

Ministry of the Economy



Annual Regulatory Modernization Progress Report for 2017-18

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Letters of Transmittal



*The Honourable
Jeremy Harrison
Minister of Trade and
Export Development*

His Honour, the Honourable W. Thomas Molloy, Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Regulatory Modernization Progress Report of the Ministry of the Economy for the fiscal year ending March 31, 2018.

A handwritten signature in black ink, appearing to read 'Jeremy H.'.

The Honourable Jeremy Harrison
Minister of Trade and Export Development



*Jodi Banks
Acting Deputy Minister
of Trade and Export
Development*

The Honourable Jeremy Harrison
Minister of Trade and Export Development

I have the honour of submitting the Annual Regulatory Modernization Progress Report of the Ministry of the Economy for the fiscal year ending March 31, 2018. This report has been prepared and carefully reviewed under my direction, and accurately represents the activities and accomplishments of Government of Saskatchewan ministries, agencies and Crown corporations during the past year.

A handwritten signature in black ink, appearing to read 'J Banks'.

Jodi Banks
Acting Deputy Minister of Trade and Export Development

Introduction

A healthy regulatory framework has been widely linked to economic growth and the level of prosperity of a region. This is why the Government of Saskatchewan has made a commitment to focus on smarter regulations, establishing a government-wide standard to ensure all regulations remain relevant, needed and cost effective for impacted stakeholders, government and all citizens of Saskatchewan.

Creating smarter regulations requires an understanding of the impact current regulations have on impacted stakeholders. The impact of a regulation can be measured by the number of mandatory compliance requirements faced by impacted stakeholders (and what they must do to comply with them). In Saskatchewan, it is estimated that the ministries, agencies and Crown corporations administer 654 regulations containing over 230,000 mandatory compliance requirements in their regulatory framework, including related programs, policies, guidelines and forms.

By recommending the mandatory use of the Direct Cost Estimator in 2017-18 for all regulatory proposals and amendments, Saskatchewan has become the first jurisdiction in Canada with the ability to measure the net impact changes to regulations have on all impacted stakeholders. This has positioned Saskatchewan as a frontrunner in providing our decision-makers with the most complete information possible to move our province forward.

The business community is noticing government's efforts. The Canadian Federation of Independent Business's Red Tape Report Card for 2018 gave Saskatchewan an A- rating for its continuous efforts in decreasing red tape burden and being able to cost the impact of regulatory compliance.

The Regulatory Modernization Annual Progress Report for 2017-18 highlights 44 initiatives led by ministries, agencies and Crowns during the last fiscal year that, along with the related new and amended regulations, will result in forecasted savings of \$133.8 million over the course of the next 10 years (see Appendix A for sources of savings). Appendix B highlights the quantification of regulatory savings since the initiative began in 2014-15.



Note – This annual progress report is produced by the former Ministry of the Economy. On February 2, 2018, the Ministry of the Economy was restructured into three new ministries to better serve and promote Saskatchewan.

- ⇒ The **Ministry of Energy and Resources** develops, co-ordinates, and implements policies and programs to promote the growth and responsible development of the province's natural resources industries.
- ⇒ The **Ministry of Immigration and Career Training** leads efforts to help individuals prepare for, obtain and maintain employment, and activities to assist employers with the development, recruitment and retention of workers.
- ⇒ The **Ministry of Trade and Export Development** advances economic growth to generate wealth and opportunity in Saskatchewan, attracts investment, fosters a competitive business environment, facilitates trade and strengthens Saskatchewan's international relations.

For the purposes of reporting on the specific work accomplished by the former Ministry of the Economy throughout 2017-18, the Ministry's initiatives recorded in this annual progress report were produced with collaboration from the three new ministries listed above.

Enhancing customer service



Government renewal is about ensuring the work of the public service remains relevant and meets the needs of Saskatchewan people, contributing to the growth of the province. Renewal is a commitment to ensure the government first considers the needs and expectations of its citizens, businesses and investors, and then builds those considerations into its everyday work.

Adopting a client-centred approach helps provide focus by asking the right questions about how the government can improve its services. It means providing easy access to government services, streamlining government processes and enhancing services such as:

- ⇒ Simplifying and using plain language in government documents;
- ⇒ Adopting a single entry and contact point for approvals and client information; and
- ⇒ Providing clear and direct information through its policies and regulation.

It also means eliminating non-value-added activities, like the removal of processes that are redundant, unnecessary or overly complex, reducing application processing and wait times.

The following are some initiatives that were implemented this year to enhance customer service:

Ministry of Advanced Education

Direct Deposits

The Ministry of Advanced Education is committed to improving client service and has implemented direct deposits for certain grant and scholarship funding. In June 2016, direct deposits were made available for recipients of the French Language Scholarships as well as for the Scholarships of Honour. In February 2017, direct deposits were also made available for students receiving the Canada-Saskatchewan Student Grant for Equipment and Services for Persons with Permanent Disabilities. In total, direct deposits are available for approximately 760 students. Compared to mailing out the grant/scholarship cheques, direct deposits provide students with a faster and more convenient way to receive funding. As well, direct deposits are safe and secure, with a very low risk of payment being misplaced or lost.

Elimination of Confirmation of Data Process



In 2017, changes were made to the Canada-Saskatchewan Integrated Loan Program to better target assistance to students with the greatest financial need. One of these changes was to simplify student loan contributions by setting a fixed-rate contribution between \$1,500 and \$3,000. This change makes financial assistance more transparent and understandable. Students will know in advance what they need to contribute to the cost of their education and what funding is available.

The fixed student contribution allows students to work and gain valuable labour market experience without having to worry about their financial assistance being reduced or cancelled. They will no longer be required to verify their pre-study income, which will relieve student concerns about audits and overpayments while in study.

