

Service Alberta

Annual Report
2017-18

Alberta 

Note to Readers:

Copies of the annual report are available on the Alberta Open Government Portal website:
<https://open.alberta.ca/publications/1920-3780>

Service Alberta Communications

29th floor, Telus Plaza South
10020-100 Street
Edmonton, AB T5J 0N3

ISBN: 978-1-4601-4014-7 (Print)

ISBN: 978-1-4601-4015-4 (PDF)

ISSN: 1913-861X (Print)

ISSN: 1920-3780 (Online)

June 2018

Service Alberta

Annual Report 2017-18

CONTENTS

Preface	2
Minister's Accountability Statement	3
Message from the Minister	4
Management's Responsibility for Reporting	6
Results Analysis	7
Ministry Overview	8
Strategic Risks	22
Discussion and Analysis of Results	23
Performance Measures - Source and Methodology	58
Financial Information	64
Service Alberta	65
Other Financial Information	97
Statutory Report	98

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 21 ministries.

The annual report of the Government of Alberta contains ministers' accountability statements, the consolidated financial statements of the province and the *Measuring Up* report, 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 audited financial statements of the Ministry and 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*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

Minister's Accountability Statement

The Ministry's annual report for the year ended March 31, 2018, 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 6, 2018 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[Original signed by]

Honourable Brian Malkinson

Minister of Service Alberta

Message from the Minister of Service Alberta



We believe government should make life better by focusing on the priorities of regular Albertans. That is why Service Alberta is working to protect consumers, make life affordable, and increase government transparency. Whether people buy or rent a home, drive a vehicle or access online government services, welcome a new family member or plan a funeral, Service Alberta touches the lives of everyone.

The numbers say it all. In 2017-18, we processed 2.5 million land titles searches and registered more than 18,000 marriages, almost 53,000 births and over 25,000 deaths. We completed almost 3.8 million vehicle registrations and 1.25 million driver's licence and identification card applications.

We received more than 10,500 applications to settle landlord-tenant disputes out of court. The Consumers Investigations Unit completed 843 investigations and recovered almost \$1 million for consumers. And the Utilities Consumer Advocate received almost 25,000 consumer calls, of which one in four resulted in mediation.

The Alberta Queen's Printer published 636 legislation changes, representing updates to 41 per cent of Alberta's laws.

Service Alberta found new ways to link people and government online. A new verification service launched in 2017-18 lets people use their MyAlberta Digital ID to access services previously considered too sensitive. We worked with Alberta Education to install broadband infrastructure into 42 new schools. We worked on plans to update Alberta SuperNet, which connects more than 3,300 schools, hospitals, libraries, registries and municipal and provincial offices in 429 communities. And we increased the number of surplus items sold via online auction by 30 per cent. In 2017-18, surplus items included 30 structures in High River that had to be moved under the Flood Relocation Program.

In the face of disaster, 90 police, fire and other agencies use the Alberta First Responders Radio Communications System for some or all of their operations. In 2017-18, the system helped co-ordinate the response to wildfires in the Waterton Lakes and Crowsnest Pass areas. We also tested an extended disaster recovery exercise for all non-mainframe motor vehicle systems; it was a resounding success.

Service Alberta's many achievements in 2017-18 also helped to make life better in other ways. The Support Our Troops licence plates raised more than \$2 million for military families. We donated 11,000 surplus computers and related devices to the Computers for Schools program. Recycling and using less paper to begin with saved more than 21,000 trees and kept 2,400 cubic meters of waste out of landfills.

New legislation established additional protections for Albertans. We consulted on new regulations to protect condo buyers, help renters escape domestic violence and address the high cost of credit, auto sales and repairs, ticket sales, and SuperNet's challenges and future service. Thank you to the thousands

of people who provided their ideas and input during these consultations.

Greater efficiency is good for the budget and the planet. In 2017-18, we started consolidating government data centres, which is expected to reduce carbon emissions by more than 2,000 tonnes by 2020-21. Recommendations to improve centralized buying will provide economies of scale that save money. We also got approval to modernize the executive fleet to meet higher environmental standards and lower purchase prices. We brought together all Freedom of Information services from across government.

As the Minister for Service Alberta, I am proud of the hard work and commitment of everyone in Service Alberta who achieved these impressive results to make life better for everyone who uses our services.

[Original signed by]

Honourable Brian Malkinson
Minister of Service Alberta

Management's Responsibility for Reporting

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 financial statements 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, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- Reliability – information used in applying performance measure methodologies agrees with the underlying source data for the current and prior years' results.
- Understandability – the performance measure methodologies and results are presented clearly.
- Comparability – the methodologies for performance measure preparation are applied consistently for the current and prior years' results.
- Completeness – outcomes, performance measures and related targets match those included in the Ministry's Budget 2017.

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;
- 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 within the Ministry.

[Original signed by]

Deputy Minister David Morhart
Deputy Minister of Service Alberta
June 6, 2018

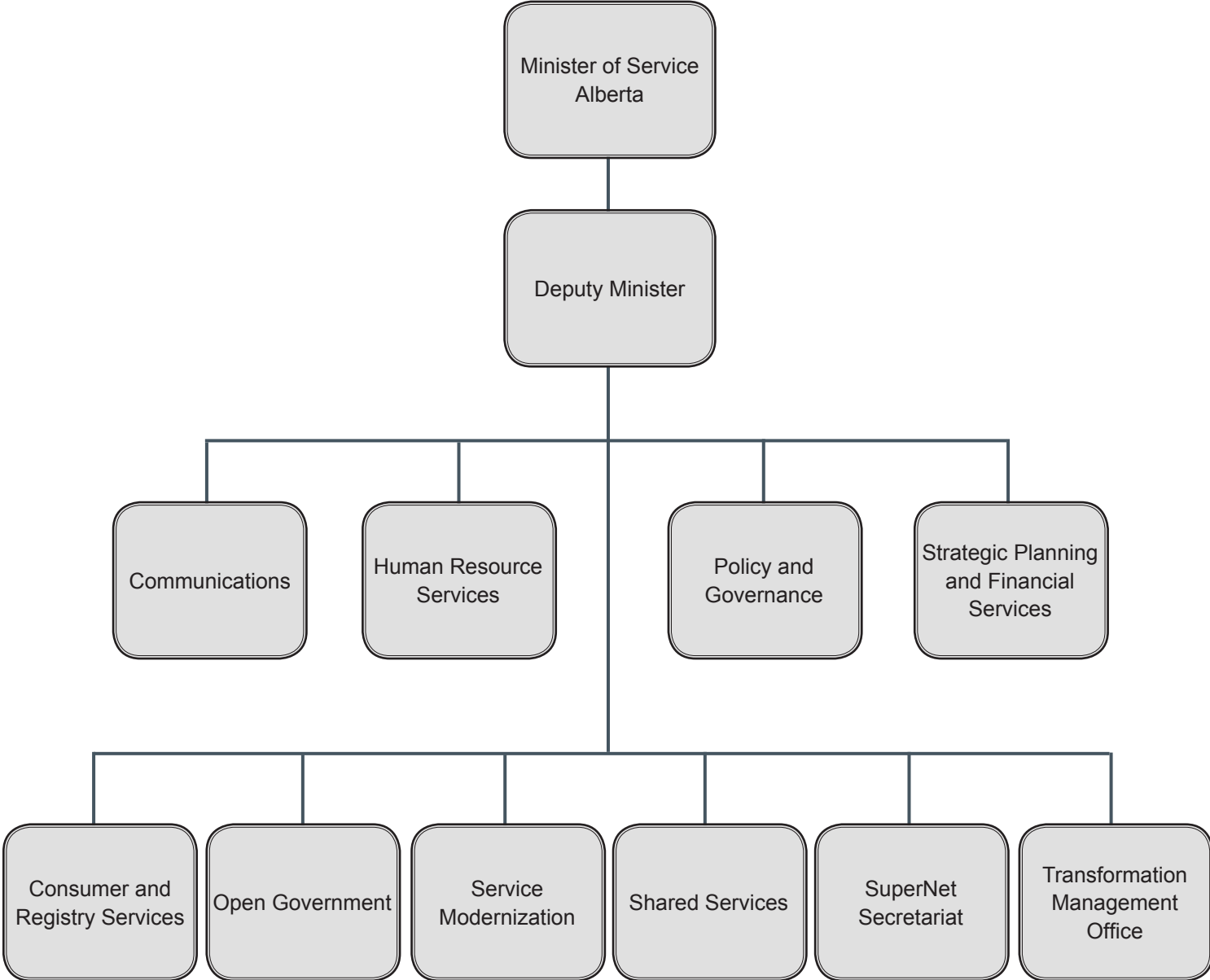


Service Alberta

Results Analysis



2017-18 Service Alberta Organizational Chart



RESULTS ANALYSIS - MINISTRY OVERVIEW

SERVICE ALBERTA is positioned to be the government's solution provider and innovation centre. The Ministry's integrated approach enables government to act as one enterprise, facilitating access to programs and services for all Albertans.

Service Alberta is the ministry that Albertans contact during significant events in their lives. Whether they have just had a child, are getting married, are mourning the loss of a loved one, getting their first driver's licence, or buying a home, Albertans interact with the Ministry. Every day the Ministry provides citizen-centred services to Albertans.

Furthermore, the Ministry's registry activities such as commercial vehicle registrations and the registration of land titles underpin the Alberta economy. Service Alberta further supports the economy and consumers by ensuring that the Alberta marketplace is open, secure, and fair.

Service Alberta is also the ministry that takes care of the systems and processes that assist other ministries in providing services to Albertans. Increased efficiencies result from being a shared service provider for all of government.

The Ministry's focus is:

- protecting consumers in an increasingly complex and changing economic and social environment;
- optimizing the current programs and services to meet existing needs;
- modernizing the delivery of current programs and services to meet emerging needs; and
- developing breakthroughs and innovations that will prepare the government to meet future needs.

Expectations for how programs and services are provided are changing, and Service Alberta will continue to meet the needs of Albertans in innovative ways.

Moving forward, the Ministry will leverage its strength in service excellence and build a culture that takes pride in finding solutions for Alberta.

CONSUMER AND REGISTRY SERVICES supports a fair and effective marketplace for consumers and businesses by developing, administering, and enforcing consumer-related legislation, and promoting awareness and education to consumers and businesses about their rights and responsibilities. The division also provides Albertans with a range of registry related services and information essential to their everyday lives. The division:

- provides a fast, effective, and low-cost option to resolve landlord and tenant disputes through the Residential Tenancy Dispute Resolution Service;
- administers Alberta's consumer protection legislative framework, spanning activities such as licensing designated business sectors to taking administrative enforcement actions against businesses for non-compliance;
- develops new consumer protection legislation and amendments to current legislation through formalized policy and project planning;

RESULTS ANALYSIS - MINISTRY OVERVIEW

- offers a variety of consumer resources through consumer tips, infosheets and online consumer alerts promoting consumer and business awareness and education concerning their rights and responsibilities;
- includes the Utilities Consumer Advocate which represents Albertans' interests in regulatory proceedings before the Alberta Utilities Commission, mediates on behalf of consumers to ensure fair and equitable treatment by energy service providers, and provides consumers with the information they need to make informed choices about how to purchase electricity and natural gas based on their individual needs;
- provides Albertans with a range of information and services essential to their everyday lives including land titles transactions, driver's licenses and vehicle registration services;
- provides critical registry data to Albertans, Alberta businesses and government departments (municipal, provincial and federal) in order to carry out their business;
- maintains confidence in the reliability, integrity and security of information housed within the government's registry systems;
- provides services directly, or working with Alberta's network of 225 private registry agents, to ensure registry products and services are readily available to Albertans;
- performs special investigations to ensure the integrity of Alberta's registries, and prevent identity and health care billing fraud;
- conducts inspections of regulated businesses with a goal to ensure compliance with the consumer legislation under which they are licensed, promoting awareness of their regulatory responsibilities to protect the interest of Alberta consumers;
- performs cyclical compliance audits of all registry agents across Alberta to ensure compliance to their contracts, legislation, and existing policies and procedures and ensure accurate, efficient and effective service to Albertans; and
- conducts privacy inspections to ensure information is only released where appropriate with the goal to protect the privacy of information held about Albertans by the government.

Following a consultation that reached over 3,000 Albertans online and in person, Bill 31: A Better Deal for Consumers and Businesses Act was passed by the Legislative Assembly. It renamed the *Fair Trading Act* to the *Consumer Protection Act*, established a Bill of Rights, transitioned the Alberta Motor Vehicle Industry Council into a public agency, strengthened the regulatory framework to enhance fairness for consumers and businesses, and addressed emerging marketplace issues in the automotive, high cost credit and ticket sales industries, as well as unilateral contract changes.

QUICK FACTS

- Total visits to Service Alberta Consumer web pages and PDF views were nearly 3.8 million, as well as almost 49,000 publications and resources distributed.
- The consumer protection Facebook page had a total reach of approximately 150,000 (people who saw at least one post).
- The UCA handled almost 25,000 inquiries from Albertans.
- The Residential Tenancy Dispute Resolution Service received over 10,000 applications to have tenancy disputes settled outside of court, a 5.7 per cent increase over applications received in 2016-17.
- 834 investigations were completed by Service Alberta. These investigations resulted in:
 - » \$343,513 in fines to individuals and businesses for various contraventions of consumer protection legislation (*Fair Trading Act, Residential Tenancies Act, Criminal Code, etc.*).
 - » \$961,225 of court-ordered restitution to consumers, the total amount convicted businesses/individuals were ordered to pay back to consumers.
- Consumer Programs engaged with 6,500 Albertans, in person and online, to support the development of regulations covering condominium board governance and dispute resolution.
- Over 5,600 Support Our Troops licence plates were issued for a total of 39,689 since implementation, resulting in \$2.1 million towards the Support Our Troops Program.
- The UCA participated in 33 Alberta Utilities Commission proceedings, resulting in an estimated \$248 million in cost disallowances to benefit consumers.
- 83 households were reconnected by the UCA through the Winter Utility Reconnection Project.
- There were over 194,100 visits to the UCA website.
- 68 outreach events were conducted by UCA consumer education staff across the province.

Land Titles and Surveys Branch

processed over 2.5 million searches, most of which were completed online with our SPIN2 system by our external and internal customers and through licensed Registry Agents. Over 32 million land title records are managed of which 3 million are active and 1.1 million were new registrations, generating \$72.9 million in fee revenue for Alberta.

RESULTS ANALYSIS - MINISTRY OVERVIEW

OPEN GOVERNMENT is all about information and how government information is governed, managed, protected, shared, and leveraged. This division:

- sets enterprise-wide direction for the management of one of the government's most important resources — its information;
- operates the Alberta Records Centre and provides shared information management services to ministries;
- directs the corporate Open Government and Enterprise Data Analytics strategies which enhance the access and use of government information while also leveraging it to ensure better day-to-day operations and to enhance communication with citizens via dashboards, graphs and charts;
- operates the Alberta Queen's Printer, the official source of Alberta's laws, the Alberta Gazette, and the distribution of legislative publications;
- administers Alberta's access and privacy legislation in both the public and private sectors, and is responsible for ensuring the effective and consistent application of the *Freedom of Information and Protection of Privacy Act* (FOIP) for the Government of Alberta, and the *Personal Information Protection Act* (PIPA) for the private sector; and
- administers the following registry services for Albertans:
 - » births, deaths, adoptions, legal change of name and marriage registrations;
 - » incorporation of a new business or non-profit organizations; and
 - » recording financial interest in personal property.

The Alberta Open Government Portal

is intended to serve as a single access point for all publicly-available datasets and publications released by the Government of Alberta. This makes it easier to find information, especially when it is not clear which ministry may have collected, created, or released the information.

The most accessed resources (dataset, publication, or app) are:

- Released Achievement Test Science Grade 9;
- Public Disclosure of Salary and Severance;
- Alberta Health Diagnostic Codes;
- 2017-18 Influenza Surveillance Report; and
- Frequency and Ranking of Baby Names by Year and Gender.

QUICK FACTS

- The division completed the registration of:
 - » 52,940 births;
 - » 25,707 deaths; and

RESULTS ANALYSIS - MINISTRY OVERVIEW

- » 18,468 marriages.
- 311 access related FOIP matters were processed and closed by Service Alberta, its client ministries, and Schedule 1 public bodies managed by Service Alberta. This included 184 FOIP access to information requests and 127 consultation and routine disclosure reports.
- Alberta Queen's Printer published 636 legislation changes which translates to 41% of all laws that were updated.
- GoA staff accessed 145,869 digital and print resources via the Alberta Government Library.
- Service Alberta contributed to the government greening initiative by minimizing paper consumption and continued recycling activities resulting in 21,302 trees saved and 2,405 cubic metres of waste reduced from landfills.

SERVICE MODERNIZATION is responsible for leading cross-ministry initiatives and bringing government representatives together to promote a one-enterprise information management and technology approach. This division:

- provides executive direction for the management of GoA enterprise and department information management and technology governance, accountability structures, strategic plans, communication strategies, and investment management plans;
- delivers information technology (IT) infrastructure and services for GoA Domain ministries;
- facilitates and leads cross-ministry IT initiatives;
- promotes a one-enterprise information management and technology approach and establishes a shared technology environment and service across the GoA, including email, workstations, storage, network services, and data centres;
- ensures that policies, processes, resources, and technologies are in place to effectively protect information assets; and
- leads the strategy, design, implementation, and adoption of innovative and improved technology solutions that modernize how government delivers services and interacts with Albertans.

QUICK FACTS

- In support of government programs and services to Albertans, Service Alberta provided IT shared services across the GoA to over 80,000 users and hosting services on 4,954 servers and 4,498 databases. Service Alberta also managed 41,906 mailboxes, 14,390 mobile devices, over 7,800 print queues, 379 websites, and 609 million files totaling 901,000 gigabytes of data.
- 1,088,652 transactions have been processed through MyAlberta eServices, totaling over \$170 million.
- Managed over 4,000 network devices supporting 750 remote sites across the province.

RESULTS ANALYSIS - MINISTRY OVERVIEW

- The GoA Service Desk processed 135,940 user incident requests.

SHARED SERVICES provides administrative and financial shared services to the GoA. This division:

- provides the necessary stewardship for the GoA's Enterprise Resource Planning (ERP) system and supports its core financial system and human resources components;
- delivers services in the areas of employee payroll and benefits, accounts payable, accounts receivable, revenue services, crown debt collections, and central electronic payments;
- focuses on leveraging purchasing power on behalf of Albertans by delivering cross-government strategic procurement and fleet management services, while utilizing economies of scale to provide cost effective government-wide print, mail, telecommunications and office equipment services;
- provides surplus sales, centralized warehousing, recycling and asset disposition services on behalf of the GoA, and through our contact centres, we provide referrals, advice and program information to Albertans on a daily basis;
- manages the operation of several contact centres: Citizen Services 310-000 and 310-4455, Consumers, Registries, Alberta Health Care, Parks Reservations, Tourism Trip Planning, MyAlberta eServices, Seniors Home Adaptation and Repair, Energy Efficiency Alberta, Climate Leadership, and the Provincial Radio Contact Centre. The contact centres provide program information, referral and advice to Albertans, several government hot line services to the public, and monitors the safety of public sector workers throughout Alberta; and
- addresses changing client and stakeholder needs by identifying opportunities to streamline the administration of government financial and payroll related services.

Shared Services obtained Treasury Board approval of a modernized executive fleet program, which includes higher environmental standards and lower price ceilings. Under the new policy, executive fleet vehicles must now possess a Natural Resources Canada CO2 emissions rating of six or higher - about 8.9 Litres per 100km.

