required to be original documents.
 - Albertans no longer need to visit a registry office in person to request a cancellation of their driver's licence or identification card.
- As of November 1, 2021, a Regulatory Cost Model was implemented as a tool to quantify and measure the financial burden imposed on stakeholders and Albertans through requirements found in regulatory instruments related to online registry services, resulting in an overall estimated \$3.1 million in annual savings to Albertans.
- Approximately 800 new public forms requests were received and over 750 forms requests were completed this year. This included more than 550 new electronic forms

Actions that Support the Priorities of the Government of Alberta Strategic Plan

Key Priority Two:
Protecting Livelihoods

Objective Two:
Reducing red tape

- Online registration services save time and money by eliminating the need to visit a registry in person to order a service. The GoA expanded the number of registry products available online. Albertans can now order speciality license plates, commercial and farm vehicle registration renewals, in-transit permits, and duplicate vehicle registration certificates online.
- Albertans can also download their vehicle registration certificates and in-transit permits directly through MyAlberta eServices after they have been purchased.
- These changes are estimated to result in an overall cost savings of approximately \$3 million.

created and approximately 150 paper forms discontinued. Over 50 existing electronic forms were eliminated due to redundancy or to ensure more efficient workflows, contributing to the red tape reduction initiative.

- Also see Red Tape Reduction section (starting on page 16).

1.3 Modernize the government's technology infrastructure, business applications and internal government services to generate efficiencies and improve productivity through innovation.

The GoA is moving toward a cloud-first model to accelerate innovation and deliver on-demand services while reducing cost.

Service Alberta implemented the Cloud Enablement Program, to bring agility, cloud services, common security, identity, financial management and provisioning of cloud services to enable digital services in government and leverage enterprise infrastructure resources.

Being the first jurisdiction in Canada to implement a multi-cloud environment with information management controls presented complexities, as most vendors did not have prior experience with this type of work. To overcome this challenge, the cloud program team partnered with vendor teams to align the GoA cloud environments with the compliance information classification requirements.

- Service Alberta leveraged the BERNIE platform to begin modernizing contact centres across GoA, including SafeRoads, Registries and Consumers, Parks and Special Programs, Provincial Radio Contact Centre, Service Alberta HelpDesk and 310-FARM. These tools provide a more consistent user experience using a digital platform, and provide new options for enhanced call centre functionality, including chat bots and self-service.
- Business licensing and registration processes under the *Consumer Protection Act*, *Cemeteries Act* and *Charitable Fund-Raising Act* were modernized to allow applicants to submit the majority of their documents electronically, simplifying and speeding up the process and allowing a complete license application to be issued in a more efficient and timely manner. Work also began on other changes to improve licensing processes for applicants, including a fully online application system.
- Since April 2021, the number of real estate transactions and associated packages submitted for registration with the Land Titles Office (LTO) has nearly doubled, which significantly extended the LTO's standard registration processing time. In order to address the increase in volumes, the LTO increased its staff level by 20 per cent, with another 20 per cent increase underway; triaged the expediting of critical document processes; and redirected all staff to process backlogged registrations. Alternative customer service delivery options were also established, including onsite and web-based services. Furthermore, the LTO continues to apply the new Pending Registration Queue to allow users to track packages submitted to LTO, with a guarantee that no subsequent registration packages will be registered ahead of another in priority.
- The ministry reviewed its procurement policies and procedures to improve procurement practices within GoA. The 1GX transformation will drive a one-government approach to modernize aspects of procurement, such as e-bidding, invoicing and payments.

Forward Looking Information

Going forward, the ministry will focus on completing the following initiatives in support of desired Outcome One:

- Finalize and release the GoA Digital Strategy and continue the implementation of digital services across the GoA.
- Create a new Cybersecurity Services division within the ministry's organizational structure in response to the Ministry's acknowledgement that a strong cybersecurity posture is a key component of the increased focus on digital services. The increased visibility of the new division will assist with making cybersecurity activities and investments a priority for the ministry.
- Target key infrastructure platforms to migrate to the cloud, reducing the reliance on legacy services and data centres, and reducing capital expenditures and overall costs.
- Undertake business transformation and modernization of the Land Titles registry over the next three to five years, focusing on redesigning, innovating and modernizing the delivery of Land Titles services to achieve improved customer and employee experiences.
- Continue to implement the provincial Broadband Strategy, which sets out how GoA will achieve universal connectivity, providing high-speed internet to every Albertan household and business by the end of fiscal 2026-27. GoA committed \$390 million to improving broadband connectivity, and secured dollar-for-dollar matching funding agreement with the federal government, making a total of \$780 million available to improve internet for Albertans over the next four years. The strategy has been published and is available online.
- Continue to focus on improving LTO registration turnaround times. Budget 2022 commits an additional \$9.1 million to this initiative.
- Continue to enhance and optimize 1GX to deliver additional value and efficiency to the GoA in 2022-23 and future years.

Initiatives Supporting Key Objectives

In 2021-22, \$6.4 million was allocated to be invested to implement industry best practices including automated routing and artificial intelligence (AI), to digitize and streamline regulatory assurance processes.

- In 2021-22, \$2.9 million was invested to implement AI. Service Alberta established the AI strategy, and began implementing five Proof of Concepts using this technology to achieve efficiencies and optimize resourcing in various departments.
- The ministry invested \$833,000 to implement Robotic Process Automation technology across various departments to improve productivity and create efficiencies. This includes automating invoice processing, automating e-mail queries and responses, and managing compensation recovery for department programs.
- In 2021-22, \$4 million was spent to modernize government contact centres, including SafeRoads, Registries and Consumers, Parks and Special Programs and Provincial Radio Contact Centre. The ministry worked with departments to transition legacy contact centre tools to modern, digital, cloud-based technology. Costs increased to accommodate an additional 22 contact centres that were included as part of the program in 2021-22.

In 2021-22, \$150,000 was allocated to test remote community broadband services that could be provided by Low Earth Orbit (LEO) Satellites. No funds were spent on testing LEO Satellite technology in 2021-22, as the ministry focused efforts on the development and release of the Alberta Broadband Strategy.

- The use of LEO Satellites is identified in the strategy as one of the technology solutions to provide high-speed broadband connectivity to the most remote and sparsely populated regions of the province.
- Satellite technology and networks continue to grow every month and are now considered a strong solution for hard to connect regions of the province; therefore no additional investment is required from Service Alberta to test this solution.

In 2021-22, \$10.7 million was allocated toward registry modernization to expand access to information and services.