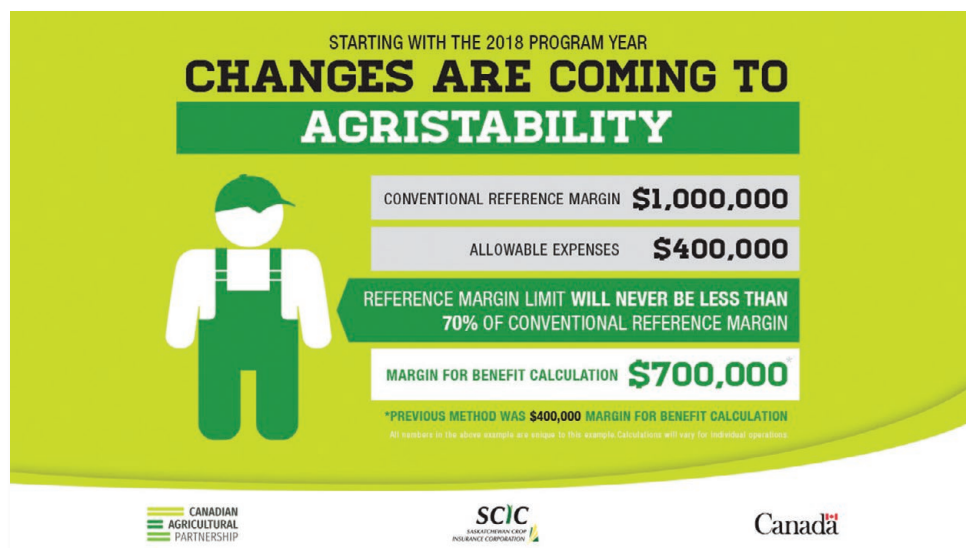
As a consequence of the simplified fixed-rate contribution, the Ministry will no longer need to complete its Confirmation of Data process, which was a review of students' pre-study contributions and assets to determine how much funding a student should receive. It is estimated that the annual cost avoidance of the Confirmation of Data process is \$166,000, and over 6,600 hours of Advanced Education staff time can now be re directed each year to other student services duties.

Ministry of Agriculture

AgriStability

In early 2018, Saskatchewan Crop Insurance Corporation (SCIC) implemented a new process and policy change intended to streamline and simplify the enrolment process for the AgriStability program. The new Canadian Agriculture Partnership (CAP) agreement and changes to the AgriStability program allowed for a simplified enrolment process for new participants and those clients who have been out of the program for one or more years.

The previous process required producers to provide five years of financial data to be eligible for enrolment in the AgriStability program. Changes to the process allowed for a short phone conversation to obtain an Enrolment Notice in the program. This process and policy change directly impacted SCIC customers, allowed the corporation to generate enrolment notices early in the new year and reduced time spent on paperwork required on both sides. The change has been well received by SCIC customers.



Online Land Auctions

The outdated tender sale process of selling land included a sealed bid approach and required the actual physical delivery of a hard copy bid to one of three locations within the province. This approach was cumbersome for users and did not provide good customer service.

The Ministry of Agriculture entered into an agreement with Ritchie Bros. Auctioneers for the 2017-18 fiscal year to provide online auction sale services for the sale of vacant agricultural Crown lands within Saskatchewan. The Ritchie Bros. online auction platform IronPlanet.com enables farmers and ranchers to go online and view bids and purchase available lands during a live auction event.

The new online land auction is very user friendly, open and transparent. It uses widely accepted technology, provides accessible auction and land information in one location and updates live bidding during the auction. The online service enables bidders to become more engaged in the process and allows the auction to reach a larger target audience.

Results from the most recent Spring 2018 online auction included 30 out of 38 lots being sold online (a 79 per cent success rate), indicating that farmers and ranchers are truly embracing the new process.

Ministry of the Economy

New Database for Mineral Trust Payments

Government recognized a need to improve the way it was managing mineral trust certificates through a number of Excel-based spreadsheets. The initiative to manage mineral trust certificates through an Access database provides for a more efficient approach to administer the trust payments. In addition, the reduction of errors from having a more automated process results in less rework time and eliminates collections of overpayments and complaints from clients where payments are incorrectly calculated.

The savings in work time is approximately 90 hours per month, or \$24,170 annually. The time savings allows staff to address other client-facing issues and to take on additional tasks.

Notice of Assessment

The Audit and Revenue Management Branch of the Ministry of Energy and Resources (formerly part of the Ministry of the Economy), recognized that the format of the Notice of Assessment (NOA) issued to clients did not follow a logical sequence. The previous format required staff to search the entire form to locate a data field. Because the format did not follow a standardized sequence, additional time was spent trying to complete the notices. Errors in coding were also occurring. This created the need for additional review to ensure that all relevant data was captured and correctly input.

The new format is more user friendly and follows the format of the source documents used to create the NOA. By greatly reducing omission, coding errors and rework, it is estimated there will be reduced administrative time savings of \$7,500 annually, allowing staff to focus on other customer service functions that provide better value to clients.

As another example of the Ministry's mandate to modernize work functions and to create efficiencies, clients receiving NOAs will find the format easier to follow, and staff responding to queries will find it easier as the information more closely follows the format in the government's Multi-Informational Database Applications System (MIDAS) financial system.

Field Services Improvements



Directive PNG014: Incident Reporting Requirements (Directive PNG014) has been amended to allow for the “single window” reporting of spills and other incidents involving wells licensed by the Ministry of Energy and Resources (formerly part of the Ministry of the Economy). Previous regulatory requirements were such that the operator of a well licensed by Energy and Resources, including oil and gas wells and wells associated with a potash mine permitted by the Ministry of Environment, had to report an incident to both ministries. This duplicate reporting requirement was very confusing for industry and the two ministries and was also very inefficient.

In 2017, industry and both ministries agreed that all incidents involving oil and gas wells are to be reported to Energy and Resources, while incidents involving wells associated with a potash mine are to be reported to Environment. Directive PNG014 was subsequently amended to allow for a single window reporting system for incidents. While the existing reporting processes remained, licensed wells associated with a potash mine site have been exempted from Directive PNG014, and operators of such wells are instructed to report incidents directly to Environment. Also, clarification has been added to Environment's regulations that incidents reportable under Directive PNG014 are not also reportable to Environment. This has eliminated the need for duplicate reports and provided clarity on where to report.

Lands and Mineral Tenure Improvements to Lease Conversions Processing Wait Times

Lands and Mineral Tenure at the Ministry of Energy and Resources (formerly part of the Ministry of the Economy) is tasked with the issuance of Crown mineral dispositions supporting the orderly development of Saskatchewan's mineral resources. To attract and retain investment, it is important to offer a regulatory environment response to our client's needs, while ensuring the proper conservancy of the province's resources for the benefit of all Saskatchewan people.

While the conversion from permit to lease is spelled out in regulations, delays of up to two years impact companies' decision-making process. No company can be expected to make decisions of up to \$4 billion without the security of tenure a lease provides. Moving to a geospatial method of leasing Crown subsurface minerals has not only decreased the turnaround time on permit to lease conversions from many months to less than a week, it also puts the province at the forefront of embracing technological change to meet the needs of investors, ensuring all regulatory requirements are met while minimizing the need for non-value-added work.

Stakeholders were extremely happy that a process that could take up to 24 months can now be done in less than a week. Once the system was shown to be effective, it has been modified to conduct the land checks for unitization agreements, reducing the time and effort of industry from months of clerical work to an automated process completed in days.