QUICK FACTS

- Handled over 19 million envelopes and parcels of government material.
- Managed 3,845 vehicles used by government to deliver a range of essential programs and services to Albertans.
- Crown Debt Collections recovered nearly \$13.5 million.
- Processed over 206,000 accounts payable transactions worth almost \$7.3 billion.
- Contributed 13,000 computers and related devices to the Computers for Schools Program;

RESULTS ANALYSIS - MINISTRY OVERVIEW

- Raised overall revenue of surplus assets by 25%.
- Managed 2,688 contracts for copiers and multi-function devices, 46,127 landlines, and 22,021 wireless devices.
- Provided centralized print services to the GoA of almost 30 million impressions and nearly 8 million envelope insertions.
- Responded to over 1.1 million inquiries from Albertans (calls and emails), and managed over 7.8 million contracts related to the Provincial Radio Control Centre's Work Alone program.

SUPERNET SECRETARIAT is responsible for overseeing all aspects of Alberta SuperNet, Alberta's digital "highway", the Provincial Broadband Strategy, and the Alberta's First Responders Radio Communications System (AFRRCS).

The Secretariat underpins public sector program and service delivery to Albertans by connecting over 3,300 schools, hospitals, libraries, municipal and Indigenous offices, public safety services, and government buildings that rely on SuperNet in 402 rural and 27 urban communities across Alberta.

In addition to supporting the public sector, the SuperNet Secretariat addresses matters related to commercial broadband internet access through the SuperNet including:

- collaborating with Alberta Economic Development and Trade, Municipal Affairs, Indigenous Relations, Agriculture and Forestry, and other government ministries to develop policy options for a Provincial Broadband Strategy to advance broadband access in Indigenous, rural, and remote parts of the province;
- acting as a liaison for communications with private sector internet service providers who access SuperNet infrastructure to deliver internet across Alberta;
- advocating on behalf of Albertans to the federal government and the Canadian Radio-television and Telecommunications Commission (CRTC) on national broadband planning, spectrum auctions, access to rural internet funding, and regulations that support the advancement of cellular telephone coverage and internet for Albertans;
- supporting municipalities and community leaders in reviewing opportunities to leverage SuperNet to expand rural broadband; and
- responding to Albertans in search of internet service providers in their area and inquiries around access to SuperNet for residential, community, and non-profit use.

In order to positively impact the ability of the public sector to deliver programs and services to Albertans, the SuperNet Secretariat:

- oversees the day-to-day operations, service, and contract matters related to the SuperNet on behalf

RESULTS ANALYSIS - MINISTRY OVERVIEW

of the entire public sector;

- directly manages the quotation, installation, and service provisioning process for new SuperNet connections and changes to existing connections for approximately 700 government ministry, agency, board, and commission locations;
- acts as the contract management and service authority for SuperNet on behalf of the immediate government, and broader public sector (e.g., government, learning, health, library, municipal and Indigenous) addressing new service developments and releases, contract changes and issues management, and addressing stakeholder concerns and solutioning;
- works to advance the government's strategic vision and direction for SuperNet 2.0 in light of the upcoming expiry of the SuperNet operating agreement in 2018;
- focuses on the development, recommendation, and implementation of options for the future approach and business model for SuperNet in Alberta, including directing procurement processes and documentation to enable government's direction;
- works to enable broader public sector service continuity post 2018; implementing opportunities to minimize the liabilities facing government as a result of the existing SuperNet agreements, addressing new services and service funding, and balancing approaches to allow a new SuperNet model to also support internet service providers and rural broadband internet connectivity in Alberta; and
- supports disaster management and recovery by ensuring networking and communications for the Provincial Operations Centre, wildfire and emergency response teams, and liaison roles with telecommunications carriers in the province.

SuperNet is a network of fibre optic cables built to connect public institutions — schools, hospitals, colleges, universities, libraries, and municipal offices — to a broadband network for high-speed internet access, video conferencing and other services. It consists of approximately 15,000 km of both leased and owned fibre optic cable, wireless infrastructure, and electronics in 429 communities across Alberta.

The number one responsibility of AFRRCS is to provide a modern communications system for Alberta's first responders. AFRRCS is a public-safety grade radio system built across Alberta for use by provincial and municipal first responder agencies (i.e. law enforcement, fire departments, and emergency medical services). AFRRCS forms the backbone of the command and control network used by the provincial first responder agencies.

AFRRCS is focused on:

- completing the construction of remaining AFRRCS transmitter sites and addressing future upgrades;
- continuing to work with first responder agencies across Alberta to assist with their migration onto the system;
- ensuring the collective first responder user community functions in an operational environment where the reliability of their communications systems positively impacts their level of safety; and

RESULTS ANALYSIS - MINISTRY OVERVIEW

- governing AFRRCS through a separate governance council comprised of senior officials from first responder agencies working to meet the current and future needs of all first responder users.

In addition, AFRRCS participates in emergency operations and is deployed along with mobile radio sites, to assist in provincial emergencies.

QUICK FACTS

- SuperNet is not the Internet, but it does enable over 30 active ISPs to deliver Internet services to rural Albertans across the province.
- Over 3,300 public institutions leverage SuperNet, approximately 700 of which are directly managed by Service Alberta. An approximate breakout of these sites includes:
 - » 1,952 learning institutions and sites (K to 12 and Post-Secondary);
 - » 770 Alberta government locations;
 - » 310 libraries;
 - » 286 health facilities and sites; and
 - » 123 municipal offices.
- In 2017-18, 420 service change requests were initiated and implemented by the SuperNet Secretariat in order to facilitate new SuperNet connections or modify existing SuperNet connections to meet the needs of the public sector.
- There are 90 agencies currently using AFRRCS for some or all of their operations, plus 38 navigating the migration process with more than 17,000 radios in use on the system every day.
- AFRRCS coverage guarantees include 95 per cent mobile coverage along all primary and secondary roads within the province, and 95 per cent portable coverage in 109 named communities.

TRANSFORMATION MANAGEMENT OFFICE (TMO) provides transformative leadership to support and enable the shift to a One Government approach for corporate services across the GoA. Transforming the way the Alberta Public Service delivers corporate services means improving governance, organizational structures, business processes, and technology. This shift involves ensuring the successful, collaborative, integrated, and aligned implementation of multiple transformation initiatives led by multiple ministries. Changes supported by the TMO include communications, enterprise resource planning, finance, human resources, information management and technology, data analytics, and supply chain management.

COMMUNICATIONS provides communications consultation, support and services to the Ministry.

HUMAN RESOURCE SERVICES develops and implements human resource planning initiatives, policies, and programs. Human Resource Services oversees employee attraction and retention, occupational health and safety, employee learning and development, and workplace wellness and recognition.

POLICY AND GOVERNANCE leads policy development, research and monitoring of emerging issues and trends; coordination of involvement in federal/provincial/territorial activities; and the building of policy capacity within the department. Policy and Governance also manages public correspondence, the department's legislation, and exemptions under the Foreign Ownership of Land Regulations.

STRATEGIC PLANNING AND FINANCIAL SERVICES leads Service Alberta in planning and performance measurement, budgeting, forecasting, and financial reporting. This branch ensures the Ministry's financial resource requirements are met by providing professional and quality 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 statements.

PERFORMANCE MEASURES AT A GLANCE

DESIRED OUTCOMES	MEASURES	PRIOR RESULTS	(2017-18)
			CURRENT RESULTS
Desired Outcome 1: Consumers are protected	1.A Number of new or expanded consumer protection initiatives advanced under the consumer’s agenda	<ul style="list-style-type: none"> • 2016-17: 5 • 2015-16: 4 	<ul style="list-style-type: none"> • 6 initiatives (4 initiative target)
	1.B Number of instances where consumers access educational initiatives such as website and social media hits, and inperson awareness sessions (millions)	<ul style="list-style-type: none"> • 2016-17: 2.45 • 2015-16: 2.53 	<ul style="list-style-type: none"> • 3.40 (2.60 target)
Desired Outcome 2: Government is transparent and information is secure	2.A Percentage of FOIP requests completed by government bodies within 60 days or less	<ul style="list-style-type: none"> • 2016-17: 78% • 2015-16: 82% • 2014-15: 86% • 2013-14: 90% 	<ul style="list-style-type: none"> • N/A¹ (95+% target)
	2.B Percentage of FOIP requests handled without complaint to the Information and Privacy Commissioner	<ul style="list-style-type: none"> • 2016-17: 96% • 2015-16: 97% • 2014-15: 97% • 2013-14: 96% 	<ul style="list-style-type: none"> • N/A¹ (95+% target)
	2.C Number of open government datasets and publications available online	<ul style="list-style-type: none"> • 2016-17: 10,176 • 2015-16: 7,060 • 2014-15: 1,695 • 2013-14: 271² 	<ul style="list-style-type: none"> • 13,735 datasets and publications (10,000 target)

¹ Due to the timing of data availability, 2017-18 results are not yet available.

² Represents the number of datasets only and does not include publications. In 2014-15, the measure was updated to include publications in addition to datasets.

PERFORMANCE MEASURES AT A GLANCE

DESIRED OUTCOMES	MEASURES	PRIOR RESULTS	(2017-18)
			CURRENT RESULTS
Desired Outcome 3: Government is modernized	3.A Percentage of invoices paid electronically ¹	<ul style="list-style-type: none"> • 2016-17: 84% • 2015-16: 83% • 2014-15: 83% • 2013-14: 82% 	• 86% of invoices paid electronically (90% target)
	3.B Percentage of clients satisfied with services received from Service Alberta ²	<ul style="list-style-type: none"> • 2016-17: 83%³ • 2015-16: 79% • 2014-15: 75% • 2013-14: 74% 	• 83% satisfaction (80% target)
Desired Outcome 4: Service delivery is improved	4.A Percentage of Albertans who are satisfied with access to Government of Alberta services and information using their preferred method of contact	<ul style="list-style-type: none"> • 2016-17: N/A • 2015-16: N/A • 2014-15: 73% • 2013-14: N/A 	• 64% (80% target)
	4.B Percentage of Albertans who are satisfied with the timeliness of Government of Alberta services and information	<ul style="list-style-type: none"> • 2016-17: N/A • 2015-16: N/A • 2014-15: 69% • 2013-14: N/A 	• 58% (80% target)
	4.C Number of Albertans with MyAlberta Digital Identity accounts ⁵	<ul style="list-style-type: none"> • 2016-17: 18,548 • 2015-16: 703 	• 59,873 accounts (200,000 target)
	4.D Number of services available through MyAlberta eServices ⁴	<ul style="list-style-type: none"> • 2016-17: 25 • 2015-16: 9 	• 67 services (35 services target)

¹ Electronically refers to invoices paid using Electronic Payment System, ExClaim, Procurement Cards and IMAGIS Recurring Vouchers.

² Clients of Service Alberta include those receiving service from: Accounts Payable, Accounts Receivable & Billings, Cash Office, Pay and Benefits, Email, Records Management, Library Services, Fleet Management, Web Server Team, Electronic Payment System, ExClaim System and Procurement Card.

³ In 2016-17, the clients of Accounts Payable, Electronic Payment System and ExClaim System were updated to more accurately reflect users of the service and are not comparable to prior results.

⁴ Results were not available prior to 2015-16 because the program was not yet implemented.

PERFORMANCE MEASURES AT A GLANCE

DESIRED OUTCOMES	MEASURES	PRIOR RESULTS	(2017-18)
			CURRENT RESULTS
Desired Outcome 4: Service delivery is improved	4.E Number of transactions completed through MyAlberta eServices ¹	<ul style="list-style-type: none"> • 2016-17: 425,152 • 2015-16: 3,483 	• 660,017 transactions (800,000 target)
	4.F.1 Call centre service index (based on courteousness, knowledge, effort, wait time and ease of access) related to: <ul style="list-style-type: none"> • Registries 	<ul style="list-style-type: none"> • 2016-17: 87% • 2015-16: 86% • 2014-15: 89% • 2013-14: 92% 	• 93% satisfaction (90+% target)
	4.F.2 Call centre service index (based on courteousness, knowledge, effort, wait time and ease of access) related to: <ul style="list-style-type: none"> • Consumers 	<ul style="list-style-type: none"> • 2016-17: 92% • 2015-16: 91% • 2014-15: 87% • 2013-14: 90% 	• 87% satisfaction (90+% target)
	4.F.3 Call centre service index (based on courteousness, knowledge, effort, wait time and ease of access) related to: <ul style="list-style-type: none"> • Health 	<ul style="list-style-type: none"> • 2016-17: 84% • 2015-16: 89% • 2014-15: 90% • 2013-14: 94% 	• 88% satisfaction (90+% target)
	4.F.4 Call centre service index (based on courteousness, knowledge, effort, wait time and ease of access) related to: <ul style="list-style-type: none"> • 310-0000 	<ul style="list-style-type: none"> • 2016-17: 92% • 2015-16: 92% • 2014-15: 92% • 2013-14: 88% 	• N/A ² (90+% target)

¹ Results were not available prior to 2015-16 because the program was not yet implemented.

² In 2017-18, the survey was not performed as the Ministry is working to implement enhancements to the survey methodology.

RESULTS ANALYSIS - STRATEGIC RISKS

Rapidly Changing Technology

Technology is evolving at a rapid pace which presents challenges related to marketplace interactions, government transparency, protection of information and service delivery. Key strategies to address these challenges include developing an agenda that enhances consumer protection, leading initiatives related to government transparency and protection of information and enhancing online delivery of government services.

Governance

As a ministry focused on enterprise service delivery, Service Alberta's responsibilities for implementing standards in areas such as information management and technology continue to increase. Initiatives to establish best practices and enhance communication and collaboration aim to improve adoption. Opportunities to work collaboratively within government are represented in key strategies like improving the governance and implementation of technology infrastructure and business applications, and improving information management governance and accountability.

Succession Planning

With the transition of baby boomers to retirement and job creation through economic diversification, matching skill sets appropriately to positions will become critical or results will be ineffective operations and high staff turnover. Service Alberta will manage this issue through succession planning, cross training and other human resource initiatives. Key strategies such as adopting innovative practices in how government procures and enhancing online delivery of government services will also help address this challenge.

DISCUSSION AND ANALYSIS OF RESULTS

Desired Outcome

1

Consumers are protected

► WHAT THIS MEANS

Albertans expect a marketplace that is open, secure, and fair that protects consumers while maintaining a level playing field for businesses to compete. The Ministry establishes a set of legislative and regulatory frameworks that ensure consumers are protected. Additionally, education and awareness activities are available to inform and empower Albertan consumers and businesses to confidently participate in the marketplace. Inspecting, investigating, and auditing activities are also performed to ensure consumers are protected, and that businesses are able to compete on a level playing field.

► SENIOR MANAGEMENT SUMMARY

Consumer issues are complex, involving a diverse and growing population in a rapidly-changing marketplace. The Ministry is continually looking for ways to improve consumer education, awareness, and protection.

In 2017-18, the Ministry completed several initiatives to enhance consumer protections and improve consumer-related service delivery to Albertans.

Consumer Protections

(Progress Towards Key Strategy 1.1)

To ensure amendments to Alberta's consumer protection legislative framework would improve the marketplace for consumers and businesses, the Ministry was required to engage with a diverse stakeholder base on a range of issues and within short timelines. In developing the amendments, Service Alberta needed to balance diverse and often conflicting viewpoints to ensure the legislation enhanced consumer protection while enabling a competitive and fair marketplace for businesses.

To overcome the challenge of the wide variety of consumer topics being consulted on, the Ministry utilized

► KEY STRATEGIES

Desired Outcome 1 had four key strategies focused on consumer protection:

- **1.1 Improve consumer protections especially for vulnerable members of society, and ensure consumers and businesses operate in a fair, efficient and openly competitive marketplace.**
- **1.2 Strengthen protections within Alberta's condominium industry to safeguard purchasers, enhance governance and insurance, and establish a more expedient dispute resolution process.**
- **1.3 Utilize modern technologies including the Internet and mobile devices to distribute important consumer information directly to Albertans.**
- **1.4 Improve access to timely and efficient consumer dispute resolutions.**

DISCUSSION AND ANALYSIS OF RESULTS

an open house format which allowed time and space for Albertans to ask questions, engage project team members in discussion, and leave their thoughts in a friendly and informative format.

This work resulted in Bill 31: A Better Deal for Consumers and Businesses Act which was passed by the Legislative Assembly to rename the *Fair Trading Act* to the *Consumer Protection Act*. This Act:

- establishes a Bill of Rights;
- transitions the Alberta Motor Vehicle Industry Council into a public agency;
- strengthens the regulatory framework to enhance fairness for consumers and businesses; and
- addresses emerging marketplace issues in the automotive, high cost credit and ticket sales industries, as well as unilateral contract changes.

Protections within Alberta's Condominium Strategy

(Progress Towards Key Strategy 1.2)

On October 12, 2017 the Condominium Property Amendment Regulation was proclaimed, implementing the first stage of regulations related to purchaser protection. The first set of amendments, which impact both developers and condominium corporations, came into force on January 1, 2018. The second set of amendments, which mainly impacts developers, came into force on April 1, 2018.

The new rules will improve protections for buyers of new and converted condominium units by:

- Requiring developers to give a final move-in date, and if they cannot deliver on time, buyers have the option to cancel their contract and get their deposit back.
- Requiring developers to give a realistic budget estimate so buyers have a better idea of what they can expect to pay when they move in.
- Requiring developers to include more information in the contract, such as floor plans and finishes, to help buyers make a confident decision.
- Creating new rules so developers must hold buyers' deposits in trust with a lawyer while their condominiums are being built.
- Requiring developers to provide more information to the first elected condominium board, to create a smoother transition for owners.
- Allowing the government to investigate breaches of the act, and issue fines to developers where necessary.

DISCUSSION AND ANALYSIS OF RESULTS

Consumer Education and Awareness

(Progress Towards Key Strategy 1.3)

- The Consumer Programs website visits and PDFs viewed reached 3,775,816 and a total of 48,393 publications and resources were distributed.
- The Consumer Protection Facebook page had 6,504 engagements (defined as post likes, comments or shares) and 350 new page likes. A total reach of 150,496 (defined as at least one impression of one content item we produced) and 95 consumer questions were answered by Consumer Programs through the Facebook page.

RTDRS Regulation Amendments

(Progress Towards Key Strategy 1.4)

Amendments to the Residential Tenancy Dispute Resolution Service (RTDRS) Regulation enabled the RTDRS to more appropriately adjudicate disputes between landlords and tenants and address technical and administrative issues.

The amendments provide greater access to justice to Albertans by:

- allowing Tenancy Dispute Officer's the authority to vary, stay or set-aside orders;
- extending timeframe for corrections on orders to 30 days which can be completed by any Tenancy Dispute Officer;
- allowing RTDRS to send a notice that an application has been withdrawn when the other party has been served; and
- broadening circumstances where Tenancy Dispute Officers can refuse applications or refer matters to court.

Other amendments also served to update the language of the Regulation to make it consistent with the terminology used in the Alberta Rules of Court and to better reflect current procedures and form names.

Licences and Registrations

Consumer Programs issued 4,438 licences and registrations (businesses, charitable organizations and cemeteries), which generated revenue of \$512,796; as well, 636 cooperative transactions were completed under the *Cooperatives Act*, including registering new cooperatives, dissolutions, amendments, amalgamations and other related items.