- \$2.15 million was spent in 2021-22 to enable several online registry services through MyAlberta eServices; such as driver’s abstracts and vehicle information reports. Part of this funding was also spent on the online driver’s licence and identification card renewals that were announced in May 2022.
- MyAlberta eServices developed and deployed functionality to make specific products available as digital downloads that users can buy and access once they sign in with MADI.

Performance Measures

Performance Measure 1.a: Number of services available through MyAlberta eServices

Description

This measure tracks the number of services available through MyAlberta eServices, which provides Albertans with another way to access government services and programs.

Results and Analysis

The target of 115 services available online was met, with 126 services available in 2021-22, improving accessibility of government services to Albertans.

Number of Services Available through MyAlberta eServices (115 Services Available Target)

Year	2019-20	2020-21	2021-22
Number of Services Online	86	101	126

Source: Service Alberta, Office of the Corporate Chief Information Officer and Telecommunications Division

MyAlberta eServices (eservices.alberta.ca) continues to grow, offering Albertans one consistent portal to purchase government services.

Outcome Two: Data and information management is enhanced

Service Alberta achieved several results to enhance data and information management.

Key Objectives

2.1 Modernize the way government's data and information is managed, which includes the use of enhanced data analytics, and by introducing common and consistent ways of classification, organization and access.

The ministry implemented the Microsoft Office 365 (M365) platform, introducing a set of new tools to improve records management and digital content management procedures.

The M365 platform will also become the Enterprise Content Management system for all government data, and will support the GoA-wide content management initiative. Service Alberta has completed content inventories and functional classification mapping for 25 program areas across the GoA.

Organizational change management, especially communications and training, created a challenge due to the addition of new tools and changing the existing tools used by most GoA staff to complete their daily tasks. This risk was mitigated by having Town Halls during major rollouts, as well as Office Days sessions held every month for any individuals wanting to call in and ask questions about M365.

With the improved functionality as part of the M365, processes such as eDiscovery and legal holds will be easier to administer and GoA staff will have access to simplified, accurate records management processes.

The ministry also launched the five-year Content Management Initiative (CMI) that will revolutionize government record-keeping by moving from a subject based to a functional based classification of records, rationalizing cross-government retention and disposition schedules, and inventorying all content across the GoA.

Forward Looking Information

In working toward desired Outcome Two, the ministry will:

- Continue implementation of the CMI and other key initiatives, including content inventories; functional classification taxonomy mapping; modern electronic disposition process; and metric reporting.
- Continue its multi-year rollout of M365 products to all GoA staff. Each product will be configured to meet GoA standards and offered to GoA staff, along with training and communications programs. Additional applications and features expected to be implemented in the coming year include:

Actions that Support the Priorities of the Government of Alberta Strategic Plan

Key Priority One:
Protecting Lives

Objective Four:
Make the justice system fairer, faster and more effective

- The new eDiscovery service was established to enable departments and Legal Counsel to adequately prepare for any potential, known, or on-going legal action and improve discovery processes in order to provide responsive content within court mandated timelines.
- This was done via a centralized and standard approach to defensible discovery.
- eDiscovery services went live in M365 eDiscovery Manager in February 2022.

- Bookings – an appointment booking tool integrated with M365 and Outlook calendars.
- M365 Apps for Enterprise – cloud-based versions of the Microsoft Office suite.
- Sway – a tool to compile design-ready reports and presentations.
- Commence implementation of the GoA Data Strategy to realize the full potential of Alberta’s data for the benefit of Albertans. Implementation of the strategy will result in a modernized and consistent approach to managing and governing data and information, including privacy and security protection.

Initiatives Supporting Key Objectives

In 2021-22, \$5.1 million was allocated to modernize government’s information management tools, including implementation of M365 and Enterprise Content Management systems, which will enhance the way government manages information.

- In 2021-22, \$2.65 million was spent implementing M365. M365 is a cloud-based suite of products and services that will enhance productivity of GoA staff through new collaboration, mobility, information management and security capabilities.
- The M365 program rolled out various services to all staff, approximately 35,000 computers and 13,000 mobile devices, including:
 - Microsoft Teams, including To Do, Planner, Live Events and Webinars, offering new collaboration and communication tools for staff.
 - Microsoft OneDrive, which transitioned the My Documents folder to the cloud and offered a secure, private working space to edit, manage and share documents.
 - Microsoft Defender and Endpoint, which implemented new security functionality and enabled significant cost savings by reducing licensing costs for other antivirus tools.
- As part of the M365 program, Service Alberta supported the CMI to confirm the information managed by all departments, to assist with the development of the functionality classification categories and retention schedule modernization.
- By leveraging existing M365 tools, GoA was able to avoid significant costs associated with implementing a separate content and records management platform.

In 2021-22, \$2.5 million was allocated to perform data analytics work to enable partner ministries to make better policy and program decisions. \$1.1 million was spent on capital for this initiative last year and another \$400,000 was spent on ongoing maintenance for a total of \$1.5 million.

- Some of the Analytic Projects and Proofs of Concepts that were worked on during 2021-22 were: FOIP Compliancy Dashboard, Land Title Analytics, Data Literacy Training, delivery of the GoA AI Strategy, delivery of the Robotic Automation Strategy, and the creation of analytic and AI roadmap of 45 initiatives across 14 ministries.
- Work on these projects helped partner ministries across the GoA in their policy and program decision making.

Performance Measures

Performance Measure 2.a: Total number of visits to the Open Government Portal

Description

The Open Government Portal is an easy way to access government data and publications, encouraging citizen engagement and increasing government transparency. This measure tracks the number of visits to the Open Government Portal.

Results and Analysis

In 2021-22, there were over 16 million visits to the Open Government Portal, which significantly exceeded the target of 4 million.

Total Number of Visits to the Open Government Portal (4,000,000 Visits Target)

Year	2019-20	2020-21	2021-22
Number of Visits	4,242,769	12,334,688	16,483,463

Source: Service Alberta, Office of the Corporate Chief Information Officer and Telecommunications Division, Open Government Portal

The Open Government Portal was a primary source for information on health restrictions and the COVID-19 pandemic, which led to a significant increase in the number of visits to the portal. Service Alberta expects the number of visits will decrease as the pandemic situation evolves and public health restrictions are reduced.

The ministry will continue to track the results and update the target as the trend of the data changes.

Outcome Three: Consumers are protected and a competitive business environment is preserved

In 2021-22, the ministry completed several objectives to enhance consumer protection and to preserve a competitive business environment.