Canada-Saskatchewan Job Grant Program Review

To identify improvement opportunities, an understanding of the current service landscape must be established. To achieve this, the Labour Market Services and Employer Services Branches of the Ministry of Immigration and Career Training (formerly part of the Ministry of the Economy) completed a Citizen-Centred Service (CCS) review in 2017 to review program delivery of the Canada Saskatchewan Job Grant.

In March 2017, as part of the CCS review, a feedback survey determined that employers were very satisfied with the program. Between 92 per cent and 97 per cent of respondents:

- ⇒ Felt that Ministry staff provided good service;
- ⇒ Were satisfied with processing times;
- ⇒ Were satisfied with the program; and
- ⇒ Felt their needs were met.

The review of the program was set up in two parts:

1. An initial review conducted in fiscal year 2016-17 to allow for an April 1, 2017, program launch; and
2. Implementation of process and policy changes to occur in 2017-18.

As employers needed to access funding for training in the new fiscal year, the initial intake of applications was subjected to minimal policy changes, using mostly the same criteria as past years. Two changes included clarification of the minimum training required per trainee and clearer definition of an eligible trainee.

New process changes were introduced to ensure a more accurate and efficient application process. These included a new application template (replacing three former application documents), a new template agreement to provide improved clarity over employer and trainee expectations, improved internal tracking procedures for more accurate budget and forecasting, and more frequent application intakes to ensure that employers have the best possible opportunities to participate in the program. After reviewing usage of funding in past years, a maximum cap was introduced to reduce the \$250,000 maximum per year to \$100,000. Clearer eligibility definitions in the program policy were drafted and posted on the website, along with a streamlined application, a training quote form and reporting forms. Service standards were also developed and posted online.

Enhancements to the One Client Service Model (OCSM) software are ongoing as current technology is insufficient for tracking statistics or conducting trend analysis. Changes are pursued to improve efficiency, enhance financial and reporting tracking, and eliminate the current manual processes that have been developed in absence of a supporting system. Changes to OCSM were scheduled for March 31, 2018, but require additional updates before being fully operational and able to replace manual processes.

The CCS review also recommended consideration for additional program changes:

- ⇒ Removal of the wage contribution option for small employers;
- ⇒ 100 per cent funding for unemployed trainees;
- ⇒ Designated funding streams for specific industry sectors; or
- ⇒ Leveraging online service channels to a greater degree.

These types of program changes would require regulatory changes, greater policy development and impact consideration, and/or an enhanced technical solution to administer the program. As such, they have been postponed for future consideration.

The Foreign Worker Recruitment and Immigration Services Act (FWRISA)

As of April 1, 2017, responsibility for administering *The Foreign Worker Recruitment and Immigration Services Act* (FWRISA) was transferred from the Ministry of the Economy (ECON) to the Ministry of Labour Relations and Workplace Safety (LRWS).

FWRISA protects immigrants and foreign workers from exploitation and mistreatment during the immigration and recruitment process. Under FWRISA, immigration recruiters and consultants are required to be licensed, and employers recruiting foreign nationals are required to be registered with the Government of Saskatchewan.

As of the transfer of FWRISA, ECON had received 460 recruiter and immigration consultant licence applications since the legislation was passed in 2013, and there were 2,800 employers registered with the Government of Saskatchewan in order to recruit foreign workers.

This transfer took place to resolve the multiple interactions between the Government of Saskatchewan and Saskatchewan businesses, and specifically duplication of effort between ECON and LRWS in the administration of the FWRISA and *The Saskatchewan Employment Act* (SEA). FWRISA and SEA are two complementary legislations that, together, offer protections for Saskatchewan workers regardless of citizenship status (i.e., temporary residents, permanent residents and citizens). The majority

of investigations under both Acts target the same client groups – workers and employers. However, the administration of these Acts and the related investigations were undertaken independently by the two ministries, leading to inefficiencies for government and for clients.

This realignment also created an opportunity to leverage LRWS's expertise and well-established framework for conducting investigations, legal proceedings, and protecting the health and safety of Saskatchewan workers.

The Government of Saskatchewan is committed to ensuring the safety of all workers in Saskatchewan. The transfer of FWRISA to LRWS strengthened this commitment and will bring greater efficiencies for government, workers and employers.

Negotiation of New Labour Market Transfer Agreements (LMTAs)

The Government of Saskatchewan negotiated a new generation of Labour Market Transfer Agreements (LMTAs) with the federal government. These include the Labour Market Development Agreement (LMDA) and the Workforce Development Agreement (WDA). These agreements, signed in March 2018, provide more funding and flexibility than in the 20-year history since the first agreement was signed.

The new agreements will better help Saskatchewan workers prepare for, obtain and maintain jobs. LMTA-funded labour market programs and services will help employers meet the skills needs of their current and future workforce. Specifically, under LMDA, there will be fewer restrictions for client eligibility. Eligibility for programming will be expanded to include more former Employment Insurance (EI) recipients. Also, the Government of Saskatchewan will no longer be required to target a percentage of EI active clients for programs, making the LMDA more flexible.

Under the WDA, funding is more streamlined with fewer spending, administrative and reporting requirements. The WDA also consolidated three former agreements. As a result, the Government of Saskatchewan will have more flexibility in program design, including targeting specific client groups. More employers will benefit from being eligible beneficiaries to take part in employment partnerships and training programs funded through the WDA. Finally, like the LMDA, the WDA will have no end date, giving the government and stakeholders more predictability and certainty in funding and continuity of programming.

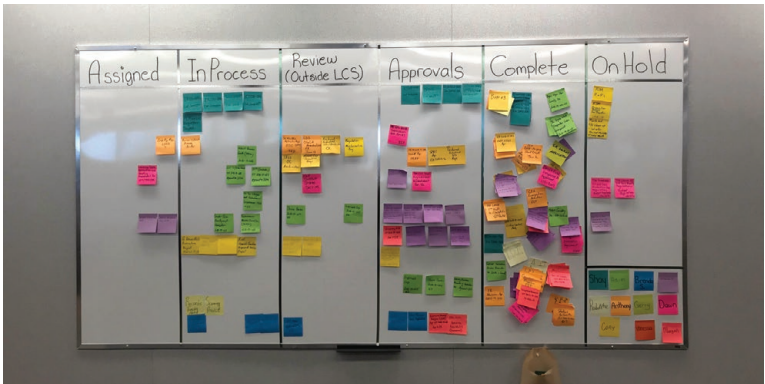
For both the LMDA and WDA, a new harmonized Performance Measurement Strategy for reporting will allow Saskatchewan to modernize client service delivery through citizen-centred design and minimize administrative burden. It will also allow the province to collect more robust client information to track longer-term program outcomes, be responsive and continuously improve our program and service offerings.