DISCUSSION AND ANALYSIS OF RESULTS

► FORWARD LOOKING INFORMATION

Moving forward, the Ministry will work on the following:

- continue to enhance consumer protection in the automotive industry;
- launch Consumer Protection Alberta, a one stop shop for consumer protection services;
- establish policies for governance related condominium issues, including insurance requirements, reserve fund studies and plans, voting, and document disclosure and retention;
- continue to expand consumer awareness through in-person and online webinar options; and
- enable the establishment of an Alternative Dispute Resolution service to provide in house voluntary arbitration and mediation for consumers and businesses.

► PERFORMANCE MEASURES

1.A NUMBER OF NEW OR EXPANDED CONSUMER PROTECTION INITIATIVES ADVANCED UNDER THE CONSUMER'S AGENDA

DESCRIPTION

The consumer's agenda is an initiative aimed at enhancing consumer protection. This measure tracks the number of initiatives advanced under the agenda.

RESULTS AND ANALYSIS

In 2017-18, six initiatives were completed under the consumer's agenda compared to a four initiative target.

Number of New or Expanded Consumer Protection Initiatives Advanced Under the Consumer's Agenda

(6 Initiative Target)

Year	2015-16	2016-17	2017-18
Number of Initiatives	4	4	6

Source: Service Alberta, Consumer and Registry Services Division

This result is higher than the prior year and meets the target of six initiatives. The following initiatives were completed under the consumer's agenda:

- RTDRS regulation modernization;
- Condo Stage 1 enhanced purchaser protection implementation;

DISCUSSION AND ANALYSIS OF RESULTS

- Condo Stage 2 improved governance consultation;
- consumer protection consultation;
- Bill 31: A Better Deal for Consumers and Businesses Act was passed; and
- public member appointments to Alberta Motor Vehicle Industry Council (AMVIC), Alberta Funeral Services Regulatory Board (AFSRB), Real Estate Council of Alberta (RECA) and Money Mentors.

Being a fairly new measure, there are only three years of data. As more data is gathered, a more in-depth analysis will be performed comparing results to historical performance. Without an established baseline trend of data, Ministry staff used judgements based on internal analysis and marketplace trends to develop the target. As baseline data is established and trends are identified, the target will be updated accordingly.

1.B NUMBER OF INSTANCES WHERE CONSUMERS ACCESS EDUCATIONAL INITIATIVES SUCH AS WEBSITE AND SOCIAL MEDIA HITS, AND IN-PERSON AWARENESS SESSIONS

DESCRIPTION

Consumer education and awareness are integral to consumer protection. This measure tracks the number of consumers reached through educational initiatives using varying communication channels.

RESULTS AND ANALYSIS

In 2017-18, consumer education and awareness initiatives had a reach of 3.40 million.

Number of Instances Where Consumers Accessed Educational Initiatives

(2.60 Million Target)

Year	2015-16	2015-16	2017-18
Number of Instances (millions)	2.53	2.45	3.40

Source: Service Alberta, Consumer and Registry Services Division

The result exceeds the target and is higher than the prior year. As a fairly new measure with no baseline data, the target was developed using internal analysis and external consumer trends. As the measure matures and a trend is established, the target will be adjusted accordingly.

Desired Outcome 2 Government is transparent and information is secure

► WHAT THIS MEANS

Citizens are becoming greater consumers of information, resulting in the need for government to be more open and transparent. The Ministry is positioned to deliver information that is more open, accessible and usable through advancements in technology. Furthermore, the Ministry administers the *Freedom of Information and Protection of Privacy (FOIP) Act* which enables government transparency while enhancing privacy protection for Albertans' personal information; and the *Personal Information Protection Act*, which supports the protection of Albertans' information in the private sector.

► SENIOR MANAGEMENT SUMMARY

In working towards Outcome 2, government faces the challenge of being open and transparent while ensuring the protection of information and privacy. It is the responsibility of the Ministry to balance these two areas of focus by implementing information management (IM) standards for the GoA.

In 2017-18, the Ministry accomplished several key initiatives directed towards achieving outcome two including:

Information Management and Technology Governance Transformation

(Progress Towards Key Strategy 2.1)

Information Management and Technology (IMT) Governance Transformation is transitioning the GoA to a government-wide approach to IMT that prioritizes strategic decision making, greater ability to generate and measure IMT business value across the GoA, and agility in leveraging resources (information and people) across departments. Over 1,000 IMT employees from across the GoA have transferred to Service Alberta and are organized into six sectors to deliver services back to departments.

► KEY STRATEGIES

Desired Outcome 2 had four key strategies focused on government transparency and the protection of information:

- **2.1 Enhance government transparency, protection of personal information and information management governance and accountability to improve compliance, consistency and cost.**
- **2.2 Ensure the confidentiality, integrity, appropriate classification and availability of Albertans' information which has been entrusted to the government.**
- **2.3 Improve the way government shares and receives information with and from Albertans.**
- **2.4 Enhance the availability and usability of information on Alberta's Open Data Portal.**

DISCUSSION AND ANALYSIS OF RESULTS

Some challenges in working towards this objective have been:

- Governance - as many initiatives worked on this year are new, working with ministries to define and agree on accountabilities, roles and responsibilities for each initiative took longer than anticipated.
- Competing Priorities - other Enterprise IMT projects competing for time with the same resources.
- Technical Challenges - migrating over 800 applications in less than three years.
- IMT Organizational Change Management - communication to both the impacted employees as well as the consumers of IMT services was an anticipated challenge in a initiative as large as this.

To overcome these challenges, the Ministry:

- Created and utilized Steering Committees to provide necessary oversight for each initiative.
- Adjusted timelines and continued to move forward with those that were able to participate.
- Created project teams which were focused on four main streams; finance, human resources, service excellence and technology. These four streams were able to ensure technology was tested and developed to automate and accelerate the move of application infrastructure, focus on communications for impacted staff, track budget transfers and ensure reasonable service levels are achieved in the target environment.
- Deployed several face to face and technological impact mitigation strategies, including multiple town halls, key messaging, SharePoint with frequently asked questions and weekly transformation updates supplemented the existing governance channels in IMT.

Transparency and Protection of Information

(Progress Towards Key Strategy 2.1)

- Amended the Vital Statistics Ministerial Regulation to protect vulnerable individuals who do not want their legal change of name published.
- The FOIP Process Improvement Project is in progress with ongoing key deliverables to improve FOIP operations. A significant initiative was the announcement on February 28, 2018 of the consolidation of FOIP operations across the GoA, effective April 1, 2018.
- Developed a Cloud Services policy that provides a framework for selecting the most suitable cloud or non-cloud service based on information security classification, information management requirements, legislative and policy compliance obligations, data residency, contractual risk, cost and value and benefits to the GoA.

DISCUSSION AND ANALYSIS OF RESULTS

Confidentiality, Integrity and Availability of Information

(Progress Towards Key Strategy 2.2)

- The Core Content Metadata Standard, which describes the foundational set of metadata elements to be applied to all electronic data/information resources within the GoA, was enhanced to include Security Classification as mandatory metadata. This enables resources to be appropriately identified, managed and disclosed, which supports privacy, protection, distribution of non-sensitive resources, and helps prevent unauthorized access and disclosure.
- Developed identity management protocols to ensure that digital services get delivered to the right person in a secure manner. Mitigating any security risks and ensuring every Albertan's identity is secure and validated is critical to the delivery of online government services.
- Implemented a new IT Security Risk Management practice across the GoA. All new or updated GoA systems over the past year have had to perform a Security Threat and Risk Assessment resulting in the identification, assessment and treatment of new IT security risks.
- Delivered a new online information management, security and privacy eLearning system using the corporate Learning Management System. The eCourses are mandatory for all GoA staff to ensure they can recognize information security threats and know how to respond to them, and that they understand how to access and manage sensitive data and information.

Sharing and Receiving of Information

(Progress Towards Key Strategy 2.3)

- FOIP Services works with program areas within Service Alberta and its client ministries to address privacy breach mitigation and draft Privacy Impact Assessments (PIAs) as a due diligence exercise and risk assessment that provides for accountability in safeguarding personal information.

Alberta's Open Data Portal

(Progress Towards Key Strategy 2.4)

- The Ministry developed reports summarizing vital statistic events, personal property statistics and corporate registry information that took place in Alberta. These reports were made available on the Alberta Open Government Portal and were distributed to jurisdictional partners and academia.
- Alberta legislations and publications are now accessible through the Alberta Open Government Portal allowing users to easily search for laws, publications, and datasets in a centralized location.

Open Government Program

- Was recognized as a leader in Canada and most recently received the 2017 Canadian Open Data Summit Award for Open Data Innovation. The Portal is the largest subnational open government portal in Canada with more than 13,000 resources referenced.

DISCUSSION AND ANALYSIS OF RESULTS

- Began to collaborate with the Government of Canada to federate their respective open data portals to enable Canadians to find open data more easily.

Provincial Access and Privacy Helpdesks

- Transitioned to a single number in Fall 2017 with real time responses when people need help with their access and privacy questions. Most callers are answered directly, with little delay and limited messaging. It is considered privacy enhancing as people do not need to leave their personal information for call backs.

► FORWARD LOOKING INFORMATION

In continuing to work towards desired outcome 2, the Ministry will:

- continue to work with federal and provincial partners on the Common Business Number Initiative and the Multi Registry Access System project;
- develop partnerships within Alberta research and post-secondary institutions to demonstrate the value of sharing data in more open formats and leveraging analytics capacity to provide insight into public policy issues; and
- develop the IMT operating model, including process definition workshops and documentation.

The Alberta Queen's Printer worked on legislation updated in 2017 including many changes to high profile laws which resulted in great demand for these resources.

Some of these titles include:

- Employment Standards Code;
- Labour Relations Code;
- *Workers Compensation Act*;
- *Condominium Property Act* and
- the new *Occupational Health and Safety Act*.

► PERFORMANCE MEASURES

2.A PERCENTAGE OF FOIP REQUESTS COMPLETED BY GOVERNMENT BODIES WITHIN 60 DAYS OR LESS

DESCRIPTION

FOIP requests are a key component of government transparency and protection of information. The Ministry provides tools, advice and support to assist government public bodies in successfully handling their *Freedom of Information and Protection of Privacy Act* (FOIP) requests. In order to track the compliance of government public bodies with the access provisions of FOIP, the percentage of FOIP requests completed on a timely basis (within legislative guidelines) is assessed.

DISCUSSION AND ANALYSIS OF RESULTS

RESULTS AND ANALYSIS

Due to the timing of data availability, 2017-18 results are not yet available. As such, 2016-17 results are presented. In 2016-17, 78 per cent of FOIP requests were completed within 60 days.

FOIP Requests Handled within 60 Days (95+ per cent Target)

Year	2015-16	2016-17	2017-18
Percentage of Requests Handled Within 60 Days	82%	78%	N/A

Source: Service Alberta, Information Access and Protection Branch Annual FOIP Statistical Report

This result is lower than the prior year's result and lower than the target of 95 per cent or over.

The target was determined by the historical results of the measure. Prior results typically hovered around 95 per cent or over; however, a downward trend has emerged since 2013-14. The Ministry will continue to strive for a target of 95 per cent or over.

The GoA continues to receive a significant number of FOIP requests that are increasingly complex. As such, this had an impact on completion times in comparison to prior years and the target.

Some improvements have been put in place, such as the ability to make general information requests online through MyAlberta eServices in addition to in person or over the phone and by continuing to add more content to the Open Government Portal. Applicants may still make FOIP requests but the information that is readily available generally means less need for formal FOIP processes.

2.B PERCENTAGE OF FOIP REQUESTS HANDLED WITHOUT COMPLAINT TO THE INFORMATION AND PRIVACY COMMISSIONER

DESCRIPTION

FOIP requests are a key component of government transparency and protection of information. Consequently, government public bodies are supported in successfully handling their FOIP requests with training and advice provided by Service Alberta. This measure tracks the number of requests handled without complaint.

RESULTS AND ANALYSIS

Due to the timing of data availability, 2017-18 results are not yet available. As such, 2016-17 results are presented. In 2016-17, 96 per cent FOIP requests received were handled without complaint.

DISCUSSION AND ANALYSIS OF RESULTS

FOIP Requests Handled Without Complaint (95+ per cent Target)

Year	2015-16	2016-17	2017-18
Percentage of Requests Handled Without Complaint	97%	96%	N/A

Source: Service Alberta, Information Access and Protection Branch Annual FOIP Statistical Report

Based on the 2016-17 results, client satisfaction with the request process remains high and meets the target of 95 per cent or over.

The target was determined by the historical results of the measure. Prior results typically hovered around 95 per cent or over.

In spite of the high volume and increased complexity of requests, the number of complaints to the Information and Privacy Commissioner remains low. The result is one percentage lower than the prior year but still meets the established target.

2.C NUMBER OF DATASETS AND PUBLICATIONS AVAILABLE ONLINE

DESCRIPTION

The Ministry is modernizing the way government serves, reports to, and partners with citizens and businesses. At the core of this, is the delivery of data and information that is more open, accessible, and usable, providing Albertans a more transparent and accessible government. This measure tracks the number of datasets and publications available through the Alberta Open Government Portal.

RESULTS AND ANALYSIS

In 2017-18, 13,735 datasets and publications were available online through the Alberta Open Government Portal. The target of 10,000 was exceeded, and this result was higher than the prior year.

Number of Government Datasets and Publications Available Online

(10,000 Datasets and Publications Target)

Year	2015-16	2016-17	2017-18
Number of Datasets	7,060	10,176	13,735

Source: Service Alberta, Open Government Division, Alberta Open Government Portal

The target of 10,000 was set as an estimate while establishing the baseline trend of the data. This is the fourth year in which datasets and publications are being reported. The Ministry will continue to track

DISCUSSION AND ANALYSIS OF RESULTS

results and update the target as the trend of the data changes.

The increasing number of datasets and publications on the Alberta Open Government Portal provides Albertans with access to more government information increasing transparency and citizen engagement.

Desired Outcome **3** | Government is modernized

► WHAT THIS MEANS

Government faces high expectations for increasingly efficient and effective ways of delivering programs and services in Alberta's evolving economic landscape. As such, Service Alberta plays an important part in working with ministry partners to modernize business processes and introduce technology that will increase government productivity, efficiency, and effectiveness resulting in prudent fiscal management and improved program delivery.

► SENIOR MANAGEMENT SUMMARY

Finding efficiencies within the current economic environment is especially important, and in working towards Desired Outcome 3, the Ministry worked towards several key initiatives including:

Enterprise IT Environment

(Progress Towards Key Strategy 3.1)

In consolidating IT infrastructure into a robust, resilient and shared environment:

- 44 infrastructure positions from across GoA have transferred over to Service Alberta;
- 22 per cent of all applications have been actively migrated to the Development and User Acceptance Testing environments in the GoA domain; and
- started consolidating large hardware maintenance and software licensing agreements.

► KEY STRATEGIES

Desired Outcome 3 included four key strategies aimed at modernizing government:

- **3.1 Improve the governance and implementation of the government's technology infrastructure and business applications to realize efficiencies.**
- **3.2 Adopt innovative practices in how government procures such as electronic procurement.**
- **3.3 Leverage government buying power to deliver best value in the procurement of goods and services while promoting innovation and fair treatment of Alberta businesses and workers.**
- **3.4 Evaluate the current approach for SuperNet to minimize risk, support service providers and ensure service continuity resulting in enhanced broadband delivery.**

DISCUSSION AND ANALYSIS OF RESULTS

GoA Application Catalogue

(Progress Towards Key Strategy 3.1)

- Contains information on approximately 1,500 of GoA's line of business applications. Through the catalogue we have a 360 degree view of the GoA digital assets across all departments. This allows us to work towards improving efficiency, reducing application redundancies and highlighting opportunities for collaborations across government.

MyAlberta Initiatives

(Progress Towards Key Strategy 3.1)

- MyAlberta programs enable government to shift from more expensive traditional service delivery channels, such as telephone or in-person, to online citizen self-service thus promoting innovation, efficiency, and more sustainable programs.

MyAlberta Evacuation Payment System

(Progress Towards Key Strategy 3.1)

- System showcases the transformative potential of MyAlberta Digital ID, which is being leveraged to provide a new way for Albertans to register and receive evacuation payments online during a disaster.

Enterprise Data Analytics

(Progress Towards Key Strategy 3.1)

- Implemented Enterprise Data Analytics Strategy to provide framework to grow capacity in people, processes and technology to enable evidence-based policy and decision-making.
 - » Collaborating with the Government of Canada to federate the respective portals to enable Canadians to find data more easily.

Enterprise Resource Planning

(Progress Towards Key Strategy 3.2)

- Developed and implemented the Negotiated Request for Proposals (NRFP) process as an innovative procurement approach to successfully manage large, complex procurements and achieve specific strategic government outcomes.
 - » The NRFP process provides the flexibility necessary to contract for innovative technology yet accommodate established business and legislative requirements.
 - » New ERP technology will foster working in common ways across the GoA, resulting in significant efficiencies that come with working as a single enterprise.

DISCUSSION AND ANALYSIS OF RESULTS

National Master Use Agreement

(Progress Towards Key Strategy 3.3)

- A National Master Use Agreement has been negotiated with Public Services and Procurement Canada (PSPC), which provides the Government of Alberta; Agencies, Boards and Commissions, MASH entities (Municipalities, Academic, School Boards, Hospitals) and other Alberta public sector organizations with the option of using PSPC standing offers and supply arrangements.
 - » PSPC has opened its federal procurement tools, such as standing offers and supply arrangements, for use by other levels of government across Canada.
 - » Through aggregation of Federal, Provincial and Territorial volumes, PSPC is helping other Canadian jurisdictions obtain best value for taxpayers while reducing administrative duplication and enhancing trade agreement compliance.
 - » Use of PSPC standing offers and supply arrangements will occur only when it makes sense (i.e. cost effective and aligned with government procurement value drivers).

SuperNet

(Progress Towards Key Strategy 3.4)

Advance the strategic vision and direction for SuperNet to enhance the delivery of broadband services to hospitals, schools and other public facilities.

- The SuperNet Secretariat completed its series of confidential meetings with each of the three Pre-Qualified Respondents who were selected as qualified candidates through the Provincial Broadband Services Pre-Qualification Request.
 - » As per the advertised procurement process, these confidential discussions were held to explore the technical and service delivery requirements for SuperNet;
 - » To help inform the government as to options that could encourage and enhance internet for rural Albertans; and
 - » To ultimately inform any potential SuperNet RFP.
- Released the SuperNet 2.0 RFP in August 2017, following April 2017 Cabinet approvals on the government's way forward for SuperNet. The RFP closed in November 2017 and a 17 member cross-ministry committee, led by Service Alberta, completed rigorous evaluation of the proposals for SuperNet 2.0. As at March 31, reference checks were completed on both proponents. The procurement will be finalized at the outset of the 2018-19 fiscal year.
- The new contracts, resulting from the SuperNet 2.0 procurement, will replace the existing SuperNet agreements, including the operating agreement that expires on June 30, 2018 and ensure that both existing and improved broadband network services are in place for Alberta's schools, hospitals,

DISCUSSION AND ANALYSIS OF RESULTS

libraries, government offices, Indigenous and municipal buildings who rely on them daily to deliver government services to Albertans.

- Additionally, the contracts will continue the ability for commercial services to be available from SuperNet for internet service providers who leverage SuperNet to deliver internet services to rural residences and businesses.