Key Objectives

3.1 Improve consumer protection through inspections, investigations, enforcement actions and effective legislation.

- The ministry was required to adapt its outreach activity as a result of the pandemic. The department created a Police Integrated Referral for Consumers (PIRC) video and provided it to law enforcement partners. This provided an alternative to ministry staff meeting with law enforcement partners in person to provide information on Alberta consumer protection legislation. More than 35 RCMP detachments and police division offices across the province received a copy of the PIRC video. A minimum of 2,000 officers and consumers were reached through this proactive messaging and through trade shows that resumed in the spring of 2022.

- Service Alberta undertook various administrative enforcement and compliance actions to better protect consumers in the marketplace. These included suspension of licences, Director's Order to require compliance and issuing administrative penalties.

3.2 Balance effective industry regulation and protection of consumer interest while enhancing governance and reducing unnecessary red tape.

- The ministry completed an internal red tape reduction review of Foreign Ownership of Land Administration processes developed under the existing legislative framework, specifically in relation to applications requiring an Order in Council to approve. This review resulted in the commencement of a pilot program to:
 - streamline the information collected as part of the initial application;
 - expedite the due diligence application; and
 - fast track the scheduling for Cabinet Committees with Policy Coordination Office.
- This new pilot program has reduced the average length of time to approve an Order in Council application (from the department's receipt of it) from approximately six months to two to three months. Service Alberta will continue to refine the process to find further efficiencies.
- The ministry reviewed the *Residential Tenancies Act* to reduce administrative burden and allow for electronic methods of payment and information delivery. Allowing landlords to refund security deposits using electronic means provides a modern payment option that helps reduce the cost and time associated with previously legislated methods of returning deposits, such as in-person and registered mail.
- UCA evidence/arguments introduced in Alberta Utilities Commission hearings during last fiscal year resulted in \$92 million in cost disallowances (savings) for consumers on regulated charges on their utility bills.
- Also see Red Tape Reduction section (starting on page 16).

3.3 Improve access to timely and efficient consumer dispute resolutions.

- In May 2021, the Appeal Board Regulation was amended to modernize the consumer appeals process, expressly enabling appeal boards constituted under the *Consumer Protection Act* to hold hearings in different forms, including by teleconference, videoconference or other emerging technologies. Together with enabling the ability to share and submit documents digitally, these changes help reduce costs related to holding appeal hearings (such as for travel or mailing), and take advantage of advances in virtual meeting technologies that will enhance access to justice for all parties, including those in rural and remote communities.
- The Residential Tenancy Dispute Resolution Service (RTDRS) concluded 12,197 hearings in 2021-22, providing accessible and more cost-effective dispute resolution for landlords and tenants than the courts. Orders made by the RTDRS uphold tenant rights and ensure that landlords are able to protect their investments and continue to provide residential tenancies for Albertans. In response to the pandemic RTDRS shifted to conducting all hearings by telephone in 2021-22 to ensure that landlords and tenants continued to have access to affordable dispute resolution services. This change has been very effective and is strongly supported by

participants in the hearing process such that as of 2021-22, this approach became an ongoing practice.

- The UCA completed 1,019 UCA mediations between utility providers and consumers. On average, these mediations were completed within eight days and provided cost effective and timely resolution for Albertans.

Forward Looking Information

- Review the *Personal Property Security Act* legislation, with stakeholder engagement beginning in April 2022. The goal of this review is to provide more consistency with other personal property security law statutes across Canada to reduce red tape.

Initiatives Supporting Key Objectives

The first initiative to support key objectives was to review the *Business Corporations Act* to eliminate red tape and outdated provisions that stifle competition, thereby supporting Alberta in becoming a destination of choice for people to register a business in Canada. In 2021-22, \$75,000 was allocated for this initiative and \$66,300 was utilized last year to complete this project.

- Discussed under Red Tape Reduction section (starting on page 16).

The second initiative to support key objectives was to implement the *Prompt Payment and Construction Lien Act* to streamline adjudication and dispute resolution processes for contractors and industries, to ensure a fair marketplace for consumers and businesses. In 2021-22, \$500,000 was targeted for this initiative and \$168,000 was spent.

- Discussed under Red Tape Reduction section (starting on page 16).

Performance Measures

Performance Measure 3.a: Percentage of investigations into alleged consumer protection legislation violations within established timelines

Description

This measure is based on the percentage of files completed by the Consumer Investigation Unit within six months.

Results and Analysis

In 2021-22, 86 per cent of investigation into alleged consumer protection legislation violations were completed within established timelines.

Percentage of Investigations into Alleged Consumer Protection Completed (86% Target)

Year	2020-21	2021-22
Percentage Completed	85%	86%

Source: Service Alberta, Consumer, Registry and Strategic Services Division

The result is slightly higher than last year and met the target of 86 per cent. Completion of files sooner resulted in complaints made by Albertans to be resolved and where necessary, enforcement action taken sooner to better protect consumers.

Performance Measure 3.b: Percentage of urgent tenancy dispute resolutions completed within established timelines

Description

This measure tracks the percentage of urgent RTDRS applications heard within 15 business days after the application is filed.

Results and Analysis

In 2021-22, 33 per cent of RTDRS urgent applications were heard within the established timelines of 15 days.

Percentage of Urgent Tenancy Dispute Resolutions Completed (81% target)

Year	2020-21	2021-22
Percentage Completed	94%	33%

Source: Service Alberta, Consumer, Registry and Strategic Services Division

Due to the dramatic increase in applications in 2021-22, the target of 81 per cent was not met. Hearings of urgent applications (for possession or termination) took place an average of 17 business days after filing. Staff are being redeployed to address this pressure and bring the hearing timeline back down to 15 days. The ministry will continue to track the results and adjust actions as required.

Performance Measure and Indicator Methodology

Performance Measure 1.a: Number of services available through MyAlberta eServices

The number of services available through MyAlberta eServices is calculated by tracking the cumulative number of completed on-boarding projects consisting of a product (or products) that can be obtained using MyAlberta eServices. Some projects consist of only one product, while other projects may consist of a few different iterations of the same product, or even a wide range of products (e.g., apparel/merchandise).

Performance Measure 2.a: Total number of visits to the Open Government Portal

The number of visits is the total number of sessions within a selected date range, as calculated by Google Analytics. A session is a period of time when a user is actively engaged with a website. Active sessions terminate when the web browser is closed or after a specified period of inactivity.

Performance Measure 3.a: Percentage of investigations into alleged consumer protection legislation violations completed within established timelines

The measure is based on the percentage of Consumer Investigation Unit investigations completed within six months. The method to calculate is the date the file is opened for investigation and the day it is closed.