Overall, the renewed LMTAs will be more client-centred, outcomes-focused, flexible and streamlined. This will help Saskatchewan employers and workers adapt to the changing labour market and nature of work. Saskatchewan's economy will benefit from a skilled, adaptable and inclusive workforce that aligns skills training investment with the needs of the economy and supports our competitiveness.



Legislative Contract Services – Improved Client Services

Legislative and Contract Services (LCS) is tasked with providing assistance and guidance in multiple areas, such as legislation, regulations, regulatory review and contracts and cabinet items. In addition, LCS leads the Ministry of Economy in handling Access to Information requests under *The Freedom of Information and Protection Act*, privacy-related matters and records management. With multiple areas come competing deadlines and ever changing priorities, which can be difficult to manage effectively; deadlines were being missed. Staff were assigned to tasks based on subject matter expertise, but this did not lead to a fair distribution of duties and workload.



Legislative Contract Services’ Daily Visual Management Board

In order to address workload issues, the decision was made to combine the job descriptions of three positions into one overarching job description. By combining the job duties into one cohesive job description, the level of the position was increased from a level 10 to a level 11. LCS is now able to assign work based on workload rather than subject matter expertise. This ensures a fair distribution of work. LCS instituted the use of a Daily Visual Management Board and morning huddles. Staff use different coloured sticky notes to list their work assignments, and post on the Daily Visual Management Board where the task is currently within the process. Every morning, LCS meets by the board and discusses briefly what each employee has planned for the day. It also provides an opportunity to ask co-workers for assistance and to update each other when someone is out of the office in meetings.

This change allows LCS management to determine when an employee is feeling overwhelmed by their workload, who may have time to take on additional work, and where additional training or assistance may be required.

Ministry of Government Relations

User-Friendly Forms for More Efficient Administrative Processes in Municipalities

The Local Government Election Act, 2015 (LGEA) and *The Tax Enforcement Act* (TEA) provide the respective legal frameworks for elections and tax enforcement in municipalities of all types and sizes. They use a number of prescribed forms to ensure consistency across the province.

Government Relations heard from many municipal administrators and election officials that the forms were time consuming to edit to meet their needs.

The Ministry worked with Publications Saskatchewan to make forms for these two Acts available in Microsoft Word format. These forms are now all available in both Word and PDF format and provide an administratively efficient format for municipalities to use, reducing the time needed to recreate and reformat forms (e.g. adding municipal logo, addresses and locations) for residents, while ensuring the required, legal form continues to be used.

To estimate the initiative’s cost savings, the Ministry used the Direct Cost Estimator (DCE) and discovered:

- ⇒ A single LGEA or TEA form in PDF takes 20-30 minutes of clerical preparation; this initiative cuts the time in half to 10-15 minutes.
- ⇒ A typical election decided by vote requires 18 forms, while acclamations require nine forms.
- ⇒ Tax enforcement requires five forms prepared annually, as tax enforcement occurs year-round.
- ⇒ Approximately 15 per cent of municipalities contract out the preparation of TEA forms to legal professionals/lawyers.

The approximate annual savings to Saskatchewan’s municipalities are \$50,000, while savings over a 10-year period are over \$317,000.

LGEA and TEA forms in Microsoft Word	Annual Savings	Savings over 10 year period (NPV*)
LGEA	\$ 26,780	\$ 170,480
TEA	\$ 23,230	\$ 146,710
Total Savings:	\$ 50,010	\$ 317,190

* Net Present Value

Consolidating Electrical Licensing Regulations

Electrical licensing in the province has been governed by three separate regulations under *The Electrical Licensing Act*, each dealing with a specific but related licensing matter. One regulation sets the fees and duration of licences issued to electrical journeypersons, contractors, employers and supply houses. Another regulation established exemptions to the licensing requirements and restrictions. A third regulation established the amount and form of the bond required for electrical contractors' licences to correct defective work.

Government Relations' review of and its stakeholder consultations on these regulations identified that compliance requirements took longer to understand due to the various provisions being housed in three separate regulations. Another issue identified was that bond amounts were insufficient to fully protect consumers from sub-standard work.

As a result, after two rounds of further consultation and Red Tape Reduction Committee approval, the Ministry consolidated the three regulations into a single regulation governing electrical licensing in the province. In addition, bond amounts were increased without significantly impacting contractors who have never had a claim against them. The bond form was also updated to be more concise and easier to understand, and definitions were revised to ensure consistency with other provincial Acts and regulations.

The new *Electrical Licensing Regulations* come into force on July 1, 2018, and will result in administrative savings to the more than 11,000 licensed journeypersons, electrical contractors, supply houses and employers, estimated at \$143,450 annually and \$725,000 over a 10-year period.

Ministry of Justice

Child Support Recalculation Service

Amendments to *The Family Maintenance Regulations, 1998* added provisions that create the Saskatchewan Child Support Recalculation Service and a procedure for the recalculation of the amount of child support. Recalculation is an alternative to a court application to review and change the amount of child support if certain eligibility criteria are met. The administrative process helps to decrease the demands placed on the judicial system and significantly lessens the cost to parents in updating the amount of child support payable. There is no fee for service for the recalculation to occur.

It is anticipated that the Recalculation Service will be successful in reducing the cost of court resources used in variation applications and also reduce the level of conflict between parties which may negatively affect their children. Generally, in family law disputes there are three resource scenarios: low, medium and high. In the low resource scenario, parties are largely in agreement and a low level of services is required to reach a resolution. In the medium resource scenario, parties require a medium level of services to reach an agreement or an interim court application. In the high resource scenario, there are complex circumstances that may lead to interim hearings and/or a trial. Recalculation will likely be used in low resource scenarios, and hopefully prevent parties from entering into medium resource scenarios. The cost to the system nearly quintuples between low and medium scenarios and nearly doubles between medium and high. The cost to the parties represented by counsel quadruples between low and medium scenarios.

Saskatchewan Liquor and Gaming Authority (SLGA)

Distribution of malt-based refreshment beverages by the Brewers' Association

Saskatchewan Liquor and Gaming Authority (SLGA) has built red tape reduction into its culture and routinely updates processes to enhance the range of services it provides to its customers and stakeholders. In 2017-18, a number of changes were introduced to improve processes and policies that impact customers and stakeholders. One of these initiatives was allowing the distribution of malt-based refreshment beverages by the Brewers' Association. A total of 24 refreshment beverage products previously distributed by SLGA's Distribution Centre are now being distributed by brewers' associations. This change has enhanced access to malt-based refreshment beverages for all commercial permittees, including retail store permittees, while also allowing SLGA's Distribution Centre to expand the range of products it carries across all product categories.