► FORWARD LOOKING INFORMATION

In continuing to work towards Desired Outcome 3, the Ministry will:

- Continue to partner with other ministries and levels of government to increase the number of programs and services available online.
- Develop the IMT operating model, including process definition workshops and documentation.
- Continue the review of IMT Infrastructure hardware maintenance agreements being transferred over to Service Alberta through the EIE project, completing the consolidation of over 300 separate agreements into 50, one for each of IMT's major infrastructure vendors
- Implement new ERP supply chain functionality across the GoA, which will be made available to other Alberta public sector organizations on an optional basis.
- Maintain SuperNet operations and services for existing public sector customers while continuing preparations for the expiry of the SuperNet operating contract.

► PERFORMANCE MEASURES

3.A PERCENTAGE OF INVOICES PAID ELECTRONICALLY

DESCRIPTION

Measuring the percentage of invoices paid electronically relates to improving government efficiency which is indicative of a modernized government. Electronic invoicing streamlines payment processes and gains efficiencies within the Government of Alberta and across ministries. The convenience of processing invoices electronically is expected to ultimately increase the efficiency of administrative payment tasks throughout government.

DISCUSSION AND ANALYSIS OF RESULTS

RESULTS AND ANALYSIS

In 2017-18, 86 per cent of invoices were paid electronically, compared to a 90 per cent target.

Percentage of Invoices Paid Electronically (90 per cent Target)

Year	2015-16	2016-17	2017-18
Percentage of Invoices	83%	84%	86%

*Source: Service Alberta, Shared Services Division,
Electronic Payment System, ExClaim and IMAGIS AP Reporting*

The target was established as a stretch target that the Ministry is working towards. Ultimately, increased efficiencies and effectiveness through automation and streamlined processes is the desired objective.

The percentage of invoices paid electronically is 86 per cent, which is slightly higher than the prior year. This indicates that most payments are being completed efficiently through electronic means, which increases accuracy and reduces manual administrative tasks. In continuing to work towards the target, further progress is expected for 2018-19 as the Ministry continues to promote the use of electronic payments.

Overall, the trend indicates the increasing use of electronic payments as the transition from inefficient manual tasks to automated and streamlined payment processes continues.

3.B PERCENTAGE OF CLIENTS SATISFIED WITH SERVICES RECEIVED FROM SERVICE ALBERTA

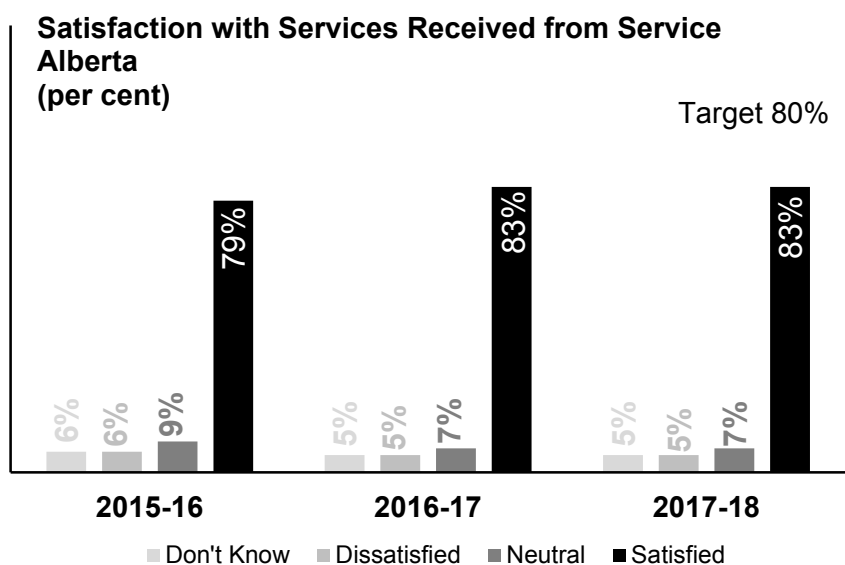
DESCRIPTION

A modernized government is productive, efficient, and effective. Measuring satisfaction with services provided to client ministries helps gauge these elements of quality in relation to service delivery. This measure surveys internal clients' overall satisfaction with services provided by Service Alberta.

RESULTS AND ANALYSIS

The majority, or 83 per cent, of respondents indicated satisfaction with services received from Service Alberta. The 2017-18 target was 80 per cent.

DISCUSSION AND ANALYSIS OF RESULTS



Source: Service Alberta Internal Client Satisfaction Survey

Historical results were in the mid 70s or higher, and as such, 80 per cent was established as the target. The target of 80 per cent is a common satisfaction target representing four out of five respondents being satisfied.

At 83 per cent satisfaction, the result is the same as last year and exceeds the target. In 2016-17, the client lists for Accounts Payable, Electronic Payment System (EPS), and ExClaim System were updated to more accurately reflect clients of the service, and results are not comparable to prior years.

When comparing satisfaction results for Accounts Payable, EPS, and ExClaim System for the current and prior client samples, the results are as follows:

Business Area	2015-16	2016-17	2017-18
Accounts Payable	88%	91%	97%
EPS	79%	89%	67%
ExClaim System	88%	85%	92%

There was an increase in satisfaction for Accounts Payable and ExClaim System. EPS, however, had a significant decrease in satisfaction by over 20 percentage points.

Other business areas with a notable year over year increase were:

- Records Management up 9 percentage points (73% to 82%); and
- Web Server Team up 6 percentage points (89% to 95%).

Other areas had no significant changes

Desired Outcome **4** | Service delivery is improved

► WHAT THIS MEANS

Albertans want greater ease and flexibility in how they access information and services. The shift to online transactions is growing and Albertans expect services to be available anytime, anywhere, using any Internet-enabled device of their choice. Establishing single points of access to government information and services is key to being responsive to this shift. Delivering more services online and incorporating modern technologies will also provide improved efficiencies and effectiveness in service delivery.

► KEY STRATEGIES

Desired Outcome 4 included two key strategies to improve service delivery to Albertans:

- **4.1 Expand and enhance online delivery of government services by utilizing secure digital identity and e-commerce technologies.**
- **4.2 Improve Albertans' access to registry services through innovative service delivery methods and technology.**

► SENIOR MANAGEMENT SUMMARY

Through innovation, communication and modernization of processes and technologies, the Ministry worked to improve service delivery to Albertans and completed several initiatives towards Desired Outcome 4.

MyAlberta eServices

(Progress Towards Key Strategy 4.1)

Albertans expect to access government services anytime, anywhere and through any device. As a result, government is making timely, worthwhile investments into technological infrastructure to provide Albertans with user-friendly services that are easily accessible.

MyAlberta eServices provides an easy and secure way for Albertans to pay for various government services online.

- 67 services were made available through MyAlberta eServices.
- The website continues to grow, enabling ministries to transform the delivery of their services. New items available on the website include builders licenses, FOIP requests, fine payments, non-mining blaster's permits, notary public renewals, Alberta Parks passes, and special event registrations.

DISCUSSION AND ANALYSIS OF RESULTS

MyAlberta Digital ID

(Progress Towards Key Strategy 4.1)

MyAlberta Digital ID provides Albertans with a secure username and password to easily access government services online. A single login provides access to services without having to enter identity and contact information each time users sign up for services.

- Service Alberta continued to work with federal, provincial, and territorial jurisdictions to ensure that the program enables secure identity-information-sharing across all Canadian jurisdictions.
- Service Alberta worked closely with ministries and municipalities to maximize the number of services supported by the program. MyAlberta Digital ID engaged twelve departments and onboarded two new services; Alberta's Tomorrow Project (ATP) and the Targeting, Referral and Feedback System.
 - » The province's largest health research study, ATP, was established in 2000 to facilitate research into the prevention and causes of cancer and chronic diseases.
 - » Alberta Labour, working in conjunction with Employment and Social Development Canada, is moving forward with a Targeting, Referral and Feedback System that will use MyAlberta Digital ID to help the ministry engage Albertans, who are employment insurance applicants, for a quicker return to work.
- MyAlberta Digital ID launched a new verification service that enables government to digitally verify the identity and age of citizens, so Albertans can use their verified MyAlberta Digital ID to access services previously considered too sensitive to deliver online.

Land Titles

(Progress Towards Key Strategy 4.1)

- Alberta Land Titles Online (ALTO) is an external facing application enabling the creation and electronic submission of documents to Alberta's land titles registry for our key stakeholders (primarily surveyors and the legal profession). In September 2017, the first electronic document submission with a secure digital signature was received and registered as part of a stakeholder pilot project. By the end of March 2018, 173 registration requests were completed using the ALTO online submission and digital signature process.
- Land Titles deployed the Alberta Land Titles Application (ALTA2) for internal use by Land Titles Examiners. ALTA2 is the branded name of the application that examiners will use to effect title document registrations and to enable customer online submissions.

DISCUSSION AND ANALYSIS OF RESULTS

Registry Service Delivery

(Progress Towards Key Strategy 4.2)

Work has progressed on setting strategic direction for several operational policy changes to modernize registry service delivery to Albertans.

► FORWARD LOOKING INFORMATION

Going forward, the Ministry will focus on completing the following initiatives in support of Desired Outcome 4:

- Refresh MyAlberta eServices and MyAlberta Digital ID by redesigning the sites to enhance the user experience and ensure there is a consistent look and feel across both sites and the MyAlberta Evacuation Payment System.
- Work on MyAlberta Digital ID for Business which will enable business administrators and delegates to interact with government online on behalf of a company.
- Complete the MOVES system project which converts it from a classic mainframe system into a modern distributed system. This large, complex undertaking will provide the platform necessary to support Registry Modernization strategies in the upcoming years and ensure efficient maintenance and support activities continue .
- Complete and fully implement ALTA2 for internal users at which time, land titles applications will no longer be reliant on the mainframe.
- Continue working with stakeholder clients to expand ALTO pilot user base, increase uptake for online e-submissions, and to plan and prepare for a province wide rollout.

► PERFORMANCE MEASURES

4.A PERCENTAGE OF ALBERTANS WHO ARE SATISFIED WITH ACCESS TO GOVERNMENT OF ALBERTA SERVICES AND INFORMATION USING THEIR PREFERRED METHOD OF CONTACT

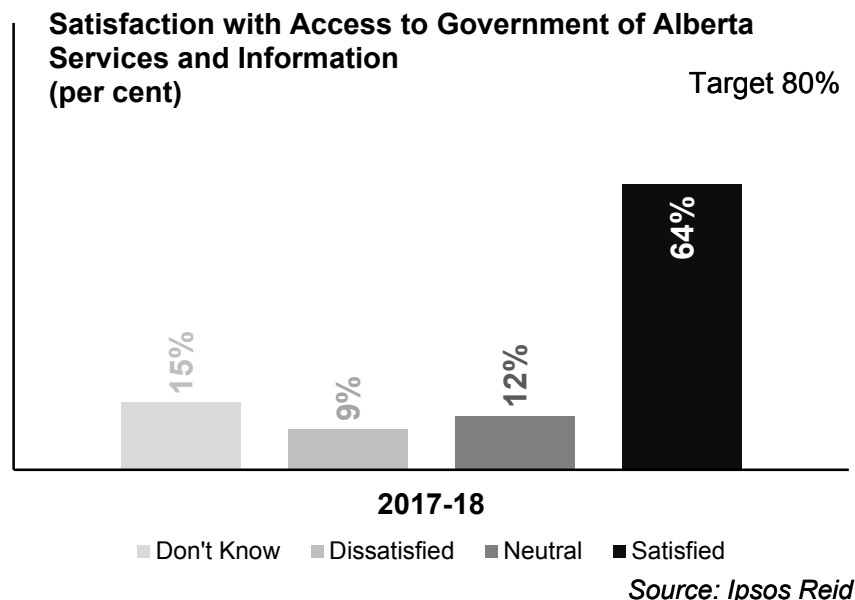
DESCRIPTION

Access to government services and information is a key component of quality service delivery. This measure surveys Albertans' overall satisfaction with their ability to access government services and information through their preferred method of contact.

RESULTS AND ANALYSIS

The percentage of respondents who were satisfied with the access to Government of Alberta services and information was 64 per cent, in comparison to an 80 per cent target.

DISCUSSION AND ANALYSIS OF RESULTS



The target was set at 80 per cent as it is a common satisfaction target representing four out of five respondents being satisfied.

In 2017-18, 9 per cent of the respondents provided dissatisfied ratings and 12 per cent were neutral. The target is a stretch target and Service Alberta remains committed to ensuring Albertans have convenient access to government services and information.

4.B PERCENTAGE OF ALBERTANS WHO ARE SATISFIED WITH THE TIMELINESS OF GOVERNMENT OF ALBERTA SERVICES AND INFORMATION

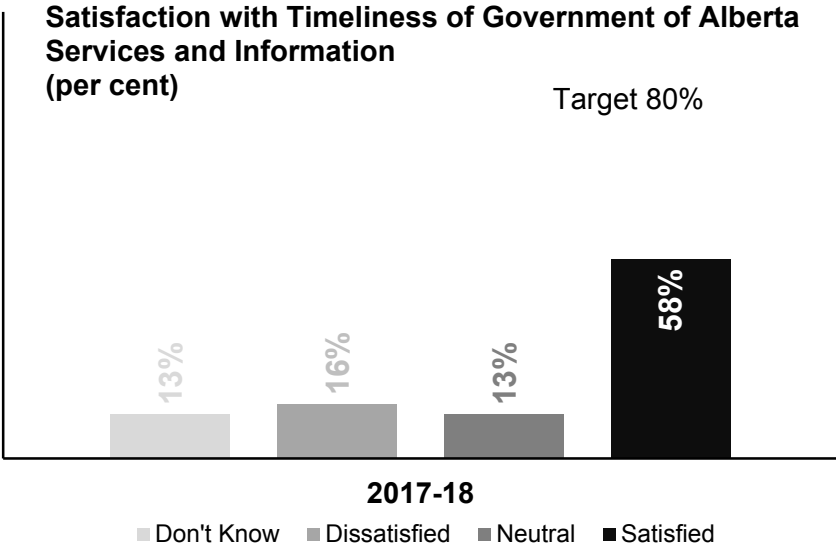
DESCRIPTION

Timeliness of government services and information is a key component of quality service delivery. This measure surveys Albertans' overall satisfaction with the timeliness of services and information provided to them.

RESULTS AND ANALYSIS

The percentage of respondents who were satisfied with the timeliness of Government of Alberta services and information was 58 per cent, in comparison to an 80 per cent target.

DISCUSSION AND ANALYSIS OF RESULTS



Source: Ipsos Reid

The target was set at 80 per cent as it is a common satisfaction target representing four out of five respondents being satisfied.

In 2017-18, 16 per cent of the respondents were dissatisfied while 13 per cent of the respondents provided a neutral rating. The target of 80 per cent is a stretch target and was not met but the Ministry continues to work on improving efficiencies with a focus on digital service delivery.

4.C NUMBER OF ALBERTANS WITH MYALBERTA DIGITAL IDENTITY ACCOUNTS

DESCRIPTION

Citizen expectations have shifted to the acquisition of goods and services through the internet, and online service delivery has quickly become the norm. This measure tracks the number of digital identity accounts as adoption will ultimately allow for improved service delivery and interactions with government.

RESULTS AND ANALYSIS

The result of 59,873 digital identity accounts adopted in 2017-18 did not meet the target of 200,000 accounts.

Number of Albertans with MyAlberta Digital Identity Accounts (200,000 Accounts Target)

Year	2015-16	2016-17	2017-18
Number of Digital Identity Accounts	703	18,548	59,873

Source: Service Alberta, Service Modernization Division

DISCUSSION AND ANALYSIS OF RESULTS

This program was introduced in 2015-16 and is in the early phases of implementation. Being a new program, the Ministry set targets in the absence of baseline data, relying on internal analysis and trends in service delivery.

For various reasons, the anticipated services that would require a large number of Digital ID users did not onboard to MyAlberta Digital ID in 2017-18. However, the Ministry expects to see a higher adoption rate through additional services that require the recently launched verification service, which leverages trusted government systems to verify the identity of citizens online so Albertans can use their MyAlberta Digital ID to access services previously considered too sensitive to deliver online.

This also positions our government to expand online access to government services by allowing all ministries and all levels of government to adopt a production-ready, secure identity management solution. Alberta is actively working on cross-jurisdictional opportunities to use MyAlberta Digital ID to access services from all levels of government.

4.D NUMBER OF SERVICES AVAILABLE THROUGH MYALBERTA eSERVICES

DESCRIPTION

Citizen expectations have shifted to the acquisition of goods and services through the internet, and online service delivery has quickly become the norm. This measure tracks the number of services available through MyAlberta eServices which gives Albertans another avenue to access government services and programs.

RESULTS AND ANALYSIS

The target of 35 services available online was exceeded with 67 services available in 2017-18.

Number of Services Available Through MyAlberta eServices (35 Services Online Target)

Year	2015-16	2016-17	2017-18
Number of Services Online	9	25	67

Source: Service Alberta, Service Modernization Division

As the 2017-18 actuals exceeded the target, the Ministry will review this measure taking into consideration baseline data and trends.

DISCUSSION AND ANALYSIS OF RESULTS

4.E NUMBER OF TRANSACTIONS COMPLETED THROUGH MYALBERTA eSERVICES

DESCRIPTION

Citizen expectations have shifted to the acquisition of goods and services through the internet, and online service delivery has quickly become the norm. As a result, this measure monitors online transaction volumes which helps gauge whether Albertans see this as an effective service delivery channel.

RESULTS AND ANALYSIS

In 2017-18, 660,017 transactions were completed through MyAlberta eServices, compared to a target of 800,000.

Number of Transactions Completed Through MyAlberta eServices

(800,000 Transactions Target)

Year	2015-16	2016-17	2017-18
Number of Transactions	3,483	425,152	660,017

Source: Service Alberta, Service Modernization Division

The Ministry sets targets in the absence of baseline data, relying on internal analysis and trends in service delivery.

For various reasons, the anticipated products and services with large transaction volumes did not onboard to myAlberta eServices.

As the service evolves, trends will be incorporated into the development process, and targets will be adjusted accordingly.

DISCUSSION AND ANALYSIS OF RESULTS

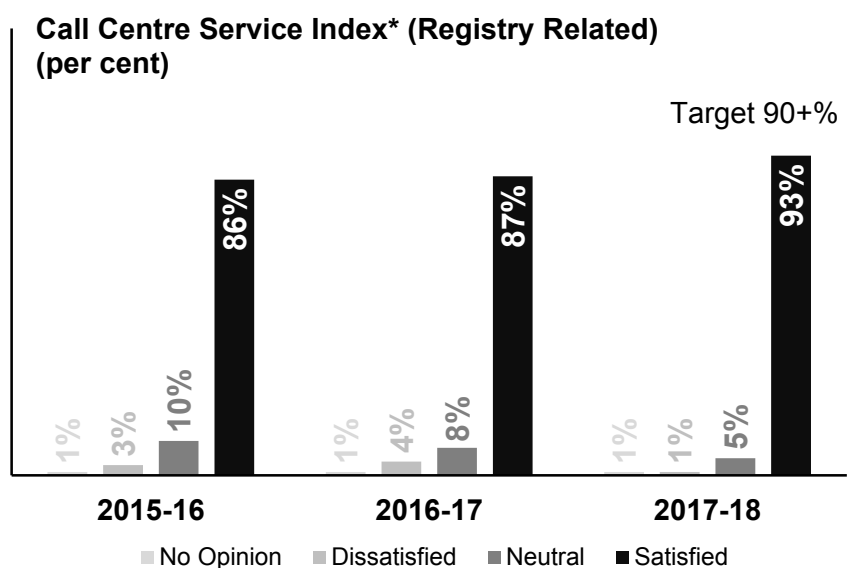
4.F.1 CALL CENTRE SERVICE INDEX – REGISTRY-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

DESCRIPTION

As ministry call centres are a primary contact point for government services and information, this measure gauges registry related call centre satisfaction regarding services across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

RESULTS AND ANALYSIS

At 93 per cent, the call centre service index (registry-related) exceeds the target of 90 per cent or over.