Performance Measure 3.b: Percentage of urgent tenancy dispute resolutions completed within established timelines

The measure is based on the percentage of urgent RTDRS applications are heard within 15 business days after the application is filed.

Financial Information

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Ministry Financial Highlights

Statement of Revenues and Expenses (unaudited)

End of the year March 31, 2022

	2022		2021	Change from	
	Budget	Actual	Actual	Budget	2021 Actual
			(Restated)		
	<i>In thousands</i>				
Revenues					
Fees and licences	\$ 649,200	\$ 679,213	\$ 652,950	\$ 30,013	\$ 26,263
Other revenue	78,506	80,325	74,764	1,819	5,561
Ministry total	727,706	759,538	727,714	31,832	31,824
Inter-ministry consolidation adjustments	(67,225)	(65,004)	(61,553)	2,221	(3,451)
Adjusted ministry total	660,481	694,534	666,161	34,053	28,373
Expenses - directly incurred					
Program					
Ministry Support Services	7,106	7,031	6,457	(75)	574
Land Titles	10,543	11,728	10,921	1,185	807
Motor Vehicles	13,273	11,605	11,433	(1,668)	172
Other Registry Services	19,585	13,092	12,335	(6,493)	757
Freedom of Information and Protection of Privacy	11,377	12,200	12,535	823	(335)
Consumer Awareness and Advocacy	24,386	24,875	23,371	489	1,504
Utilities Consumer Advocate	6,836	5,310	4,453	(1,526)	857
Enterprise and Shared Services	535,755	551,783	548,928	16,028	2,855
Ministry total	628,861	637,624	630,433	8,763	7,191
Inter-ministry consolidation adjustments	(71,225)	(64,908)	(63,362)	6,317	(1,546)
Adjusted ministry total	557,636	572,716	567,071	15,080	5,645
Annual surplus	\$ 102,845	\$ 121,818	\$ 99,090	\$ 18,973	\$ 22,728

Revenue and Expense Highlights

Revenues

- Revenues totaled \$759.5 million in 2021-22, an increase of \$31.8 million from 2020-21. The largest variance was in the fees and licences category.
- Revenues from fees and licences totaled \$679.2 million and includes fees collected for motor vehicles, land titles, corporate registry, vital statistics and personal property registration services. This amount represents an increase of \$26.3 million from 2020-21, due to an increase in the volume of land title registrations, as well as in commercial/passenger vehicles, operator's licences and motor vehicle driver abstracts transactions.
- Other revenue includes costs recovered for providing shared services to other ministries and external entities and funding for the UCA. Overall, other revenues totaled \$80.3 million in 2021-22, which represents an increase of \$5.6 million from prior year. The majority of this increase is due to an increase in shared services revenue, specifically for Information Management and Technology services.

Expenses

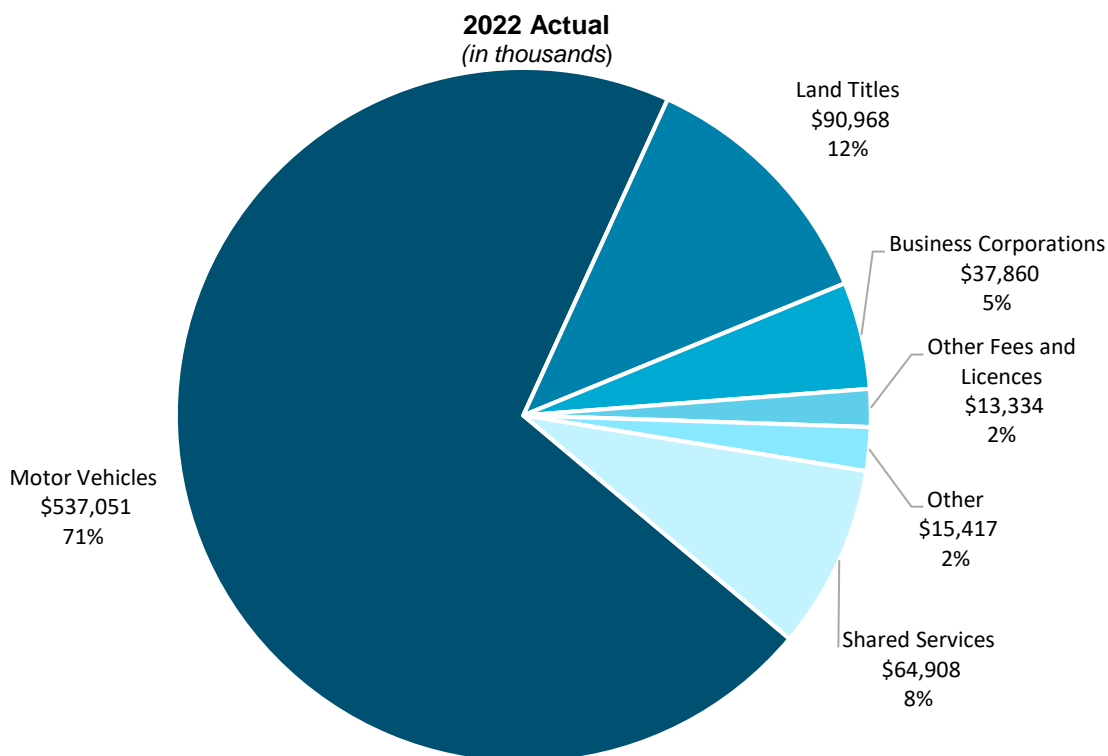
- Expenses were \$8.8 million higher than the budgeted amount. This is attributed to:
 - \$16.0 million increase due to ongoing costs related to the impending library closure, development of data strategy for the GoA and technology projects like AI and Robotic Process Automation to improve business processes. In addition, there were implementation delays with phase 2 of the 1GX project, combined with ongoing IMAGIS support costs; offset by a \$7.2 million decrease in Other Registry Services due to the government's decision not to proceed with a concession agreement with the private sector.
- Expenses totaled \$637.6 million, reflecting an increase of \$7.2 million from the 2020-21 actuals.
 - This is due to increased spending in Information Management and Technology due to a significant shift to Software as a Service and cloud-based platforms, services and solutions, which are critical requirements of the GoA's digital strategy.
 - Spending also increased in consumer awareness and advocacy due to increased legal costs and honorarium from appeals related to the *Consumer Protection Act*, as well as the return to in-person audits.
 - Other increases are due to UCA's campaign to enhance public awareness on increasing energy prices and Land Titles' additional staffing costs to meet the increased demand for registrations.