Saskatchewan Power Corporation (SaskPower)

Electrical Inspection Regulations: Electrical Permits

Previously, the regulations required that all electrical permits expired one year after the date of issue. While one year is sufficient for most electrical installations, certain larger projects might take longer than one year to complete. In such cases, the contractor was required to re-apply for a new permit, requiring the payment of a new permit fee and the administrative effort involved in applying for a permit.

In 2017, *The Electrical Inspection Regulations* were amended so that most forms of electrical permit now expire on the date stated in the permit, allowing Electrical Inspections to impose an expiration date that makes sense for the proposed installation, in some cases allowing longer than one year. This change which was supported by industry, provides flexibility, and will reduce costs and increase efficiency for electrical contractors and their customers.

Client feedback

"The Electrical Contractors of Saskatchewan Board of Directors support and approve of these changes to the *Electrical Inspection Regulations*."

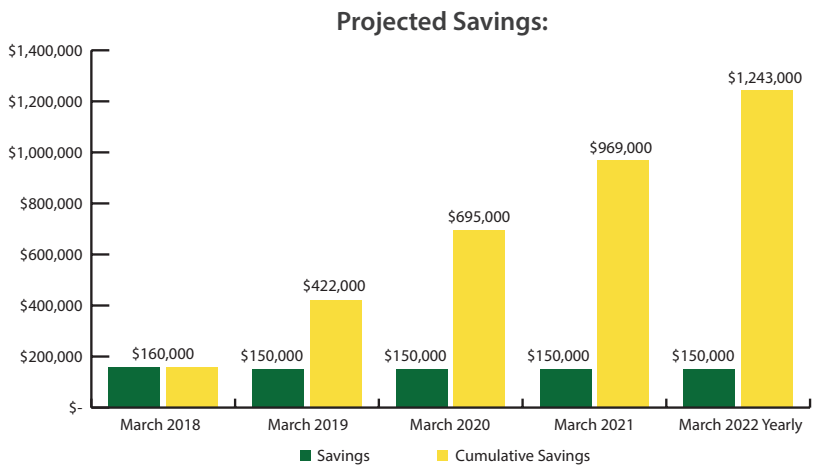
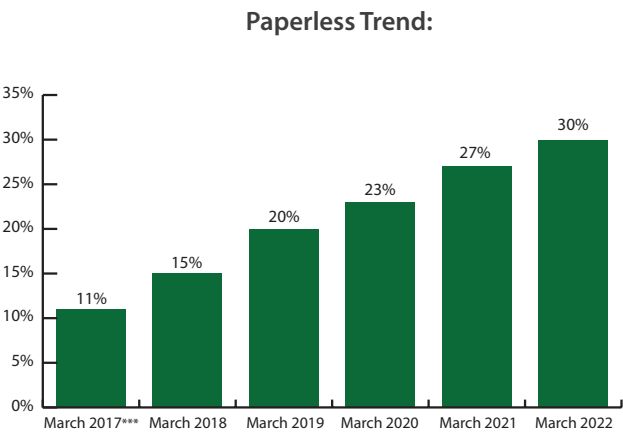
Client feedback

"Thank you for consulting the Electrical Contractors Association when considering changes to the *Electrical Inspection Regulations* that enhance the safety and efficiency of operations for our members."

The Electrical Association of Saskatchewan

Electronic Billing

In 2002, SaskPower began offering electronic billing to customers, and in 2016-17 began actively encouraging customers to 'go paperless.' This focus on going paperless has resulted in positive increases in electronic billing customers. Electronic billing helps address customers' increasing requests for digital/self-service solutions by providing customers with anytime, anywhere access to their billing information as well as the ability to easily compare billing and consumption history. Electronic billing also helps reduce costs and decrease environmental impacts associated with the printing and delivery of paper bills. The cost of paper billing is approximately \$1 per customer. Approximately 85,000 customers are on electronic billing – roughly 16 per cent of customers. An additional 18,000 will be eligible for paperless billing during the upcoming fiscal year.



Voluntary Reimbursement of Municipalities' Firefighting Costs

In March 2017, SaskPower instituted a policy of voluntarily reimbursing municipalities for their firefighting costs where the fire is the result of: (a) vegetation contact from within SaskPower's right-of-way; (b) SaskPower equipment failure; (c) wildlife contact with SaskPower facilities; or (d) snow/ice build-up on SaskPower facilities. SaskPower investigates each fire to determine if the fire meets the above payment criteria. In the first year since the policy change, SaskPower has approved reimbursement of 75 per cent of submitted invoices and has compensated municipalities for over \$400,000 in firefighting costs. SaskPower previously only paid municipality firefighting invoices when the cause of the fire was SaskPower negligence, or where SaskPower directly called the fire department for assistance.

Ministry of Social Services

The Personal Care Home Benefit Regulations 2017

On June 1, 2017, changes to *The Personal Care Home Benefit (PCHB) Regulations* came into effect to move the start of the program year for the PCHB from July 1 to September 1.

Eligibility for the PCHB is based on annual Old Age Security (OAS) income information from the federal government that is mailed to seniors in mid-July. This conflicted with the PCHB program year start date of July 1, which required that income information be received by the Ministry of Social Services by July 15.

To address this timing gap, the Ministry used the previous year's income at the start of the benefit year in July. Benefits were then reconciled the following month in August once seniors had sufficient time to receive and submit their current income information to the Ministry.

This process was cumbersome for service delivery staff and clients. Many clients had overpayments assessed against them, resulting in their ability to pay for their personal care homes being jeopardized. Changing the beginning of the program year eliminated the time gap and the resulting need for a manual work-around. This change resulted in several positive outcomes including:

- ⇒ Advancing the Ministry's commitment to continuous improvement and ensuring operations are efficient and effective through the removal of cumbersome processes;
- ⇒ Reducing the number of clients who have overpayments;
- ⇒ Reducing stress and time pressures on clients and service delivery staff; and
- ⇒ Aligning federal and provincial government processes and procedures.

Client feedback

Dear Minister:

Please pass on my gratitude to your staff in the Personal Care Home Benefit area. This year, there has been a significant improvement in confirming eligibility for continued receipt of the benefit.

The letter I receive as power of attorney for my parents now is much less scary in tone, and arrives closer to the same time as the required supporting document. These were changes suggested as being more consistent with a Patient/Citizen First approach and I am very pleased to see the customer's voice has been heard. Thank you again.

Power of Attorney for PCHB Recipients

Building a modern regulatory framework

Governments have traditionally relied on prescriptive, command-and-control regulations to mitigate potentially harmful actions or consequences. However, modern and flexible regulatory approaches are being utilized to achieve social, economic and environmental objectives in a more effective and efficient manner.