Source: Ivrrnet, Call Centre Satisfaction Survey

*The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Historically, results have been high in the upper 80s or low 90s; as such, the target was set at 90 per cent or over.

The majority of clients were satisfied with their contact centre (registry-related) interaction, with 93 per cent of respondents indicating satisfaction with the attributes of service provided.

Compared to the prior year, results were higher with 93 per cent satisfaction along with a marginal shift of neutral ratings from 8 to 5 per cent and dissatisfied ratings from 4 to 1 per cent.

The Vital Statistics, Motor Vehicles and Corporate Registry call centres answered over 111,000 calls in 2017-18.

DISCUSSION AND ANALYSIS OF RESULTS

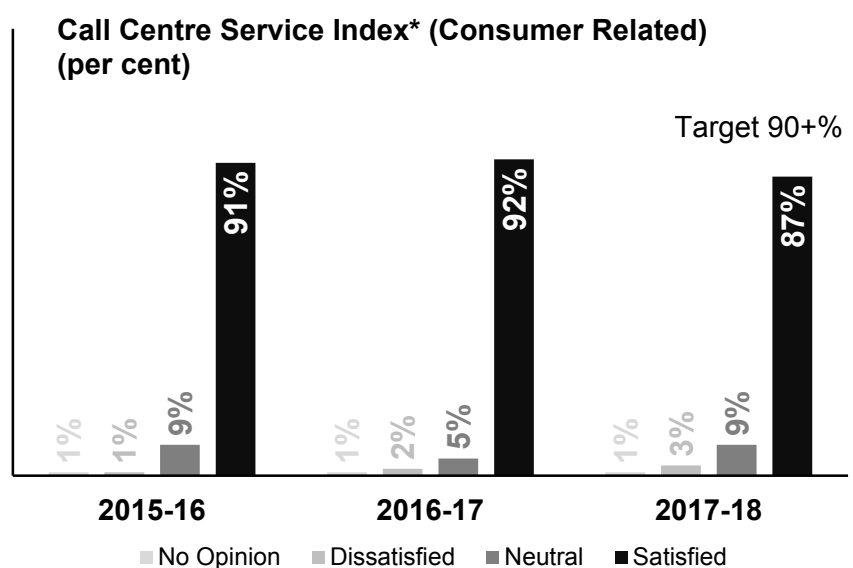
4.F.2 CALL CENTRE SERVICE INDEX - CONSUMER-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

DESCRIPTION

As ministry call centres are a primary contact point for government services and information, this measure gauges consumer-related call centre satisfaction regarding services across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

RESULTS AND ANALYSIS

The call centre service index (consumer-related) was 87 per cent, which was slightly lower of the target of 90 per cent or over.



Source: Ivrrnet, Call Centre Satisfaction Survey

*The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Historically, results have been high in the upper 80s or low 90s. As such, the target was set at 90 per cent or over.

Despite the increasing complexity of consumer issues and the corresponding demand for information related to those issues, client satisfaction with the services provided by the contact centre (consumer-related) was high, with 87 per cent indicating satisfaction with the attributes of the service.

At 87 per cent, the result was comparable to the prior year with a small shift in neutral ratings from 5 to 9 per cent and 2 to 3 per cent in dissatisfied ratings.

The Consumer and *Residential Tenancy Act* call centres answered over 140,000 calls in 2017-18, almost doubling the amount of calls they received in the prior year.

DISCUSSION AND ANALYSIS OF RESULTS

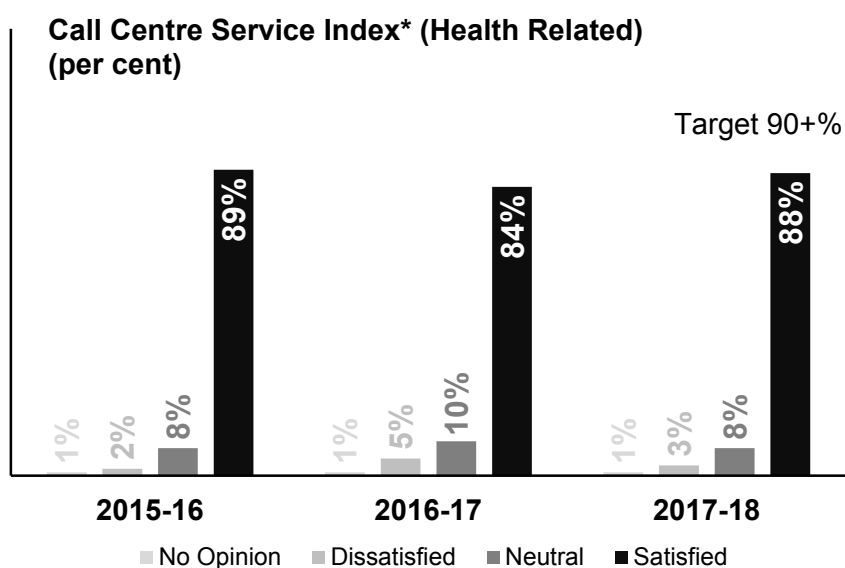
4.F.3 CALL CENTRE SERVICE INDEX – HEALTH-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

DESCRIPTION

As ministry call centres are a primary contact point for government services and information, this measure gauges health related call centre satisfaction regarding services across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

RESULTS AND ANALYSIS

In 2017-18, the call centre service index (health-related) was 88 per cent, which was below the 90 per cent or over target.



Source: Ivrnet, Call Centre Satisfaction Survey

*The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Historically, results have been in the high 80s or low 90s. As such, the target was set at 90 per cent or over.

The service index remained high, with 88 per cent of respondents indicating satisfaction with the attributes of the service. This result was higher than last year's result. The percentage of respondents who provided dissatisfied ratings also fell, from 5 per cent last year to 3 per cent this year.

The contact centre (health-related) received 230,879 inquiries in 2017-18.

DISCUSSION AND ANALYSIS OF RESULTS

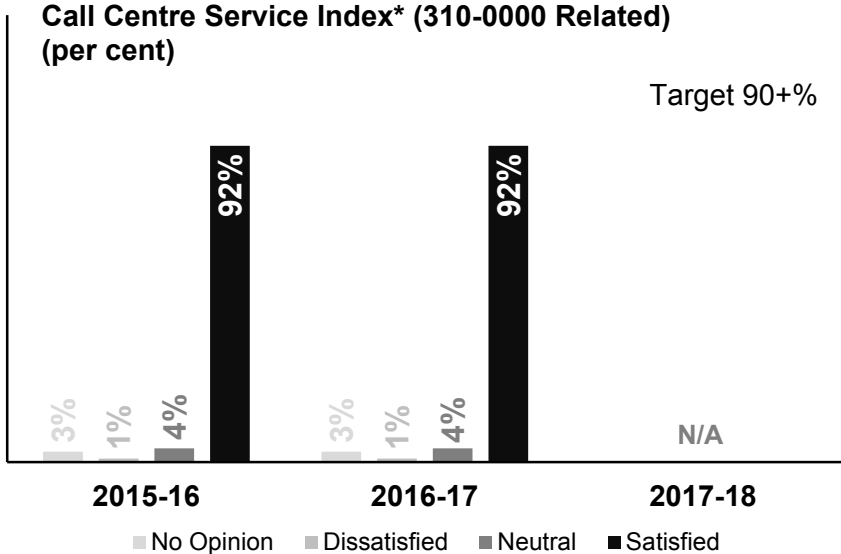
4.F.4 CALL CENTRE SERVICE INDEX – 310-0000-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

DESCRIPTION

As ministry call centres are a primary contact point for government services and information, this measure gauges 310-0000-related call centre satisfaction regarding services across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

RESULTS AND ANALYSIS

No results are available for this year as the Ministry is in discussions with Ivrnet, the company who runs the survey, to implement enhancements to the survey methodology. The next iteration of the survey is expected to be done in 2018-19. The last time this survey was conducted in 2016-17, the call centre service index (310-0000 related) was 92 per cent, which met the target of 90 per cent or over.



Source: Ivrnet, Call Centre Satisfaction Survey

*The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

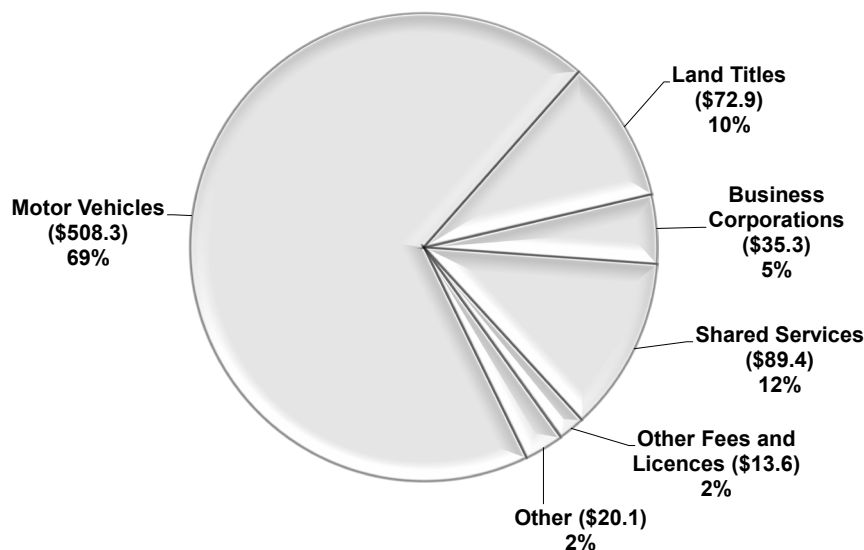
Historically, results have been high in the upper 80s or low 90s. As such, the target was set at 90 per cent or over.

In 2016-17, the result for 2016-17 was similar to the previous year, with high satisfaction and correspondingly low dissatisfaction.

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 1: 2017-18 REVENUE BY SOURCE

(in millions)

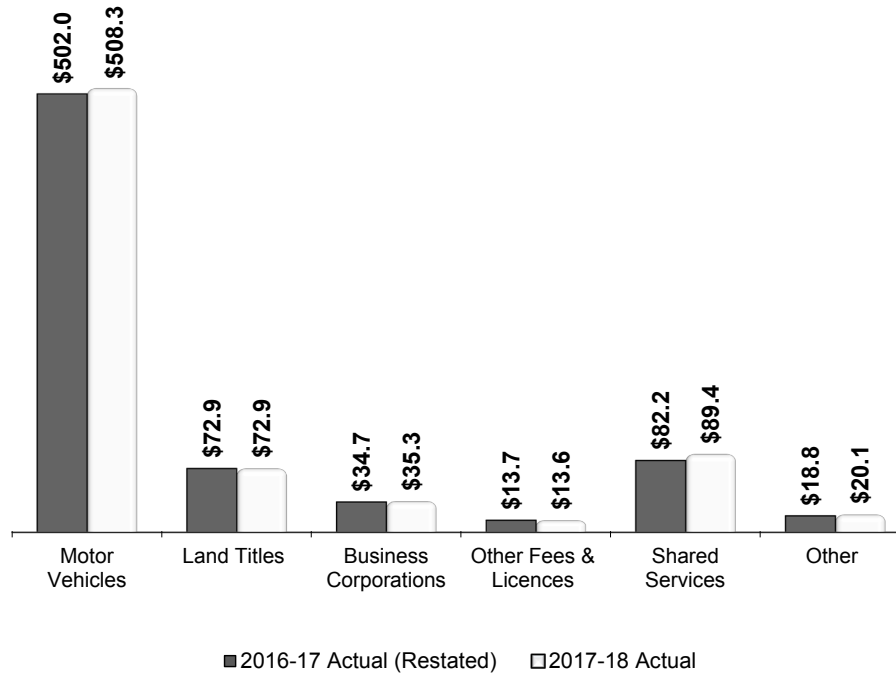


In 2017-18, Service Alberta collected \$739.6 million in revenue.

- 88 per cent (\$650.2 million) of the revenue was generated from sources external to the Government of Alberta, primarily related to fees and licences collected from five major registries (motor vehicles, land titles, personal property, vital statistics, and corporate registry).
- The Ministry uses a network of 225 agents located throughout the province to deliver the registry services, involving 9 million transactions. Transactions delivered by the registry agent network account for 51 per cent of the total registry transactions for 2017-18.
- 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.
- The remaining 12 per cent (\$89.4 million) was from sources internal to government, primarily to recover the cost of providing shared services.

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 2: COMPARISON OF 2017-18 TO 2016-17 REVENUE BY SOURCE
(in millions)



Revenue increased by \$15.3 million in comparison to 2016-17.

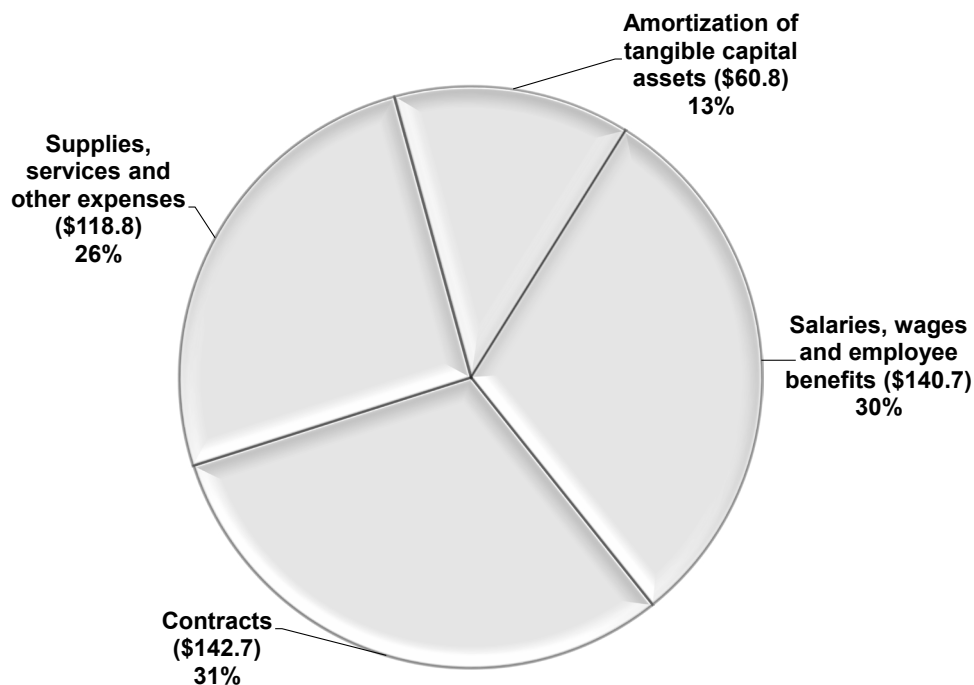
The net increase in revenue is primarily due to:

- a \$7.2 million increase in Shared Services revenues; and
- a \$6.3 million increase in Motor Vehicles revenues, mainly due to increased commercial vehicle registrations resulting from improved economic health in the province.

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 3: 2017-18 EXPENSE BY OBJECT

(in millions)



Amortization, which accounts for 13 per cent of Service Alberta's Operating Expense, is a non-cash expense which represents the depletion or use of a capital asset. Amortization is a proxy for the capital investment required to maintain and replenish assets used by Service Alberta to deliver its programs and the programs of other ministries, through its shared services programs.

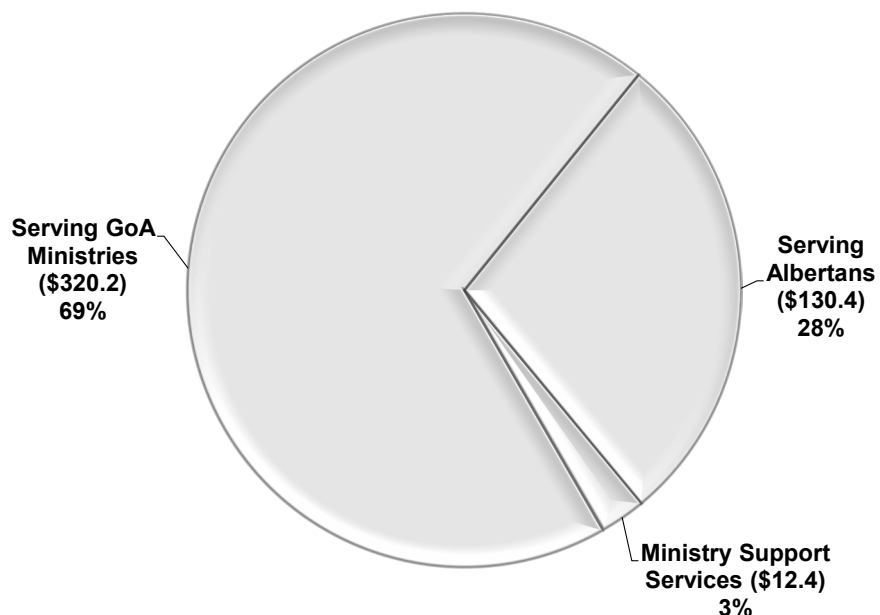
When amortization is removed from Operating Expenses, the distribution of expense by object changes to:

- 35 per cent for salaries, wages, and employee benefits;
- 35 per cent for contracts; and
- 30 per cent for supplies, services, and other expenses, inclusive of transfer of tangible capital assets to other ministries.

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 4: 2017-18 INTERNAL VERSUS EXTERNAL SERVICES

(in millions)



Service Alberta's mission is to deliver citizen-centered services and information to the public and shared services to its partner ministries. Its core businesses are:

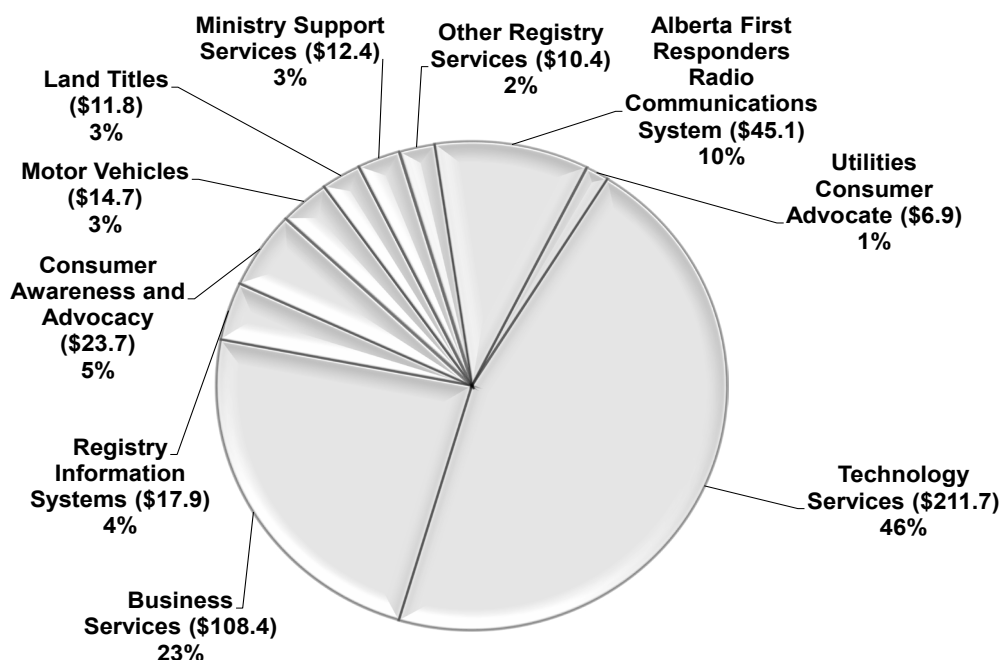
- Serving Albertans - providing services to Albertans including registering a life event, car, house, personal property, or business, providing consumer protection and the first responders radio communications, and freedom of information and privacy requests; and
- Serving Government Ministries - providing shared services to government ministries in an economically efficient and effective manner.