Breakdown of Revenues (unaudited)

	2022		2021
	Budget	Actual	Actual
			(Restated)
	<i>In thousands</i>		
Fees and licences			
Motor Vehicles	\$ 530,200	\$ 537,051	\$ 523,289
Land Titles	76,000	90,968	81,885
Business Corporations	29,075	37,860	35,775
Other fees and licences ⁽¹⁾	13,925	13,334	12,001
	<u>649,200</u>	<u>679,213</u>	<u>652,950</u>
Other revenue			
Shared Services	67,225	64,908	65,530
Utilities Consumer Advocate	6,836	5,367	5,073
Other	4,445	10,050	4,161
	<u>78,506</u>	<u>80,325</u>	<u>74,764</u>
Total ministry revenues	<u>\$ 727,706</u>	<u>\$ 759,538</u>	<u>\$ 727,714</u>

⁽¹⁾ Other fees and licences include fees collected for Personal Property Registry, Vital Statistics and Business Licensing.

Breakdown of Revenues (unaudited)



In 2021-22, Service Alberta collected \$759.5 million in revenue:

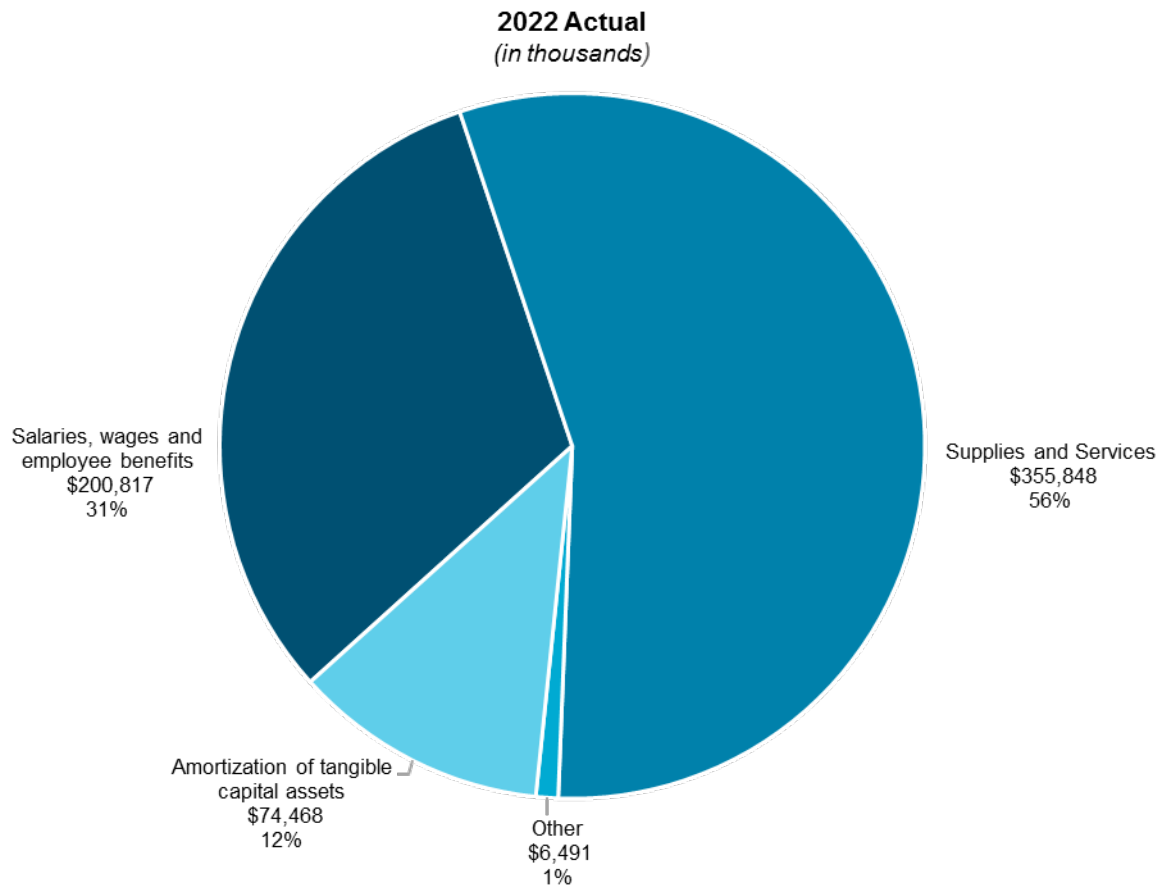
- 91 per cent (\$694.6 million) of the revenue was generated from sources external to the GoA.
 - \$679.2 million of the revenue primarily relate to fees and licences collected from the five major registries (motor vehicles, land titles, business corporations, personal property and vital statistics).
 - The Ministry utilizes a network of 217 agents, located throughout the province, to deliver registry services, involving eight million transactions. Transactions delivered by the registry agent network account for 45 per cent of the total registry transactions for 2021-22.
 - The amount of revenue collected is influenced by transaction volumes, which in turn are influenced by various factors, such as the economic health of the province and changes in population
 - \$15.4 million in other revenue is composed of:
 - \$5.4 million in funding received for the UCA;
 - \$2.5 million in revenue collected for surplus sales;
 - \$2.2 million in capital gains on asset sales;

- \$2.2 million in revenue collected from external parties;
 - \$1.9 million in revenue collected from other jurisdictions; and
 - \$1.2 million in Queen's Printer sales.
- The remaining nine per cent (\$64.9 million) was from sources internal to government, primarily for recovering the cost of providing shared services.

Expenses – Directly Incurred Detailed by Object (unaudited)

	2022		2021
	Budget	Actual	Actual
			(Restated)
	<i>In thousands</i>		
Salaries, wages and employee benefits	\$ 216,149	\$ 200,817	\$ 210,804
Supplies and services	316,861	355,848	336,555
Amortization of tangible capital assets	89,248	74,468	76,806
Other	6,603	6,491	6,268
	\$ 628,861	\$ 637,624	\$ 630,433

Expenses – Directly Incurred Detailed by Object (unaudited)



- Supplies and services was the Ministry's largest operating expense, representing 56 per cent of the total expense. Spending on contracts totaled \$321,593 and accounted for 90 per cent of supplies and services.
- Salaries, wages and employee benefits expenses totaled \$200,817 (31%), and were primarily incurred in the provision of shared services to government ministries.
- Amortization totaled \$74,468 and accounted for 12 per cent of the Ministry's operating expense. It is a non-cash expense that represents the depletion or use of a capital asset. It is a proxy for the capital investment required to maintain and replenish assets owned by Service Alberta. These assets are used to deliver the department's programs and the programs of other ministries, through shared services.
- Other expenses of \$6,491 (1%) represented the remainder of the Ministry's expenses, which includes the cost of postage, consumption of supplies inventories, asset write-down costs and valuation adjustments.