Having an effective and modern regulatory framework that allows for more flexibility also stimulates innovation and processes for business to achieve regulatory compliance, and helps them capitalize on their competitive advantages leading to growth and expansion. Regulatory flexibility creates incentives and multiple pathways to regulatory compliance with a focus on outcomes.

Modern regulations promote government transparency, accountability and fairness. They also require government to carefully consider feedback from stakeholders and incorporate it into government decisions at all levels. Solving public issues requires consideration of various alternatives, such as incentive-based solutions, rather than an immediate default to more government regulation. Problems are risk-assessed to determine if they need to be acted on by government.

The following initiatives have been implemented to support the adoption of a modern regulatory framework:

Ministry of the Economy

Review of the *Seismic Exploration Regulations* – Explosive Permits and Seismic Reports

Seismic exploration is conducted to identify and understand geological formations for the purpose of identifying mining and oil and gas extraction opportunities. This activity is regulated primarily for safety reasons. *The Seismic Exploration Regulations, 1999* (SER) regulate all aspects of seismic exploration from the initial licensing of companies through to the restoration and reclamation of land subject to seismic operations.

The SER requires persons seeking to conduct seismic exploration to acquire an exploration licence that gives the holder the authority to carry out seismic operations in Saskatchewan subject to the terms of the SER. One of these terms is that each person handling explosives must also acquire an explosives permit from the Ministry of Energy and Resources (formerly part of the Ministry of the Economy). The issuance of the explosives permit is redundant and inefficient. Part II of the SER dealing with Exploration Licences and Exploration Permits will be amended to eliminate explosives permits and make it a requirement for the seismic licence holder to ensure that any individual handling explosives has the required training and experience. This is not to say that the requirements pertaining to safe handling of explosives will be eliminated. Rather, modernized regulations would place the obligation on the licensee conducting the seismic program to ensure that all workers have the proper training, and failure to do so would represent a breach of the licence terms. In addition to this change, the SER will be amended in several places to eliminate paper processes in favour of electronic submission, including a robust Geographic Information System component.

As part of the Pipeline Regulatory Enhancement Program (PREP), the Integrated Resource Information System (IRIS) will be expanded to include the capacity to receive and use electronic mapping data. The mapping functionality being built for PREP can also be leveraged to handle the regulation of seismic programs. From a client service standpoint, this also means that industry will have better tools for planning their seismic programs including integrating their data with geological and tenure information. The application will leverage information contained in the Enterprise GIS system including such things as sensitive wildlife habitat, air photos, and road and utility infrastructure.

Well Logging Requirements (Directive PNG010)

The Ministry of Energy and Resources (formerly part of the Ministry of the Economy) initiated a revision to *Directive PNG010: Well Logging Requirements*, related to well logging requirements on shallow water source (SWS) wells that eliminates an obligation for well logging that was being waived 100 per cent of the time. Corresponding updates were made to the Integrated Resource Information System (IRIS) so that obligations to submit logs are no longer set for SWS wells.

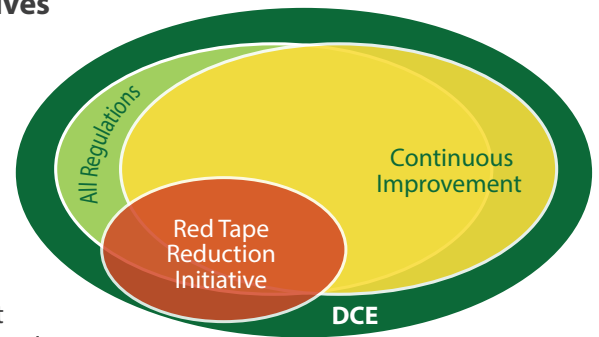
The revision of Directive PNG010 demonstrates the value in setting regulatory requirements through directives, as opposed to regulations – when related to technical aspects of reservoir development. IRIS also played an important role in this modernization effort. IRIS allowed for easy data extraction to validate that SWS wells meeting specific criteria always qualify for a logging waiver. Through a revision to Directive PNG010, the Ministry was able to specify the criteria necessary to identify SWS wells and build the

intelligence into the IRIS system to not set an obligation. Making use of the structure of Directive PNG010 and the IRIS system, the Ministry was able to initiate this change in a matter of months rather than years.

The requirements of the Ministry related to well logging are still being met, but industry no longer needs to keep track of SWS wells and apply for waivers. Additionally, the Ministry does not need to spend time validating well types and applying the waivers.

The Direct Cost Estimator for Continuous Improvement Initiatives

In the past year, the Government of Saskatchewan has continued its efforts to measure the costs and savings associated with regulations. In August 2017, the Regulatory Modernization Unit of the Ministry of the Economy (now the Ministry of Trade and Export Development) created a second version of the Direct Cost Estimator (DCE) so that it could also be used for continuous improvement initiatives such as program reviews, tracking compliance costs, efficiencies and savings related to processes outside a regulation. The continuous improvement version of the DCE allows the user to estimate the number of hours saved within a task that has been optimized. It also shows cost avoidances, i.e. resources that can now be allocated towards serving clients instead.



Previously, Saskatchewan ministries, agencies and Crown corporations lacked a robust tool to measure how effective a process or program was, reducing credibility of the actions taken to increase efficiencies. The tool is meant to help validate the provincial government's efforts to efficiently administer the different programs and initiatives across government. The Ministry presented the DCE to a number of provincial ministries, agencies and Crown corporations, and many of these have started using it to cost internal improvement work. A total of over \$2.5 million was redirected to other work as a result of improvement initiatives within the Ministry, many of which used the DCE to determine total savings.

With the expansion of the DCE to continuous improvement initiatives, the Government of Saskatchewan also continues to move towards a holistic model where regulations, programs, policies and initiatives consider costs of compliance as a fundamental variable for making regulations and reducing red tape.

CFIB feedback

"Saskatchewan is also one of the first provinces to implement the mandatory use of the Direct Cost Estimator (DCE) for all regulatory decision items for all ministries, agencies, and Crown Corporations – making it among the most comprehensive cost estimation tools in Canada."

Marilyn Braun-Pollon, Vice-President, Prairie and Agri-business, Canadian Federation of Independent Business

Ministry of Government Relations

Keeping Codes and Standards Current

Building/equipment construction is a key contributor to the provincial economy – \$2 billion in annual building permits, \$80 billion in annual investment. Building and equipment code users are heavily invested in keeping up to date with standards developed by industry, and they appreciate consistency across jurisdictions to reduce regulatory complexity and inefficiencies.

Government Relations' building and technical safety regulations adopt by reference these nationally and internationally developed and recognized codes. Adoption by reference via the formal regulatory amendment process provides certainty for industry but requires time and effort to continually keep regulations current within other legislative and regulatory priorities of the Ministry.