Of the \$463.0 million in Operating Expense incurred in 2017-18, \$450.6 million (97 per cent) is directly related to the Ministry's core businesses. The remaining \$12.4 million (3 per cent) is for ministry support services such as the Minister's Office, Deputy Minister's Office, corporate finance, human resources, and legal services, which support both core businesses.

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 5A: 2017-18 EXPENSE BY PROGRAM

(in millions)



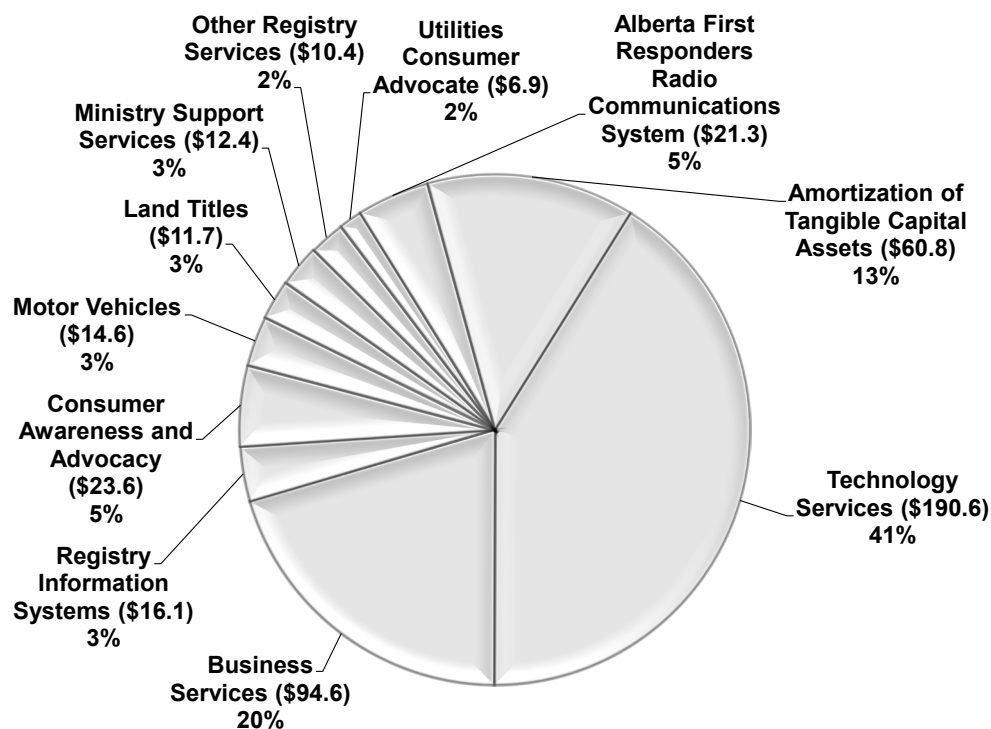
Business Services and Technology Services combined totals were \$320.1 million, which represent 69 per cent of the Ministry's Operating Expense. This suite of programs supports the provisioning of foundational shared services to government ministries, and includes:

- \$101.1 million for technology operations and infrastructure, of which \$56.8 million is funded by revenues received from ministries, for services such as hosting ministry applications, video conferencing, data storage, provisioning of server, and network services;
- \$57.4 million for enterprise services, of which \$38.1 million is non-cash expense from transfer of tangible capital assets. The remainder includes several enterprise licenses, the Office of the Corporate Chief Information Officer and the Corporate Information Security Office;
- \$47.6 million for financial and employee services for services such as administering pay and benefits for over 30,000 Alberta Public Sector employees, processing accounts payables, accounts receivable, crown debt collections management, billings, and employee services;
- \$47.0 million for procurement and administration services, of which \$32.6 million is funded by revenues received from ministries, for services such as courier services, print services, fleet management, forms and imaging services;
- \$32.1 million for network services, predominantly for Alberta SuperNet; and
- \$34.9 million for amortization expense associated with the government's vehicle fleet and information technology infrastructure and applications.

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 5B: 2017-18 EXPENSE BY PROGRAM (SEPARATING AMORTIZATION)

(in millions)



Amortization of tangible capital assets accounts for 13 per cent of program expenses. When amortization of tangible capital assets is segregated, the expenses for Business Services, Technology Services, Registry Information Systems and Alberta First Responders Radio Communications System are significantly lower.

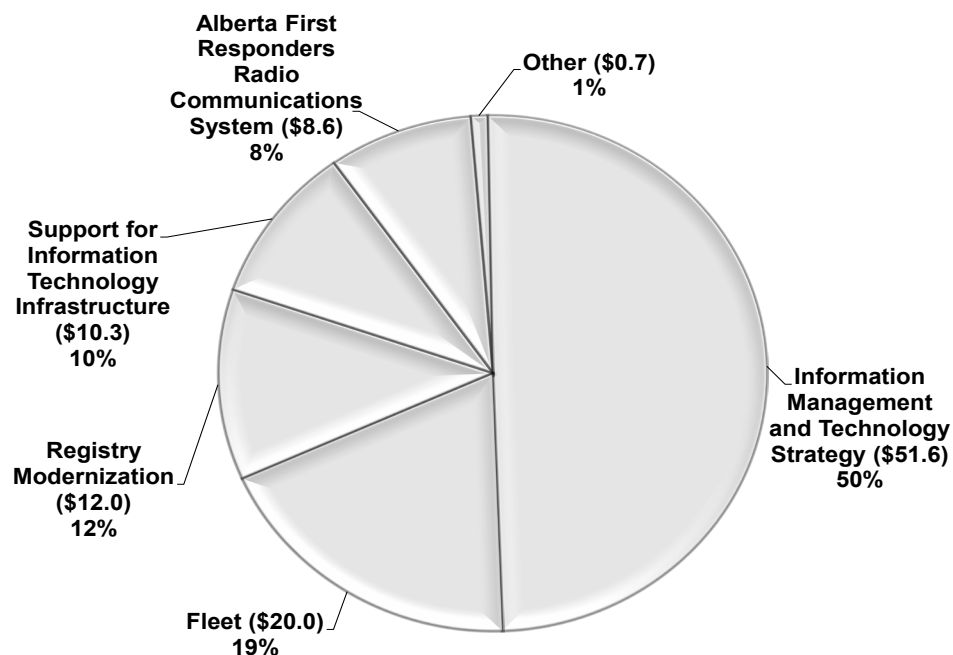
Amortization as a percentage of program expense is an indicator of the reliance of program delivery on delivery of capital assets, particularly information applications, systems and infrastructure, and equipment such as vehicles.

	Expense by Program (with Amortization)	Expense by Program (excluding Amortization)	Amortization as a percentage of Expense
Technology Services	\$211.7	\$190.6	10.0%
Business Services	108.4	94.6	12.7%
Alberta First Responders Radio Communications System	45.1	21.3	52.8%
Registry Information Services	17.9	16.1	10.1%
Other Programs	79.9	79.6	0.4%

DISCUSSION AND ANALYSIS OF RESULTS - FINANCIAL HIGHLIGHTS

CHART 6: 2017-18 CAPITAL EXPENSE

(in millions)



Service Alberta's \$103.2 million investment in capital assets for 2017-18 includes:

- \$40.6 million to support other ministries' information and management technology strategy;
- \$21.3 million to replace, upgrade, or increase the capacity of the government's information technology infrastructure;
- \$20.0 million to replenish and augment the government's vehicle fleet;
- \$12.0 million to enhance, or modernize the registry system applications;
- \$8.6 million to enhance the Alberta's First Responders Radio Communications System; and
- \$0.7 million to enhance or replace other capital assets.

PERFORMANCE MEASURES - SOURCE AND METHODOLOGY

► 1.A NUMBER OF NEW OR EXPANDED CONSUMER PROTECTION INITIATIVES ADVANCED UNDER THE CONSUMER'S AGENDA

Each time a new or amended consumer protection act, regulation or program is implemented, it is considered as one new initiative under the consumer's agenda.

► 1.B NUMBER OF INSTANCES WHERE CONSUMERS ACCESS EDUCATIONAL INITIATIVES SUCH AS WEBSITE AND SOCIAL MEDIA HITS, AND IN-PERSON AWARENESS SESSIONS

The total number of instances is calculated by tallying the number of hits to consumer-related pages on the Service Alberta website, the total number of individuals who saw content on the Consumer Protection Alberta Facebook page, and the number of physical consumer tip sheets and publications distributed.

► 2.A PERCENTAGE OF FOIP REQUESTS COMPLETED BY GOVERNMENT PUBLIC BODIES WITHIN 60 DAYS OR LESS

All public bodies, including ministries, Executive Council, the Legislative Assembly Office, Office of the Auditor General, the Ombudsman, the Chief Electoral Officer, the Ethics Commissioner, the Information and Privacy Commissioner, and agencies, boards, and commissions designated in the Freedom of Information and Protection of Privacy (FOIP) Regulation submitted annual statistical reports of their FOIP requests for 2016-17.

The public bodies track FOIP requests manually or use FOIPNet, a web-based tracking application. The number of requests reported as completed in 30 days or less and 31 to 60 days are combined and reported against the total number of requests completed.

► 2.B PERCENTAGE OF FOIP REQUESTS HANDLED WITHOUT COMPLAINT TO THE INFORMATION AND PRIVACY COMMISSIONER

The Office of the Information and Privacy Commissioner uses a tracking system to log all complaints it receives under sections 65 and 53(2) of the *FOIP Act*. Public bodies track FOIP requests manually or use FOIPNet, a web-based tracking application. The number of requests received are reported against complaints received by the Commissioner's Office.

► 2.C NUMBER OF OPEN GOVERNMENT DATA SETS AND PUBLICATIONS AVAILABLE ONLINE

The result was calculated from a data extract from the Open Government Portal. The data extract contains a listing of all datasets and publications that exist in a published state on the Open Government Portal. Each dataset and publication published on the Open Government Portal is counted towards the result.

► 3.A PERCENTAGE OF INVOICES PAID ELECTRONICALLY

The percentage is calculated by dividing invoices paid through the Electronic Payment System, ExClaim, procurement cards, and the Integrated Management Information System (IMAGIS) Recurring Vouchers against all the invoices paid by Service Alberta.

PERFORMANCE MEASURES - SOURCE AND METHODOLOGY

Invoices for the Electronic Payment System, ExClaim, procurement cards, and IMAGIS Recurring Vouchers are calculated as follows:

Electronic Payment System

Invoices are counted by the number of active Vendor Account Codes that have charges against them. This is counted on a monthly basis, as each vendor sends an electronic feed monthly that has Vendor Account Codes with charges.

ExClaim

One paid electronic claim is counted as one invoice. Claims can have a zero dollar amount, created from a claim that is completely prepaid.

Procurement Card

Each time a card is swiped, it is considered one transaction or one invoice.

IMAGIS Recurring Vouchers

One payment per month is counted as one electronically paid invoice.

Data is collected internally through the Electronic Payment System, ExClaim and IMAGIS AP application database queries by Service Alberta's Shared Services division.

► 3.B PERCENTAGE OF CLIENTS SATISFIED WITH SERVICES RECEIVED FROM SERVICE ALBERTA

In March and April 2018, an online survey of internal clients was conducted by Service Alberta's Planning and Performance Measurement Branch.

Clients were asked to rate their overall satisfaction with the service they received. Total annual sample for the survey was 1,599 interviews, with results being accurate to within ± 2.5 per cent at the 95 per cent confidence level.

Services included in the survey were:

- Accounts Payable;
- Accounts Receivable and Billings;
- Cash Office;
- Electronic Payment System;
- Email Unit;
- ExClaim System;
- Fleet Management;
- Library Services;
- Pay and Benefits;
- Procurement Card;

PERFORMANCE MEASURES - SOURCE AND METHODOLOGY

- Records Management Services; and
- Web Server Team

The survey employs a seven-point satisfaction scale, where one is very dissatisfied, four is neutral and seven is very satisfied. Respondents were asked to rate their overall satisfaction with the services they received. A satisfied respondent is defined as providing a five, six or seven on the seven-point scale, while dissatisfied is one, two, or three.

In 2016-17, the clients of Accounts Payable, Electronic Payment System (EPS), and ExClaim System were updated to more accurately reflect clients of the service, and results are not comparable to prior years.

► 4.A PERCENTAGE OF ALBERTANS WHO ARE SATISFIED WITH ACCESS TO GOVERNMENT OF ALBERTA SERVICES AND INFORMATION

The results are obtained through Service Alberta' participation in the Citizen First 8 Survey, conducted every two to three years by the Institute for Citizen-Centered Service, Ipsos Reid, an independent research contractor. Citizens completed the survey in December 2017 through mail and online channels (i.e., respondents who received a survey package by mail had the option of completing and returning a paper copy of the survey, or completing the same survey online). Citizens First 8 focused on citizen's expectations and service standards related to aspects of services delivery such as access, timeliness, channel use, etc.

The survey was based on a randomly-selected representative sample of residents of Alberta. The final data was weighted proportionately-to-population by region, age, and gender. Total sample for the survey was 428 interviews, with results being accurate to within ± 4.7 per cent, at the 95 per cent confidence interval.

The survey employs a five-point scale where one means "very poor" or "strongly disagree" and five means "very good" or "strongly agree".

► 4.B PERCENTAGE OF ALBERTANS WHO ARE SATISFIED WITH TIMELINESS OF GOVERNMENT OF ALBERTA SERVICES AND INFORMATION

The results are obtained through Service Alberta' participation in the Citizen First 8 Survey, conducted every two to three years by the Institute for Citizen-Centered Service, Ipsos Reid, an independent research contractor. Citizens completed the survey in December 2017 through mail and online channels (i.e., respondents who received a survey package by mail had the option of completing and returning a paper copy of the survey, or completing the same survey online). Citizens First 8 focused on citizen's expectations and service standards related to aspects of services delivery such as access, timeliness, channel use, etc.

The survey was based on a randomly-selected representative sample of residents of Alberta. The final data was weighted proportionately-to-population by region, age, and gender. Total sample for the survey was 428 interviews, with results being accurate to within ± 4.7 per cent, at the 95 per cent confidence interval.

PERFORMANCE MEASURES - SOURCE AND METHODOLOGY

The survey employs a five-point scale where one means “very poor” or “strongly disagree” and five means “very good” or “strongly agree”.

► 4.C NUMBER OF ALBERTANS WITH MYALBERTA DIGITAL IDENTITY ACCOUNTS

The number of Albertans with a MyAlberta Digital Identity account is calculated from a data extract from the MyAlberta Digital Identity system. The data extract contains only the base number of registered accounts and does not include any personal information about the Albertan.

► 4.D NUMBER OF SERVICES AVAILABLE THROUGH MYALBERTA eSERVICES

The number of services available through MyAlberta eServices is calculated by 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).

Note: Point-in-time services that retire quickly, such as event bookings are included in the result.

► 4.E NUMBER OF TRANSACTIONS COMPLETED THROUGH MYALBERTA eSERVICES

The number of transactions completed through MyAlberta eServices is calculated using a product reconciliation detailed report that tracks all transactions conducted on the MyAlberta eServices site. The total quantity of items ordered calculated by this report is the number used to show the total number of completed transactions.

► 4.F.1 CALL CENTRE SERVICE INDEX - REGISTRY-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (registry-related) was conducted in November 2017. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey, which is managed by Ivrnnet, a third-party consultant.

The survey prompts respondents to answer with either, “Unacceptable”, “Poor”, “Fair”, “Good”, “Excellent”, or “No Opinion” across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with “Good” or “Excellent” were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

- Courtesy: 232 interviews, with results being accurate to within ± 6.4 per cent.
- Knowledge: 227 interviews, with results being accurate to within ± 6.5 per cent.
- Effort: 218 interviews, with results being accurate to within ± 6.6 per cent.

PERFORMANCE MEASURES - SOURCE AND METHODOLOGY

- Wait time: 211 interviews, with results being accurate to within ± 6.7 per cent.
- Ease of access: 202 interviews, with results being accurate to within ± 6.9 per cent.

► 4.F.2 CALL CENTRE SERVICE INDEX - CONSUMER-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (consumer-related) was conducted in October 2016, and March and May 2017. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey, which is managed by Ivrrnet, a third-party consultant.

The survey prompts respondents to answer with either “Unacceptable”, “Poor”, “Fair”, “Good”, “Excellent”, or “No Opinion” across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with “Good” or “Excellent” were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

- Courtesy: 224 interviews with, results being accurate to within ± 6.5 per cent.
- Knowledge: 216 interviews with, results being accurate to within ± 6.7 per cent.
- Effort: 211 interviews with results, being accurate to within ± 6.7 per cent.
- Wait time: 205 interviews with, results being accurate to within ± 6.8 per cent.
- Ease of access: 199 interviews with, results being accurate to within ± 6.9 per cent.

► 4.F.3 CALL CENTRE SERVICE INDEX - HEALTH-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (health-related) was conducted in October 2016, and March and May 2017. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey, which is managed by Ivrrnet, a third-party consultant.

The survey prompts respondents to answer with either “Unacceptable”, “Poor”, “Fair”, “Good”, “Excellent”, or “No Opinion” across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with “Good” or “Excellent” were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

PERFORMANCE MEASURES - SOURCE AND METHODOLOGY

- Courtesy: 234 interviews with, results being accurate to within ± 6.4 per cent.
- Knowledge: 227 interviews with, results being accurate to within ± 6.5 per cent.
- Effort: 220 interviews with, results being accurate to within ± 6.6 per cent.
- Wait time: 214 interviews with, results being accurate to within ± 6.7 per cent.
- Ease of access: 203 interviews with, results being accurate to within ± 6.9 per cent.

► 4.F.4 CALL CENTRE SERVICE INDEX - 310-0000-RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

This research was not performed in 2017-18.

The last time the satisfaction survey of Albertans who contacted the contact centre (310-0000-related) was conducted in October 2016, and March and May 2017. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey, which is managed by Ivrnet, a third-party consultant.

The survey prompts respondents to answer with either “Unacceptable”, “Poor”, “Fair”, “Good”, “Excellent”, or “No Opinion” across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with “Good” or “Excellent” were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes in 2016-17 was as follows:

- Courtesy: 432 interviews with, results being accurate to within ± 4.7 per cent.
- Knowledge: 418 interviews with, results being accurate to within ± 4.8 per cent.
- Effort: 412 interviews with, results being accurate to within ± 4.8 per cent.
- Wait time: 409 interviews with, results being accurate to within ± 4.8 per cent.
- Ease of access: 401 interviews with, results being accurate to within ± 4.9 per cent.