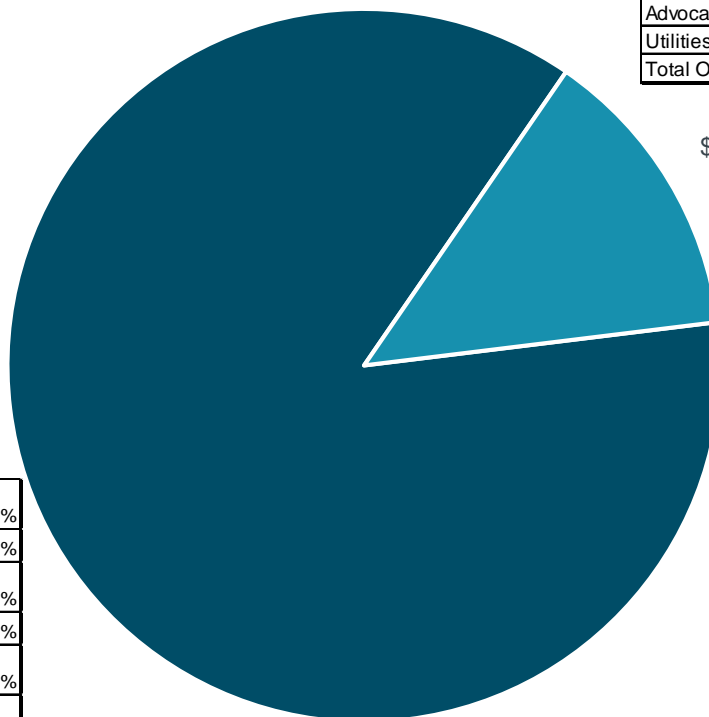
Expenses by Program (unaudited)

Ministry Support Services	\$ 7,031	1%
Land Titles	11,728	2%
Motor Vehicles	11,605	2%
Other Registry Services	13,092	2%
Freedom of Information and Protection of Privacy	12,200	2%
Consumer Awareness and Advocacy	24,875	3%
Utilities Consumer Advocate	5,310	1%
Total Other	\$ 85,841	13%

Actual 2022
(in thousands)

Enterprise and Shared Services
\$551,783
87%

Other
\$85,841
13%



Information Management and Technology	\$ 388,977	61%
Business Services Systems	52,642	8%
Procurement and Administration Services	65,964	10%
Network Services	28,168	4%
Financial and Employee Services	16,032	3%
Total Enterprise & Shared Services	\$ 551,783	87%

Enterprise and Shared Services total was \$551.8 million, which represent 87 per cent of the Ministry's Operating Expense. This suite of programs supports the provisioning of foundational shared services to government ministries and includes:

- \$389.0 million for information management and technology, of which \$36.0 million is funded by revenues received from other ministries, for services such as hosting ministry applications, video conferencing, data storage, software licensing and network services;
- \$52.6 million for the government's enterprise wide ERP, 1GX system;
- \$66.0 million for procurement and administration services, of which \$28.9 million is funded by revenues received from ministries, for services such as mail services, print services, fleet management and imaging services;
- \$28.2 million for network services, predominantly for Alberta SuperNet; and
- \$16.0 million for financial and employee services relating to the administration of pay and benefits for over 32,500 Alberta Public Sector employees, processing accounts payables, accounts receivables, billings and employee services.

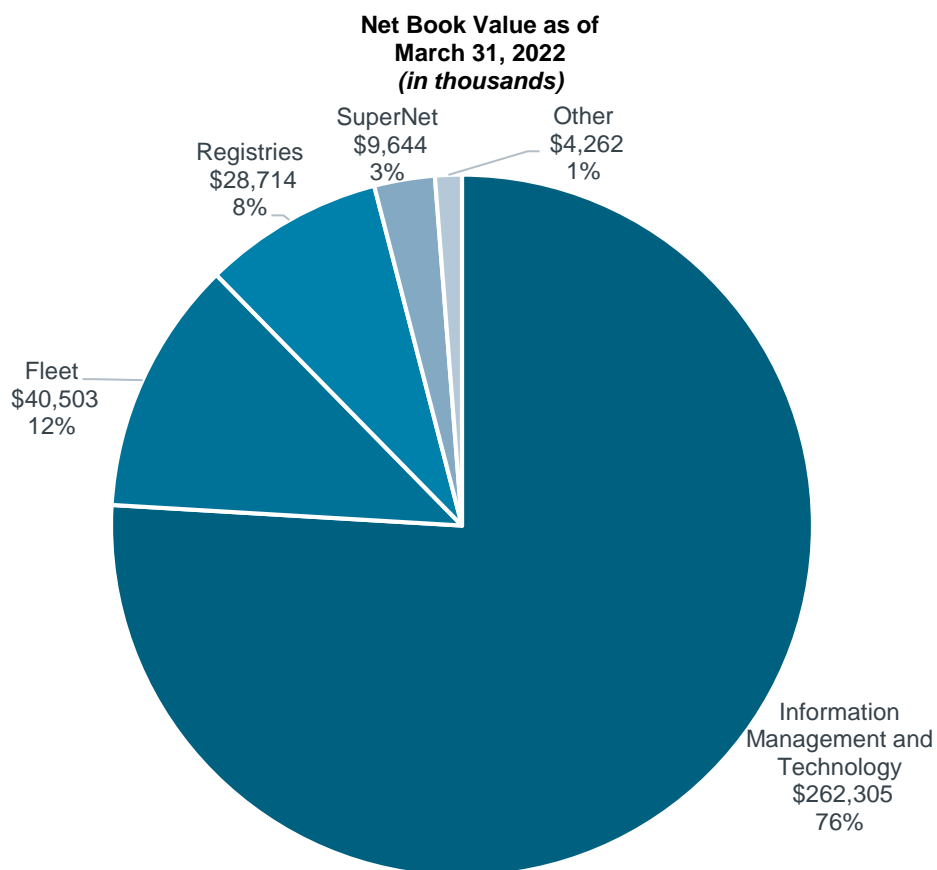
Supplemental Financial Information

Tangible Capital Assets (unaudited)