In 2017, Government Relations, working with the Technical Safety Authority of Saskatchewan (TSASK) and stakeholders, completed a two-year process to successfully rewrite or substantively update five regulations that, together, establish the standards for the safe construction, operation and maintenance of all buildings, elevator systems, amusement rides and boiler/pressure vessels in the province.

On January 1, 2018, new *Amusement Ride Safety, Passenger and Freight Elevator*, and *Boiler and Pressure Vessel Regulations* came into force alongside 2015 editions of the National Building Code (NBC) and National Fire Code (NFC) via amended *Uniform Building and Accessibility Standards Regulations* and *Fire Safety Regulations* respectively.

In the process, significant accomplishments included:

- ⇒ Over 40 codes/standards updated, some editions by 30 years;
- ⇒ Adoption of new editions of the NBC and NFC one year after publishing;
- ⇒ Clarification that compliance with newer code editions does not mean non-compliance with a prior edition;
- ⇒ Better alignment with Ministry/TSASK practices and other jurisdictions; and
- ⇒ Engagement with about 16,000 code users via training, surveys and other consultation.

Modernizing Elevator Load Testing Requirements

There are over 4,100 licensed elevating units in Saskatchewan, a number that has increased by 3.5-4.0 per cent annually in recent years. In 2016-17, TSASK performed almost 3,000 inspections on existing units and 200 inspections on new installations or major modifications.

During Government Relations' rewrite and updating of *The Passenger and Freight Elevator Regulations* in collaboration with TSASK inspectors, the Ministry became aware the annual testing requirements for elevators resulted in significant costs to elevator owners year over year, and in some cases, a particular test (called a 'load test') was found to cause damage to elevator rail and braking systems.

The new, rewritten *Passenger and Freight Elevator Regulations, 2017* that came into force on January 1, 2018, now clarify that inspections for existing elevators (i.e. installed prior to January 1, 2018) are to be conducted every five years, and the requirements for a 'load test' are removed completely. Elevators installed after January 1, 2018, are to be inspected and tested based on manufacturer specifications as per industry practice.

Safety checks on all elevators will still be done by qualified contractors on a yearly basis, as part of the maintenance program required to be purchased by owners when installing an elevator, so public safety is not reduced.

Performing a 'no load' inspection on all elevators once every five years will reduce the cost to electric elevator owners from \$3,400 per elevator annually to \$1,600 per elevator every five years. For hydraulic elevators, this will reduce the cost from \$1,600 annually to \$1,600 every five years. Total cost savings for all owners is approximately \$24.8 million over 10 years.

Client feedback

"We support these changes 100%."
ESP Consultants

Client feedback

"Requested changes are ... very much appreciated."
North Battleford Elevator Services

Ministry of Labour Relations and Workplace Safety

Regulatory Review of *The Mines Regulations*

When the Ministry of Labour Relations and Workplace Safety (LRWS) began this review in 2014, a number of goals were set for what the Ministry wanted to achieve.

The **first** goal was to maintain and improve worker safety. Every change made to these regulations is aimed at reducing accidents on the job.

To improve worker safety, the Ministry established new limits on the amount of diesel particulate matter in underground air quality, clarified vehicle clearance requirements and required that all engines not attended be shut off to reduce the risk of fires underground.

The **second** goal was to remove barriers and provide industry with flexibility while maintaining a safe workplace. This resulted in four amendments:

1. A new Asset Management Plan provision has been added, which requires mines to develop plans to ensure that fixed assets are maintained on a scheduled basis.
2. The preventative hoist maintenance provision is amended to enable mines to develop maintenance programs specific to their particular hoists, rather than on a rigid five-year schedule.

3. Underground fire door requirements have been changed to allow for the development of fire risk mitigation plans specific to the design of a mine. These plans will be approved by a professional engineer and the occupational health committee.
4. Finally, a new “Safety Equivalency” provision has been established, which allows employers to apply for a variance to any requirement in these regulations if an alternative procedure or equipment is used that does not compromise safety. Any such variance must be approved by the Occupational Health and Safety Committee or Committees impacted by the change.

A **third** goal of the review was to increase interjurisdictional harmonization.

The explosives provisions of the regulations have been updated to be consistent with the federal *Explosives Act* and *Regulations*.

These changes strengthen requirements for storage and handling of explosives, and require that anyone with access to explosives has a security clearance screening.

Saskatchewan Liquor and Gaming Authority (SLGA)

Saskatchewan Liquor and Gaming Authority (SLGA) has built red tape reduction into its culture and routinely updates processes to enhance the range of services it provides to its customers and stakeholders. In 2017-18, a number of changes were introduced to improve processes and policies that impact our customers and stakeholders. Initiatives implemented this year include:

Special Occasions Permit Fees

Modernized fee structures for special occasion permit fees, commercial liquor permit fees and charitable gaming licence fees were introduced in October 2017. Similar liquor permit and charitable gaming licence classes are now charged the same fees. The suite of changes also included 20 per cent discounts for most fees (if applications are submitted online) and for special occasion permits (if applications are submitted early).

The implementation of changes to the online services portal allows retail store permittees to apply online for special occasion permits on behalf of customers, saving them valuable time and money. These changes also allow retail store permittees to provide enhanced services to retail customers.

Craft Alcohol Producers

Craft alcohol producers can now obtain the ability to sell craft alcohol products at their production site as part of their manufacturer's permit. Previously, craft alcohol producers were required to obtain a separate off-sale endorsement for their manufacturer's permit to be able to sell craft alcohol products at their production site.

Also, craft alcohol producers selling refreshment beverages are now able to offer these products for sale as growler fills instead of only as bottled or canned products. This increases flexibility for both customers and manufacturers of craft refreshment beverages and can reduce costs associated with canning or bottling.

Expansion of Customer Loyalty Program

SLGA has expanded its customer loyalty programs to all commercial permittees from just retail store permittees, as well as the ability to redeem customer loyalty program points for credits to be applied to purchases. Previously, most permittees were prohibited from offering customer loyalty programs associated with the sale of beverage alcohol and those that could offer such programs could not redeem points for credits to be applied to beverage alcohol purchases. All permittees are still obligated to comply with responsible service standards and maintain minimum pricing standards.

Updated Inspection Matrix

An updated inspection risk matrix for liquor permittees was created to ensure that enforcement and compliance resources are focused on the highest risk permittees and that all permittees with similar risk profiles are subject to the same compliance and enforcement activities. Inspections activities are now prioritized according to systematic and consistently applied risk evaluations that take things like business profile and previous compliance history into account. A corresponding validation framework will ensure that risk profiles are appropriately matched to inspection activities.