Service Alberta

Financial Statements
March 31, 2018

Ministry of Service Alberta

Financial Statements

Year Ended March 31, 2018

Independent Auditor's Report	66
Statement of Operations	67
Statement of Financial Position	68
Statement of Change in Net Debt	69
Statement of Cash Flows	70
Notes to the Financial Statements	71
Schedules to the Financial Statements	88
Revenues	88
Credit or Recovery	89
Expenses - Directly Incurred Detailed by Object	90
Lapse/Encumbrance	91
Salary and Benefits Disclosure	93
Related Party Transactions	94
Allocated Costs	95

Independent Auditor's Report

To the Members of the Legislative Assembly

Report on the financial statements

I have audited the accompanying financial statements of the Ministry of Service Alberta, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, change in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ministry of Service Alberta as at March 31, 2018, and the results of its operations, its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[Original signed by W. Doug Wylie FCPA, FCMA, ICD.D]

Auditor General
June 6, 2018
Edmonton, Alberta

MINISTRY OF SERVICE ALBERTA

Statement of Operations

YEAR ENDED MARCH 31, 2018

(in thousands)

	2018		2017
	Budget	Actual	Actual
			(Restated - Note 3)
Revenues (Note 2(a) and Schedule 1)			
Fees and licences	\$ 625,447	\$ 630,057	\$ 623,360
Other	88,882	109,509	101,024
	<u>714,329</u>	<u>739,566</u>	<u>724,384</u>
Expenses - directly incurred (Notes 2(a), 11, and Schedules 3, 4, 6 and 7)			
Program			
Ministry Support Services	12,428	12,401	11,575
Land Titles	11,640	11,742	13,578
Motor Vehicles	17,245	14,658	16,774
Other Registry Services	10,570	10,405	9,730
Registry Information Systems	24,115	17,944	20,388
Consumer Awareness and Advocacy	22,730	23,696	21,606
Utilities Consumer Advocate	9,055	6,909	6,447
Business Services	102,495	108,421	100,076
Technology Services	193,845	211,725	170,041
Alberta First Responders Radio Communications System	59,930	45,065	47,546
	<u>464,053</u>	<u>462,966</u>	<u>417,761</u>
Annual surplus	<u>\$ 250,276</u>	<u>\$ 276,600</u>	<u>\$ 306,623</u>

The accompanying notes and schedules are part of these financial statements.

Statement of Financial Position

AS AT MARCH 31, 2018

(in thousands)

	2018	2017
		(Restated - Note 3)
Financial assets		
Cash	\$ 60,349	\$ 84,508
Accounts receivable (Note 4)	22,807	21,972
Inventories for resale (Note 5)	1,152	1,268
	<u>84,308</u>	<u>107,748</u>
Liabilities		
Accounts payable and accrued liabilities (Note 6)	77,634	68,777
Unearned revenue (Note 7)	327,860	322,602
	<u>405,494</u>	<u>391,379</u>
Net debt	<u>(321,186)</u>	<u>(283,631)</u>
Non-financial assets		
Tangible capital assets (Note 8)	552,208	548,230
Tangible capital assets held for transfer (Note 9)	7,869	7,797
	<u>560,077</u>	<u>556,027</u>
Net assets before spent deferred capital contributions	<u>238,891</u>	<u>272,396</u>
Spent deferred capital contributions (Note 10)	2,558	2,766
Net assets	<u>\$ 236,333</u>	<u>\$ 269,630</u>
Net assets at beginning of year	\$ 269,630	\$ 299,750
Adjustment to net assets (Note 17)	-	(46,612)
Annual surplus	276,600	306,623
Net financing provided for general revenues	(309,897)	(290,131)
Net assets at end of year	<u>\$ 236,333</u>	<u>\$ 269,630</u>

Contingent Liabilities and Contractual Obligations (Notes 12 and 13).

The accompanying notes and schedules are part of these financial statements.

Statement of Change in Net Debt

YEAR ENDED MARCH 31, 2018

(in thousands)

	2018		2017
	Budget	Actual	Actual
			(Restated - Note 3)
Annual surplus	\$ 250,276	\$ 276,600	\$ 306,623
Acquisition of tangible capital assets (Notes 8 and 9)	(131,155)	(103,661)	(90,925)
Amortization of tangible capital assets (Note 8)	84,593	60,787	64,613
Gain on disposal/sale of tangible capital assets		(1,099)	(885)
Proceeds on disposal/sale of tangible capital assets		1,792	1,451
Transfer out of tangible capital assets (Note 9)		38,131	-
Increase in spent deferred capital contributions (Note 10)		-	2,974
Deferred contributions recognized as revenue (Note 10)		(208)	(208)
Net financing provided for general revenues		<u>(309,897)</u>	<u>(290,131)</u>
Increase in net debt		<u>(37,555)</u>	<u>(6,488)</u>
Net debt at beginning of year		<u>(283,631)</u>	<u>(277,143)</u>
Net debt at end of year		<u>\$ (321,186)</u>	<u>\$ (283,631)</u>

The accompanying notes and schedules are part of these financial statements.

Statement of Cash Flows

YEAR ENDED MARCH 31, 2018

(in thousands)

	2018	2017 (Restated - Note 3)
Operating transactions		
Annual surplus	\$ 276,600	\$ 306,623
Non-cash items included in annual surplus		
Amortization of tangible capital assets (Note 8)	60,787	64,613
Deferred contributions recognized as revenue (Note 10)	(208)	(208)
Gain on disposal/sale of tangible capital assets	(1,099)	(885)
Transfer out of tangible capital assets (Note 9)	38,131	-
Consumption of inventories for resale	12,400	12,128
	<u>386,611</u>	<u>382,271</u>
Acquisition of inventories for resale	(12,284)	(12,247)
(Increase) decrease in accounts receivable	(835)	3,003
Increase in accounts payable and accrued liabilities	8,857	9,938
Increase in unearned revenue	5,258	2,190
Increase in spent deferred capital contributions (Note 10)	-	2,974
Decrease in upspent deferred capital contributions (Note 10)	-	(296)
Cash provided by operating transactions	<u>387,607</u>	<u>387,833</u>
Capital transactions		
Acquisition of tangible capital assets (Notes 8 and 9)	(103,661)	(90,925)
Proceeds on disposal/sale of tangible capital assets	1,792	1,451
Cash applied to capital transactions	<u>(101,869)</u>	<u>(89,474)</u>
Financing transactions		
Net financing provided for general revenues	<u>(309,897)</u>	<u>(290,131)</u>
Cash applied to financing transactions	<u>(309,897)</u>	<u>(290,131)</u>
(Decrease) increase in cash	<u>(24,159)</u>	<u>8,228</u>
Cash at beginning of year	<u>84,508</u>	<u>76,280</u>
Cash at end of year	<u>\$ 60,349</u>	<u>\$ 84,508</u>

The accompanying notes and schedules are part of these financial statements.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 1

AUTHORITY AND PURPOSE

The Ministry of Service Alberta (the Ministry) operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The Ministry touches the everyday lives of Albertans, including registering a life event; obtaining government identification; purchasing a home; and starting a business. The Ministry is also committed to protecting consumers and promoting a fair market place through awareness activities and legislation. The Ministry delivers high quality, coordinated administrative, business, financial, and information and technology services to other ministries which enables the government to act as one enterprise. This one enterprise approach facilitates easy access to programs and services for Albertans and enables other ministries to focus on their core functions, programs, and services.

NOTE 2

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian public sector accounting standards.

(a) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recognized as unearned revenue.

The Ministry uses a network of agents located in communities throughout the province to deliver some of its registry services. The registry agents collect and remit to the Ministry the various fees charged by the province for each service type. The registry agents may also charge a transaction fee for each service provided. The Ministry reports only the revenues due to the province under fees and licences on the Statement of Operations.

Government Transfers

Government transfers from all levels of governments are referred as government transfers.

Government transfers and the associated externally restricted investment income are recognized as deferred capital contributions if the eligibility criteria for use of transfer, or the stipulations together with the Ministry's actions and communications as to the use of the transfer, create a liability. These transfers are recognized as revenue as the stipulations are met, and when applicable, the Ministry complies with its communicated use of these transfers.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 2

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

All other government transfers, without stipulations for the use of the transfer, are recognized as revenue when the transfer is authorized and the Ministry meets the eligibility criteria (if any).

Credit or Recovery

Credit or recovery initiatives provide a basis for authorizing spending. Credits or recoveries are shown in the details of the Government Estimates for a supply vote. If budgeted revenues are not fully realized, spending is reduced by an equivalent amount. If the actual credit or recovery amounts exceed budget, the Ministry may, with the approval of the Treasury Board Committee, use the excess to fund additional expenses of the program. Schedule 2 discloses information on the Ministry's credit or recovery initiatives.

Transfer of Tangible Capital Assets from Other Ministries/Entities

Transfer of tangible capital assets from other ministries or entities are recognized as revenue.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

In addition to program operating expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets;
- consumption of inventories for resale;
- pension costs, which compromise the cost of employer contributions for current service of employees during the year;
- valuation adjustments which include land titles registrar's assurance liabilities and changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay; and
- transfer of tangible capital assets to other government ministries/entities.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 2

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

Incurring by Others

Services contributed by related other entities in support of the Ministry's operations are not recognized but disclosed in Schedule 7.

Valuation of Financial Assets and Liabilities

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable and willing parties who are under no compulsion to act.

The fair values of cash, accounts receivable, inventories for resale, accounts payable and accrued liabilities and unearned revenue are estimated to approximate their carrying values because of the short-term nature of these instruments.

Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets of the Ministry are limited to cash and financial claims, such as advances to and receivables from other organizations, employees and other individuals, as well as inventories held for resale.

Cash

Cash includes cash in bank and cash in transit. It predominantly consists of monies collected by registry agents for deposit into the General Revenue Fund.

Accounts Receivable

Accounts receivable are recognized at the lower of cost or net recoverable value. A valuation allowance is recognized when recovery is uncertain.

Inventories for Resale

Inventories for resale are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

Liabilities

Liabilities are present obligations of the Ministry to external organizations and individuals arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 2

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

benefits. They are recognized when there is an appropriate basis of measurement and management can reasonably estimate the amounts.

Non-Financial Assets

Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities, but instead:

- a) are normally employed to deliver government services;
- b) may be consumed in the normal course of operations; and
- c) are not for sale in the normal course of operations.

Non-financial assets of the Ministry are limited to tangible capital assets.

Tangible Capital Assets

Tangible capital assets of the Ministry are recognized at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is \$250,000 and the threshold for major systems enhancements is \$100,000. The threshold for all other tangible capital assets is \$5,000.

Costs associated with business process reengineering and system development for an internally-developed information technology asset, incurred during the preliminary stage of an information technology project are expensed. System development costs associated with the development and acquisition of software are capitalized. Capitalization of costs begins after the preliminary project stage and ends when the system application is completed and ready for its intended use.

Contributed tangible capital assets from non-related entities are recognized at their fair value at the time of contribution.

Amortization is only charged when the tangible capital asset is put into service.

When physical assets (tangible capital assets) are gifted or sold for a nominal sum, the net book value of these physical assets less any nominal proceeds are recognized as grants in kind.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 2

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

Measurement Uncertainty

(in thousands)

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount. The allowance for doubtful accounts, recognized as \$2,004 (2017: \$2,000) in these financial statements, is subject to measurement uncertainty. It is possible that the unrecoverable amount could be different from what was provided for.

(b) Change in Accounting Policy

The Ministry has prospectively adopted the following standards from April 1, 2017: PS 2200 Related Party Disclosures, PS 3420 Inter-Entity Transactions, PS 3210 Assets, PS 3320 Contingent Assets and PS 3380 Contractual Rights which are reflected in Note 2, Schedule 3, Schedule 6 and Schedule 7.

(c) Future Accounting Changes

The Public Sector Accounting Board has issued the following accounting standards:

- PS 3430 – Restructuring Transactions (effective April 1, 2018)

This standard provides guidance on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities, together with related program or operating responsibilities.

- PS 3450 – Financial Instruments (effective April 1, 2019)

Adoption of this standard requires corresponding adoption of PS 2601 Foreign Currency Translation, PS 1201 Financial Statement Presentation, and PS 3401 Portfolio Investments in the same fiscal period. These standards provide guidance on: recognition, measurement and disclosure of financial instruments; standards on how to account for and report transactions that are denominated in a foreign currency; general reporting principles and standards for the disclosure of information in financial statements; and how to account for and report portfolio investments.

- PS 3280 – Asset Retirement Obligation (effective April 1, 2021)

This standard provides guidance on how to account for and report a liability for retirement of a tangible capital asset.

Management is currently assessing the impact of these standards on the financial statements.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 3

PROGRAM TRANSFER/GOVERNMENT REORGANIZATIONS

(in thousands)

Based on the authority under section 17 of the *Government Organization Act*, the Alberta First Responders Radio Communications System (AFRRCS) was transferred to the Ministry from the Department of Justice and Solicitor General effective April 1, 2017.

Also, based on the 2017 Designation and Transfer of Responsibility Amendment Regulation (Order in Council 275/2017), effective September 1, 2017, Communications and Public Engagement branches were transferred from each department to the Department of Treasury Board and Finance.

Comparatives for 2017 have been restated as if the Ministry had always been assigned with its current responsibilities.

Net assets (liabilities) on March 31, 2017 are made up as follows:

	As previously reported	Transfer from the Department of Justice and Solicitor General	Transfer to the Department of Treasury Board and Finance	As restated
Revenues	\$ 715,957	\$ 8,427	\$ -	\$ 724,384
Expenses	371,039	47,546	(824)	417,761
Annual surplus (deficit)	344,918	(39,119)	824	306,623
Net financing provided from (for) general revenues	(320,472)	31,113	(772)	(290,131)
Adjustments to net liabilities	(46,612)	-	-	(46,612)
Net assets (liabilities) at April 1, 2016	(68,004)	367,754	-	299,750
Net assets (liabilities) at March 31, 2017	\$ (90,170)	\$ 359,748	\$ 52	\$ 269,630

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 3

PROGRAM TRANSFER/GOVERNMENT REORGANIZATIONS

(continued)

(in thousands)

Net debt on March 31, 2017 is made up as follows:

	As previously reported	Transfer from the Department of Justice and Solicitor General	Transfer to the Department of Treasury Board and Finance	As restated
Net debt at March 31, 2017	\$ (283,568)	\$ (115)	\$ 52	\$ (283,631)

NOTE 4

ACCOUNTS RECEIVABLE

(in thousands)

	2018			2017
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Accounts receivable	\$ 24,736	\$ 2,004	\$ 22,732	\$ 21,940
Refunds from suppliers	75	-	75	32
	\$ 24,811	\$ 2,004	\$ 22,807	\$ 21,972

Accounts receivable are unsecured and non-interest bearing. The accounts receivable amount includes \$1,676 (2017: \$715) to be received from other government ministries and agencies.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 5

INVENTORIES FOR RESALE

(in thousands)

Inventories consist of the following items for resale:

	2018	2017
Postage	\$ 907	\$ 991
Queen's Printer publications	245	277
	<u>\$ 1,152</u>	<u>\$ 1,268</u>

NOTE 6

ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

(in thousands)

	2018	2017
		(Restated)
Accounts payable	\$ 42,252	\$ 40,569
Accrued liabilities		
Employee benefits	15,062	14,522
Other	20,320	11,639
Payable to the Department of Justice and Solicitor General	-	2,047
	<u>\$ 77,634</u>	<u>\$ 68,777</u>

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 7

UNEARNED REVENUE

(in thousands)

	2018				2017
	Motor Vehicles	Land Titles	Other	Total	Total
Beginning balance	\$ 321,491	\$ 581	\$ 530	\$ 322,602	\$ 320,412
Received/receivable	476,880	72,927	49,342	599,149	588,823
Earned revenue	(471,671)	(72,897)	(49,323)	(593,891)	(586,633)
Ending balance	\$ 326,700	\$ 611	\$ 549	\$ 327,860	\$ 322,602

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 8

TANGIBLE CAPITAL ASSETS

(in thousands)

	2018				2017
	Computer Hardware			Total	(Restated) ⁽³⁾
Estimated Useful Life	Equipment 3 - 20 years	and Software 3 - 15 years	SuperNet ⁽¹⁾ 5 - 20 years		Total
Historical Cost⁽²⁾					
Beginning of year	\$ 520,290	\$ 249,227	\$ 197,544	\$ 967,061	\$ 966,159
Additions	30,462	34,996	-	65,458	58,787
Disposals, including write-downs, adjustments, and transfers	(11,120)	(201)	-	(11,321)	(57,885)
	539,632	284,022	197,544	1,021,198	967,061
Accumulated Amortization					
Beginning of year	118,191	176,852	123,788	418,831	389,266
Amortization expense	36,635	15,343	8,809	60,787	64,613
Effect of disposals including write-downs, adjustments and transfers	(10,495)	(133)	-	(10,628)	(35,048)
	144,331	192,062	132,597	468,990	418,831
Net Book Value at March 31, 2018	\$ 395,301	\$ 91,960	\$ 64,947	\$ 552,208	
Net Book Value at March 31, 2017	\$ 402,099	\$ 72,375	\$ 73,756		\$ 548,230

(1) SuperNet includes 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. All indefeasible right of use agreements have an initial 20-year term with renewal options.

Fibre Purchase Agreements grant the ownership of specific fibre optic cables and an indefeasible right to use common support structures (sheathing, conduit, handholes, pedestals, etc.).

(2) Historical cost includes work-in-progress at March 31, 2018 totalling \$71,528 (2017: \$28,591) comprised of: equipment \$17,088 (2017: \$5,467) and computer hardware and software \$54,440 (2017: \$23,124).

(3) Alberta First Responders Radio Communications System equipment with a net book value of \$362,617 and computer hardware and software with a net book value of \$12 was transferred from the Department of Justice and Solicitor General.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 9

TANGIBLE CAPITAL ASSETS HELD FOR TRANSFER

(in thousands)

The Ministry is responsible for the development of One Information and Management Technology (One IMT) Enterprise applications and systems. The individual assets are transferred to the ministries who will directly utilize the functionality of each asset. The Ministry of Service Alberta does not amortize these assets as they are temporarily held for other ministries.

	Historical Cost			End of 2018 ⁽¹⁾	End of 2017
	Beginning of Year	Additions	Transfers		
Agriculture and Forestry	\$ 903	\$ 1,052	\$ (1,706)	\$ 249	\$ 903
Children's Services	414	6,409	(5,713)	1,110	414
Community and Social Services	387	6,424	(5,967)	844	387
Economic Development and Trade	271	1,650	(1,561)	360	271
Education	-	6,220	(6,220)	-	-
Energy	-	626	(613)	13	-
Environment and Parks	498	3,169	(3,358)	309	498
Infrastructure	232	1,291	(1,473)	50	232
Justice and Solicitor-General	3,781	8,462	(8,158)	4,085	3,781
Labour	1,048	1,921	(2,647)	322	1,048
Municipal Affairs	215	-	(215)	-	215
Transportation	24	613	(149)	488	24
Treasury Board and Finance	24	366	(351)	39	24
	<u>\$ 7,797</u>	<u>\$ 38,203</u>	<u>\$ (38,131)</u>	<u>\$ 7,869</u>	<u>\$ 7,797</u>

⁽¹⁾ All One IMT assets held for transfer to other ministries are work-in-progress assets.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 10

SPENT DEFERRED CAPITAL CONTRIBUTIONS

(in thousands)

	2018	2017 (Restated)
Balance at beginning of year	\$ 2,766	\$ -
Transferred from unspent deferred capital contributions and transfers	-	2,974
Less: amounts recognized as revenue	(208)	(208)
Balance at end of year	<u>\$ 2,558</u>	<u>\$ 2,766</u>

NOTE 11

AMOUNTS NOT REQUIRED TO BE VOTED

(in thousands)

Included in the Ministry's directly incurred expenses are the following amounts:

	2018	2017 (Restated)
Amortization of tangible capital assets	\$ 60,787	\$ 64,613
Consumption of inventories for resale	12,400	12,128
Provision for employee benefits	327	211
Provision for doubtful accounts	55	1,732
Land Titles Registrar's assurance liabilities	186	673
Loss on disposal of tangible capital assets	238	152
Transfer of tangible capital assets	38,131	-
	<u>\$ 112,124</u>	<u>\$ 79,509</u>

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 12

CONTINGENT LIABILITIES

(in thousands)

The Ministry is involved in legal matters where damages are being sought. These matters may give rise to contingent liabilities.