	2022			2021
	<i>In thousands</i>			(Restated)
	Equipment ⁽¹⁾	Computer Hardware and Software	Total	Total
Estimated Useful Life	3-25 yrs	3-15 yrs		
Historical cost ⁽³⁾				
Beginning of year	\$ 358,223	\$ 1,171,138	\$ 1,529,361	\$ 1,857,604
Adjustment to beginning balance	-	-	-	(376,158)
Adjusted beginning balance	358,223	1,171,138	1,529,361	1,481,446
Additions	10,885	62,173	73,058	60,612
Transfers to/from Departments ⁽²⁾	423	-	423	(1,847)
Adjustments	(3,182)	3,182	-	(721)
Disposals including write-downs	(8,667)	(4,037)	(12,704)	(10,129)
	357,682	1,232,456	1,590,138	1,529,361
Accumulated amortization				
Beginning of year	289,397	890,367	1,179,764	1,189,454
Adjustment to beginning balance	-	-	-	(76,769)
Adjusted beginning balance	289,397	890,367	1,179,764	1,112,685
Amortization expense	22,110	52,358	74,468	76,806
Transfers to/from Departments ⁽²⁾	327	-	327	(31)
Disposals including write-downs	(8,351)	(1,497)	(9,848)	(9,696)
	303,483	941,228	1,244,711	1,179,764
Net book value at March 31, 2022	\$ 54,199	\$ 291,228	\$ 345,427	
Net book value at March 31, 2021	\$ 68,826	\$ 280,771		\$ 349,597

- (1) Equipment includes vehicles and SuperNet, which is comprised of the following components: Indefeasible Right of Use Agreements which grant the Government of Alberta exclusive use of specific fibre optic cable, wireless equipment, tower space and points of presences and an indefeasible right to use common support structures (sheathing, conduit, handholes, pedestals, etc.). Indefeasible means the right to use cannot be defeated, revoked or made void. Fibre Purchase Agreements grant the ownership of specific fibre optic cables and an indefeasible right to use common support structures.
- (2) Seven vehicles with the net book value of \$96 (total cost of \$423 and total accumulated amortization of \$327) were transferred from the Department of Labour.
- (3) Historical cost includes assets under construction at March 31, 2022 totalling \$109,436 comprised of: equipment \$9,095 and computer hardware and software \$100,341.

Tangible Capital Assets (unaudited)



Service Alberta’s \$345.4 million tangible capital assets are comprised of:

- Information Management and Technology (IMT) assets of \$262.3 million, composed of computer hardware, software and equipment, which supports and enables the delivery of information management and data services, IMT infrastructure, architecture, security and risk management services;
- the government’s vehicle fleet, valued at \$40.5 million, includes over 4,000 vehicles in the Government of Alberta;
- registry application systems valued at \$28.7 million, enables the delivery of registry related services and information essential to the lives of Albertans; and
- SuperNet valued at \$9.6 million, consists of indefeasible right of use agreements, which grant the government exclusive use of fibre optic cables and wireless towers formed into a network by electronics that provide broadband services to 3,300 public sector facilities in more than 400 urban and rural communities throughout Alberta; and
- other assets worth \$4.3 million support the delivery of a range of administrative, business and financial services to other departments, enabling the government to act as one enterprise.

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Statement of Remissions, Compromises, Write-offs (unaudited)

Department of Service Alberta

Year Ended March 31, 2022

The following statement has been prepared pursuant to Section 23 of the *Financial Administration Act*.

During 2021-22, 54 accounts receivable totalling \$20,028.70 were written off. Twenty-six were for Motor Vehicle accounts and 28 were for Land Titles accounts.

Statement of Credit or Recovery (unaudited)

Department of Service Alberta

Year Ended March 31, 2022

In thousands

The following has been prepared pursuant to Section 24(3) of the *Financial Administration Act*.

	Authorized Spending	Actual Revenue Recognized	(Shortfall)⁽⁷⁾/ Excess
Expense amounts funded by credit or recovery			
Shared Services ⁽¹⁾	\$ 52,960	\$ 52,030	\$ (930)
Utilities Consumer Advocate ⁽²⁾	6,806	5,328	(1,478)
Residential Tenancy Dispute Resolution ⁽³⁾	777	907	130
Specialty License Plates ⁽⁴⁾	600	566	(34)
Registry Data Information ⁽⁵⁾	50	-	(50)
	<u>\$ 61,193</u>	<u>\$ 58,831</u>	<u>\$ (2,362)</u>
Financial transactions funded by credit or recovery			
Shared Services ⁽⁶⁾	\$ 4,200	\$ 2,813	\$ (1,387)
	<u>\$ 4,200</u>	<u>\$ 2,813</u>	<u>\$ (1,387)</u>

⁽¹⁾ The Ministry receives revenue to recover the cost of providing standardized shared services.

⁽²⁾ The Utilities Consumer Advocate represents the interests of residential, farm and small business consumers of electricity and natural gas. It influences utility regulations, policies and practices and informs consumers about electricity and natural gas issues.

Eighty per cent of its funding is received through the Balancing Pool (section 148 of the *Electric Utilities Act*) with a further twenty per cent from three provincial natural gas distributors (section 28.1 of the *Gas Utilities Act*). Funding is based on the actual amount expended during the year.

⁽³⁾ The Residential Tenancy Dispute Resolution service offers landlords and tenants an alternative means of resolving disputes outside of court. The service is designed to be faster, less formal and less expensive than the courts.

⁽⁴⁾ Fee collected for specialty licence plates that allows Albertans to show their support for charitable organizations.

⁽⁵⁾ The provision of special reports and bulk data transfer of registry data information is recovered through third party agreements.

⁽⁶⁾ The Ministry receives revenue to replenish inventory for mail services.

⁽⁷⁾ Shortfall is deducted from current year's authorized spending.

Lapse/Encumbrance (unaudited)

Department of Service Alberta

Year Ended March 31, 2022

In thousands

	Voted Estimate ⁽¹⁾	Adjustments ⁽²⁾	Adjusted Voted Estimate	Voted Actuals ⁽³⁾	Over Expended (Unexpended)
Expense Vote By Program					
Program 1 Ministry Support Services					
1.1 Minister's Office	\$ 750	\$ -	\$ 750	\$ 709	\$ (41)
1.2 Deputy Minister's Office	766	-	766	789	23
1.3 Corporate Services	5,548	-	5,548	5,304	(244)
	<u>7,064</u>	<u>-</u>	<u>7,064</u>	<u>6,802</u>	<u>(262)</u>
Program 2 Land Titles	10,443	-	10,443	10,793	350
	<u>10,443</u>	<u>-</u>	<u>10,443</u>	<u>10,793</u>	<u>350</u>
Program 3 Motor Vehicles	12,973	-	12,973	11,281	(1,692)
Credit or Recovery (Shortfall)	-	(34)	(34)	-	34
	<u>12,973</u>	<u>(34)</u>	<u>12,939</u>	<u>11,281</u>	<u>(1,658)</u>
Program 4 Other Registry Services	19,100	-	19,100	13,288	(5,812)
Credit or Recovery (Shortfall)	-	(50)	(50)	-	50
	<u>19,100</u>	<u>(50)</u>	<u>19,050</u>	<u>13,288</u>	<u>(5,762)</u>
Program 5 Freedom of Information and Protection of Privacy	11,377	-	11,377	12,414	1,037
	<u>11,377</u>	<u>-</u>	<u>11,377</u>	<u>12,414</u>	<u>1,037</u>
Program 6 Consumer Awareness and Advocacy	22,961	-	22,961	24,680	1,719
	<u>22,961</u>	<u>-</u>	<u>22,961</u>	<u>24,680</u>	<u>1,719</u>
Program 7 Utilities Consumer Advocate	6,806	-	6,806	5,328	(1,478)
Credit or Recovery (Shortfall)	-	(1,478)	(1,478)	-	1,478
	<u>6,806</u>	<u>(1,478)</u>	<u>5,328</u>	<u>5,328</u>	<u>-</u>
Program 8 Enterprise and Shared Services					
8.1 Procurement and Administration Services	39,036	3,600	42,636	48,981	6,345
8.2 Financial and Employee Services	15,884	-	15,884	16,364	480
8.3 Business Services Systems	32,138	-	32,138	38,538	6,400
8.4 Information Management and Technology	319,852	21,400	341,252	336,726	(4,526)
8.5 Network Services	31,417	-	31,417	20,201	(11,216)
Credit or Recovery (Shortfall)	-	(930)	(930)	-	930
	<u>438,327</u>	<u>24,070</u>	<u>462,397</u>	<u>460,810</u>	<u>(1,587)</u>
Total	<u>\$ 529,051</u>	<u>\$ 22,508</u>	<u>\$ 551,559</u>	<u>\$ 545,396</u>	<u>\$ (6,163)</u>
Encumbrance/(Lapse)					<u>\$ (6,163)</u>

Continued...

Lapse/Encumbrance (unaudited)...Continued

	Voted Estimate ⁽¹⁾	Adjustments ⁽²⁾	Adjusted Voted Estimate	Voted Actuals ⁽³⁾	Over Expended (Unexpended)
Capital Investment Vote By Program					
Program 2 Land Titles	\$ -	\$ -	\$ -	\$ 56	\$ 56
Program 4 Other Registry Services	-	-	-	59	59
Program 8 Enterprise and Shared Services	97,327	(4,240)	93,087	72,943	(20,144)
Total	<u>\$ 97,327</u>	<u>\$ (4,240)</u>	<u>\$ 93,087</u>	<u>\$ 73,058</u>	<u>\$ (20,029)</u>
Encumbrance/(Lapse)					<u>\$ (20,029)</u>
Financial Transactions Vote By Program					
Program 8 Enterprise and Shared Services					
8.1 Procurement and Administration Services	\$ 5,500	\$ -	\$ 5,500	\$ 4,262	\$ (1,238)
Credit or Recovery (Shortfall)	-	(1,387)	(1,387)	-	1,387
Total	<u>\$ 5,500</u>	<u>\$ (1,387)</u>	<u>\$ 4,113</u>	<u>\$ 4,262</u>	<u>\$ 149</u>
Encumbrance/(Lapse) ⁽⁴⁾					<u>\$ 149</u>
Contingency					
Program 8 Enterprise and Shared Services					
8.3 Business Services Systems	\$ -	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
Total	<u>\$ -</u>	<u>\$ 14,000</u>	<u>\$ 14,000</u>	<u>\$ 14,000</u>	<u>\$ -</u>
Encumbrance/(Lapse)					<u>\$ -</u>

(1) As per "Expense Vote by Program," "Capital Investment Vote by Program" and "Financial Transaction Vote by Program" pages 195 and 196 of 2021-22 Government Estimates.

(2) Adjustments include encumbrances, capital carry over amounts, transfers between votes, credit or recovery increases approved by Treasury Board and credit or recovery shortfalls. An encumbrance is incurred when, on a vote by vote basis, the total of actual disbursements in the prior year exceed the total adjusted estimate. All calculated encumbrances from the prior year are reflected as an adjustment to reduce the corresponding voted estimate in the current year.

Treasury Board, pursuant to section 6(5) of the Appropriation Act, 2021, approved the transfer of \$25 million from element 8, Enterprise and Shared Services from the capital investment vote to the expense vote.

Adjustments also include supply vote transfers for "Contingency" as approved by the Lieutenant Governor in Council under the direction of the Minister of Finance. The Contingency supply vote consists of a provisional funding authority transferable to any ministry. Upon approval by the Lieutenant Governor in Council, the President of Treasury Board and Minister of Finance may either spend or transfer all or a portion of this supply vote to another minister for public emergencies, disasters or unanticipated costs. Treasury Board approved \$14 million in contingency funding related to the implementation of the 1GX project.

(3) Actuals exclude non-voted amounts as no cash disbursement is required (non-cash amounts), or because the Legislative Assembly has already provided the funding authority pursuant to a statute other than an appropriation act. Non-cash amounts (such as amortization, valuation adjustments, and other provisions are excluded as these amounts do not require any expenditure or payment of public money. Year-end expense accruals & payables which will immediately require a cash outlay (payment of public money) to settle or otherwise extinguish the liabilities are included in Actuals.

(4) The difference is due to excess inventory, which will be consumed in the following year.

Payments Based on Agreements (unaudited)

Department of Service Alberta

Year Ended March 31, 2022

In thousands

The Ministry has entered into agreements with Service Canada, Statistics Canada and the Canada Revenue Agency for the sharing of vital event data between federal and provincial organizations. The Ministry has also entered into agreements with Employment and Social Development Canada, Service Canada and the Canada Revenue Agency for printing and collating costs of vital event information.

Costs based on these agreements are incurred by the Ministry under the authority in Section 25 of the *Financial Administration Act*. Accounts payable includes \$46 (2021: \$46) relating to payments based on agreements. Amounts paid based on these agreements total \$185 (2021: \$182).