Accruals have been made in specific instances where it is likely that losses will be incurred based on a reasonable estimate. As at March 31, 2018, accruals totalling \$127 (2017: \$799) have been recognized as a liability. The total amount claimed for all likely claims is \$33,751 (2017: \$33,751). Included in the total likely claims are claims covered in whole by the Alberta Risk Management Fund. The resulting additional liability, if any, from likely claims in excess of the amounts accrued is not determinable.

The Ministry has been named in twenty four (2017: twenty three) claims, the outcome of which is not determinable. Of these claims, seventeen (2017: nineteen) have specified amounts totalling \$40,966 (2017: \$23,027). The remaining seven (2017: four) claims have no amounts specified.

Included in the total claims, nine claims totalling \$60,736 (2017: nine claims totalling \$36,852) are covered in whole by the Alberta Risk Management Fund. The resolution of indeterminable claims may result in a liability, if any, that may be significantly lower than the claimed amount.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 13

CONTRACTUAL OBLIGATIONS

(in thousands)

Contractual obligations are obligations of the Ministry to others that will become liabilities in the future when the terms of those contracts or agreements are met.

The Ministry's contractual obligations represent commitments for the provision and delivery of the following services:

	2018	2017
		(Restated)
General technology and network services	\$ 367,530	\$ 476,757
One Information Management and Technology and Enterprise IT Environment	19,454	24,323
Other services	76,640	25,472
	<u>\$ 463,624</u>	<u>\$ 526,552</u>

Estimated payment requirements for each of the next five years and thereafter are as follows:

Year	Total	%
2018-19	\$ 172,086	37
2019-20	86,223	19
2020-21	62,692	14
2021-22	50,930	11
2022-23	39,082	8
Thereafter	52,611	11
	<u>\$ 463,624</u>	<u>100</u>

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 14

BENEFIT PLANS

(in thousands)

The Ministry participates in the multi-employer pension plans: Management Employees Pension Plan (MEPP), Public Service Pension Plan (PSPP) and Supplementary Retirement Plan for Public Service Managers (SRP). The expense for these pension plans is equivalent to the annual contributions of \$14,828 for the year ended March 31, 2018 (2017 (restated): \$15,573). Departments are not responsible for future funding of the plan deficit other than through contribution increases.

At December 31, 2017, the MEPP reported a surplus of \$886,066 (2016: surplus \$402,033), the PSPP reported a surplus of \$1,275,843 (2016: surplus \$302,975) and the SRP reported a deficiency of \$54,984 (2016: deficiency \$50,020).

The Ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2018, the Bargaining Unit Plan reported a surplus of \$111,983 (2017: surplus \$101,515) and the Management, Opted Out and Excluded Plan reported a surplus of \$29,805 (2017: surplus \$31,439). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 15

TRUST FUNDS UNDER ADMINISTRATION

(in thousands)

The Ministry administers trust funds that are regulated and other funds consisting of public money over which the Legislature has no power of appropriation. Because the Province has no equity in the funds and administers them for the purpose of various trusts, they are not included in the Ministry's financial statements.

At March 31, 2018, trust funds under administration were as follows:

	2018	2017
Business licensing security	\$ 4,870	\$ 4,857
Miscellaneous trust funds	209	206
	<u>\$ 5,079</u>	<u>\$ 5,063</u>

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 16

PAYMENTS UNDER AGREEMENT

(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. The National Routing System is fully funded by these entities.

Costs incurred under these agreements are made by the Ministry under authority in Section 25 of the *Financial Administration Act*. Accounts payable includes \$117 (2017: \$40) relating to payments under agreement. Amounts paid under these agreements are \$180 (2017: \$249).

NOTE 17

ADJUSTMENT TO NET ASSETS

(in thousands)

The reconciliation of adjustment to net assets is as follows:

	2018	2017
Non-grant transfer of tangible capital assets to other ministries	\$ -	\$ (46,612)

NOTE 18

SUBSEQUENT EVENT

Effective April 1, 2018, the government consolidated:

- the human resource functions under the Public Service Commission within the Ministry of Treasury Board and Finance;
- the *Freedom of Information and Protection of Privacy* (FOIP) delivery services under the Ministry of Service Alberta; and
- the information management and technology service under the Ministry of Service Alberta.

The financial impact on the Ministry will be significant but its full extent cannot be determined at this stage.

MINISTRY OF SERVICE ALBERTA

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2018

NOTE 19

COMPARATIVE FIGURES

Certain 2017 figures have been reclassified to conform to the 2018 presentation.

NOTE 20

APPROVAL OF FINANCIAL STATEMENTS

The deputy minister and senior financial officer approved these financial statements.

MINISTRY OF SERVICE ALBERTA
Schedule to the Financial Statements
Revenues

SCHEDULE 1

YEAR ENDED MARCH 31, 2018

(in thousands)

	2018		2017
	Budget	Actual	Actual
			(Restated - Note 3)
Fees and licences			
Motor Vehicles	\$ 504,550	\$ 508,283	\$ 502,033
Land Titles	73,386	72,897	72,914
Business Corporations	33,809	35,296	34,690
Other	13,702	13,581	13,723
	625,447	630,057	623,360
Other revenue			
Shared Services	69,500	89,405	82,185
Utilities Consumer Advocate	9,055	6,909	6,447
Other	10,327	13,195	12,392
	88,882	109,509	101,024
Total revenues	\$ 714,329	\$ 739,566	\$ 724,384

MINISTRY OF SERVICE ALBERTA
Schedule to the Financial Statements
Credit or Recovery

SCHEDULE 2

YEAR ENDED MARCH 31, 2018

(in thousands)

	2018		
	Authorized	Actual Revenue Recognized	(Shortfall) ⁽⁷⁾ / Excess
Expense amounts funded by credit or recovery			
Shared Services ⁽¹⁾	\$ 65,935	\$ 68,793	\$ 2,858
Utilities Consumer Advocate ⁽²⁾	9,095	6,909	(2,186)
Residential Tenancy Dispute Resolution ⁽³⁾	620	768	148
Specialty Licence Plates ⁽⁴⁾	450	419	(31)
Registry Data Information ⁽⁵⁾	50	1	(49)
	<u>\$ 76,150</u>	<u>\$ 76,890</u>	<u>\$ 740</u>
Financial transactions funded by credit or recovery			
Shared Services ⁽⁶⁾	\$ 10,600	\$ 10,548	\$ (52)
	<u>\$ 10,600</u>	<u>\$ 10,548</u>	<u>\$ (52)</u>

(1) The Ministry receives revenue to recover the cost of providing shared services. The Ministry received Treasury Board approval to increase the recoveries for Shared Services by \$15,000.

(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. The Ministry received Treasury Board approval to increase the recoveries for Specialty Licence Plates by \$350.

(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. The Ministry received Treasury Board approval to increase the recoveries for Shared Services by \$2,100.

(7) Shortfall is deducted from current year's authorized spending, as disclosed in Schedule 4 to the financial statements.

MINISTRY OF SERVICE ALBERTA

Schedule to the Financial Statements

Expenses - Directly Incurred Detailed by Object

SCHEDULE 3

YEAR ENDED MARCH 31, 2018

(in thousands)

	2018		2017
	Budget	Actual	Actual
			(Restated - Note 3)
Salaries, wages and employee benefits	\$ 135,484	\$ 140,705	\$ 134,218
Supplies and services	197,668	210,242	203,973
Amortization of tangible capital assets	84,593	60,787	64,613
Consumption of inventories for resale	10,150	12,400	12,128
Transfer of tangible capital assets	35,055	38,131	-
Other	1,103	701	2,829
	<u>\$ 464,053</u>	<u>\$ 462,966</u>	<u>\$ 417,761</u>

MINISTRY OF SERVICE ALBERTA
Schedule to the Financial Statements
Lapse/Encumbrance

SCHEDULE 4

YEAR ENDED MARCH 31, 2018

(in thousands)

	Voted Estimate ⁽¹⁾	Adjustments ⁽²⁾	Adjusted Voted Estimate	Voted Actuals ⁽³⁾	Unexpended (Over Expended)
Program - Operating Expense					
Program 1 Ministry Support Services					
Minister's Office	\$ 785	\$ -	\$ 785	\$ 627	\$ 158
Deputy Minister's Office	805	-	805	704	101
Corporate Services	10,786	(876)	9,910	11,034	(1,124)
	12,376	(876)	11,500	12,365	(865)
Program 2 Land Titles	11,470	-	11,470	11,286	184
Program 3 Motor Vehicles	16,735	(350)	16,385	13,852	2,533
Credit or recovery (shortfall) (Schedule 2)	-	(31)	(31)	-	(31)
	16,735	(381)	16,354	13,852	2,502
Program 4 Other Registry Services	9,680	(300)	9,380	9,451	(71)
Credit or recovery (shortfall) (Schedule 2)	-	(49)	(49)	-	(49)
	9,680	(349)	9,331	9,451	(120)
Program 5 Registry Information Systems	19,415	-	19,415	16,140	3,275
Program 6 Consumer Awareness and Advocacy	21,295	-	21,295	23,346	(2,051)
Program 7 Utilities Consumer Advocate	9,025	-	9,025	6,905	2,120
Credit or recovery (shortfall) (Schedule 2)	-	(2,186)	(2,186)	-	(2,186)
	9,025	(2,186)	6,839	6,905	(66)
Program 8 Business Services					
Procurement and Administration Services	34,940	-	34,940	36,420	(1,480)
Financial and Employee Services	19,505	-	19,505	17,587	1,918
Business Services Systems	22,265	7,200	29,465	29,896	(431)
	76,710	7,200	83,910	83,903	7

MINISTRY OF SERVICE ALBERTA
Schedule to the Financial Statements
Lapse/Encumbrance

SCHEDULE 4

YEAR ENDED MARCH 31, 2018

(in thousands)

	Voted Estimate ⁽¹⁾	Adjustments ⁽²⁾	Adjusted Voted Estimate	Voted Actuals ⁽³⁾	Unexpended (Over Expended)
Program - Operating Expense (continued)					
Program 9 Technology Services					
Technology Operations and Infrastructure	\$ 89,235	\$ 15,000	\$ 104,235	\$ 100,895	\$ 3,340
Enterprise Services	13,995	-	13,995	14,525	(530)
Network Services	31,220	-	31,220	32,300	(1,080)
	<u>134,450</u>	<u>15,000</u>	<u>149,450</u>	<u>147,720</u>	<u>1,730</u>
Program 10 Alberta First Responders Radio Communications System	17,037	4,205	21,242	21,255	(13)
Capital Grants					
Program 9 Technology Services					
Enterprise Services	5,000	-	5,000	4,619	381
Total	<u>\$ 333,193</u>	<u>\$ 22,613</u>	<u>\$ 355,806</u>	<u>\$ 350,842</u>	<u>\$ 4,964</u>
Lapse					<u>\$ 4,964</u>
Program - Capital Investment					
Program 2 Land Titles	\$ -	\$ -	\$ -	\$ 10	\$ (10)
Program 4 Other Registry Services	-	-	-	80	(80)
Program 5 Registry Information Systems	15,430	2,500	17,930	11,926	6,004
Program 6 Consumer Awareness and Advocacy	-	-	-	95	(95)
Program 8 Business Services	20,000	-	20,000	21,062	(1,062)
Program 9 Technology Services	82,301	770	83,071	61,522	21,549
Program 10 Alberta First Responders Radio Communications System	13,424	(2,135)	11,289	8,493	2,796
Total	<u>\$ 131,155</u>	<u>\$ 1,135</u>	<u>\$ 132,290</u>	<u>\$ 103,188</u>	<u>\$ 29,102</u>
Lapse					<u>\$ 29,102</u>
Financial Transactions					
Program 8 Business Services					
Procurement and Administration Services	\$ 10,150	\$ 3,100	\$ 13,250	\$ 12,284	\$ 966
Credit or recovery (shortfall) (Schedule 2)	-	(52)	(52)	-	(52)
Total	<u>\$ 10,150</u>	<u>\$ 3,048</u>	<u>\$ 13,198</u>	<u>\$ 12,284</u>	<u>\$ 914</u>
Lapse					<u>\$ 914</u>

(1) As per "Expense Vote by Program," "Capital Investment Vote by Program" and "Financial Transaction Vote by Program" pages 238 and 239 of 2017-18 Government Estimates.

(2) Adjustments include encumbrances, capital carry forward amounts and credit or recovery increases approved by Treasury Board and credit or recovery shortfalls (Schedule 2). 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.

(3) Actuals exclude non-voted amounts such as amortization, inventory consumption and valuation adjustments.

MINISTRY OF SERVICE ALBERTA

Schedule to the Financial Statements

Salary and Benefits Disclosure

SCHEDULE 5

YEAR ENDED MARCH 31, 2018

	2018				2017
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-cash Benefits ⁽³⁾	Total	Total
Deputy Minister ^{(4) (5)}	\$ 285,877	\$ 7,050	\$ 67,206	\$ 360,133	\$ 388,442
Executives					
Assistant Deputy Ministers					
Consumer and Registry Services	200,405	-	46,727	247,132	254,053
Open Government ⁽⁶⁾	197,973	-	43,561	241,534	247,390
Service Modernization	200,405	-	46,745	247,150	254,152
Shared Services	200,405	-	46,745	247,150	275,843
SuperNet Secretariat	200,405	-	45,452	245,857	253,390
Transformation Management Office ⁽⁷⁾	230,466	-	56,089	286,555	16,869
Executive Directors					
Human Resource Services	164,061	-	37,287	201,348	241,566
Policy and Governance	133,702	-	30,706	164,408	170,643
Strategic Planning and Financial Services ⁽⁸⁾	158,495	57,172	36,867	252,534	209,895

(1) Base salary includes regular salary and earnings such as acting pay.

(2) Other cash benefits include vacation payouts, lump sum payments and automobile allowance. There were no bonuses paid in 2018.

(3) Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, group life insurance, short and long term disability plans, relocation costs, professional memberships and tuition fees.

(4) An automobile was provided for part of the year.

(5) This position was occupied by two individuals at different times during the year. The previous incumbent Deputy Minister until May 5, 2017. The current incumbent became Deputy Minister effective May 9, 2017.

(6) This position was occupied by two individuals in 2017.

(7) This position was created on March 13, 2017.

(8) This position was occupied by three individuals at different times during the year. The previous incumbent was Senior Financial Officer until November 17, 2017. The current incumbent became Senior Financial Officer effective December 18, 2017. In the interim, one person was acting.

MINISTRY OF SERVICE ALBERTA
Schedule to the Financial Statements
Related Party Transactions

SCHEDULE 6

YEAR ENDED MARCH 31, 2018

(in thousands)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's consolidated financial statements. Related parties also include key management personnel and close family members of those individuals in the Ministry.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for premiums, licences and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this schedule.

The Ministry had the following transactions with related parties reported on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	Other Entities	
	2018	2017 (Restated - Note 3)
Revenues		
Shared services	\$ 89,405	\$ 82,185
Expenses - directly incurred		
Transfer of tangible capital assets to various departments	\$ 38,131	\$ -
Insurance charges from the Department of Treasury Board and Finance	313	173
Training charges from Post Secondary Institutions	237	223
Training charges from the Public Server Commission	67	109
Printing charges from the Department of Education	48	-
	\$ 38,796	\$ 505
Net transfer of tangible capital assets to other ministries (Note 17)	\$ -	\$ 46,612
Receivables from Alberta Government departments and agencies (Note 4)	\$ 1,676	\$ 715
Payable to Alberta Government departments		
Department of Justice and Solicitor General (Note 6)	\$ -	\$ 2,047
Other	8	79
	\$ 8	\$ 2,126

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not reported in the financial statements. Revenues are disclosed as follows and expenses are included in Schedule 7.

	Other Entities	
	2018	2017
Revenues		
Shared services	\$ 95,623	\$ 95,760

MINISTRY OF SERVICE ALBERTA
Schedule to the Financial Statements
Allocated Costs

SCHEDULE 7

YEAR ENDED MARCH 31, 2018

(in thousands)

Program	2018					2017
	Expenses ⁽¹⁾	Expenses - Incurred by Others			Total Expenses	Total Expenses (Restated - Note 3)
		Accommodation Costs ⁽²⁾	Legal Services ⁽³⁾	Business Services ⁽⁴⁾		
Ministry Support Services	\$ 12,401	\$ 1,957	\$ 72	\$ 103	\$ 14,533	\$ 14,058
Land Titles	11,742	1,602	69	-	13,413	15,190
Motor Vehicles	14,658	298	101	-	15,057	17,388
Other Registry Services	10,405	1,106	200	-	11,711	10,822
Registry Information Systems	17,944	14	-	-	17,958	20,403
Consumer Awareness and Advocacy	23,696	3,970	307	-	27,973	25,889
Utilities Consumer Advocate	6,909	85	15	-	7,009	6,717
Business Services	108,421	8,366	457	-	117,244	109,149
Technology Services	211,725	4,835	94	-	216,654	174,856
Alberta First Responders Radio Communications System	45,065	227	-	-	45,292	47,546
	<u>\$ 462,966</u>	<u>\$ 22,460</u>	<u>\$ 1,315</u>	<u>\$ 103</u>	<u>\$ 486,844</u>	<u>\$ 442,018</u>

(1) Expenses - directly incurred as per Statement of Operations.

(2) Costs shown for accommodation provided by the Department of Infrastructure are allocated to each program by employee.

(3) Costs shown for legal services provided by the Department of Justice and Solicitor General are allocated based on estimated costs incurred by each program.

(4) Costs shown for business services provided by the Department of Treasury Board and Finance for Corporate Internal Audit and the Government of Alberta learning center, are allocated to Ministry Support Services.

Service Alberta

Other Financial Information
and Statutory Reports

Other Financial Information

Ministry of Service Alberta
Write-offs of Accounts Receivable
Year ended March 31, 2018

Unaudited

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

During 2017-18, sixty-three accounts receivable totalling \$50,739 were written off. Forty accounts written off related to Motor Vehicles totalling \$2,718 and twenty-three accounts written off related to Land Titles totalling \$48,021.

Statutory Report

Public Interest Disclosure Act

Section 32 of the *Public Interest Disclosure Act* requires the Ministry to report annually on the following parts of the *Act*:

- (a) the number of disclosures received by the designated officer of the Public Interest Disclosure Office, the number of disclosures acted on and the number of disclosures not acted on by the designated officer;
- (b) the number of investigations commenced by the designated officer as a result of disclosures;
- (c) in the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations made or corrective measures taken in relation to the wrongdoing or the reasons why no corrective measure was taken.

In 2017-18 for the Ministry, there were no disclosures of wrongdoing filed with the Public Interest Disclosure Office.