Saskatchewan Power Corporation (SaskPower)

Repeal of *The 1967 Billing Regulations*

Regulations 318/67 (the *Billing Regulations*) were enacted under *The Power Corporation Act* (the Act) in 1967. These regulations related to SaskPower's electrical and gas distribution systems, which SaskPower no longer owns, and addressed matters that are now obsolete. The regulations also provided for billing practices that are now better addressed under the Act and SaskPower's Terms and Conditions of Service. They provided criteria for the extension of service to various classes of customers, which criteria no longer make sense given the passage of time. They also addressed certain matters relating to municipalities, most of which are no longer relevant, such as the right of municipalities to place police and fire signals on SaskPower poles, which they no longer do. The only remaining relevant portion of the *Billing Regulations* provides for the apportionment of costs between SaskPower and municipalities when SaskPower is required to relocate its facilities to accommodate municipal road work, and this section was moved to *The Power Corporation Regulations*. The *Billing Regulations* were then repealed, removing an unnecessary and obsolete regulation from Saskatchewan's statute books.

Ministry of Social Services

The Adoption Amendment Regulations, 2017

New amendments made to the *Adoption Regulations* during the 2017-18 fiscal year describe who can interview a child on behalf of the court and the information to be reported in a court-ordered interview with a child. Based on best practice research, the new provisions ensure processes are consistently applied.

The United Nations Convention on the Rights of the Child stresses the importance for children to know as much as possible about their identity. Connection with the birth family helps adoptees better understand who they are. The regulations are expanded to allow adoptive parents to request a search, on behalf of their adopted child, for siblings who were not adopted.

In 1997, veto provisions were introduced in *The Adoption Act, 1998* to balance adoptees' rights to know more about their birth with birth parents' right to privacy. Many adoptees and birth parents not wishing contact completed formal veto documents. Others let their wishes be known, verbally or in writing, but did not complete a veto document.

The regulations now allow the Ministry to treat informal adoptee and birth parent requests for privacy like a formal veto, respecting promises made in the past.

Assisted adoption benefits can include monthly maintenance and special needs funding for educational, vocational or therapeutic support plans of some adopted permanent wards (may extend up to age 21). New provisions prescribe circumstances in which an assisted adoption agreement can be made with subsequent legal guardians, preventing the disruption of funding for an adoptee.

Simple adoption provisions and forms, introduced in the early 1990s to support intercountry adoptions, are repealed. New provisions align with *The Hague Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption, 1993*, and strengthen the Province's position when responding to a Citizenship and Immigration Canada request for a Letter of No Objection (agreement that all criteria have been met). Before a child can be adopted, evidence must be provided that parental rights are terminated, and the consent to terminate parental rights is freely given and has not been revoked. The child's country of origin must also declare the child was adopted lawfully and provide a certified copy of the adoption order granted in that country.

Expanding online tools and solutions

As technology and broadband connectivity become more accessible, Saskatchewan ministries, agencies and Crown corporations will continue to innovate and adopt electronic methods to improve better access to information, reach and expand services to clients. The expansions of online tools and solutions have allowed the provincial government to improve regulatory services and response times by making it easier and faster to submit applications and seek approvals. There is an overall reduction in administrative time for both the government and the client to process documents electronically. The Internet and technology have also provided clients with the ability to submit applications day or night, at times convenient for them.

Some initiatives that the provincial government has implemented to further expand online regulatory tools, solutions and technologies include the following:

Ministry of Advanced Education

Student Portal Upgrades

The Ministry of Advanced Education continues to work towards increased electronic availability of information related to student financial assistance, thereby reducing time for Ministry staff to send, and for students to receive, information.

In December 2016, the Ministry implemented an improvement to its communications with student loan clients. The notice of assessment results are now available to students through their secure account on the Advanced Education Student Portal, rather than receiving the information on paper through Canada Post mail. In August 2017, this electronic viewing capability of assessment results was also made available for applicants in the Provincial Training Allowance program. In January 2018, the Ministry again updated the Student Portal to permit electronic viewing of T4A tax slips. These improvements provide students with their information three to five business days sooner and reduce the risk of mailing to out-of-date addresses. The Student Portal also stores information so students have future ongoing access to their assessment results and tax slips.



As well, the Ministry will save time and money because it will be sending far fewer results through Canada Post mail. It is estimated that over a five-year timeframe, the cost savings associated with massive mail-outs of assessment results and tax slips is approximately \$60,000 per year. As well, approximately 2,800 hours of Ministry staff time can now be re-directed each year to other student services duties.

The Ministry of Advanced Education will continue to work towards expanding and improving the Student Portal. Anticipated future work includes enhancement of its web application as well as implementation of an electronic loan agreement and cyber authentication process.

Ministry of Agriculture

The Online Seeding Date Tool

In the spring of 2017, the Saskatchewan Crop Insurance Corporation (SCIC) launched a new online tool to help communicate the final seeding day that full liability will be accepted on various crops throughout the province. The Seeding Date Tool is available on the SCIC webpage for both customers and staff to access.

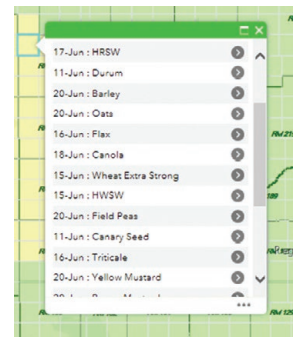
The final dates that full liability is accepted is based on the frost free intervals and relative maturity of various crops. These factors determine a date where there is a reasonable expectation of the crop reaching maturity.

The map used in the Seeding Date Tool application is based on 30-year averages for 131 weather stations. These averages were interpolated to cover the crop-producing area of the province and assigned at the township level.

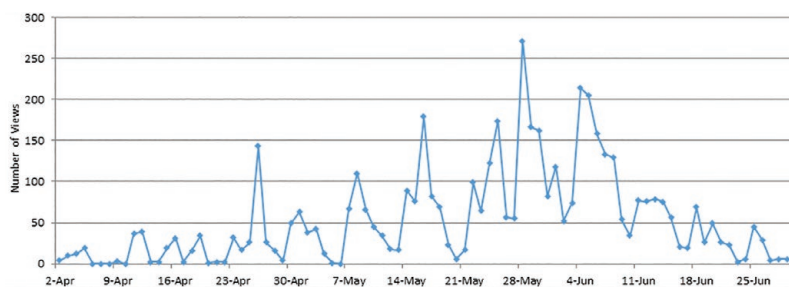
The tool simplified the process for customers wanting to know the seeding deadlines. By having the seeding information online, SCIC office and research staff now save time updating information, and customers have the information they need readily available when they need it. It has been well received by staff and customers alike.

The top right image is a screenshot of what customers see when they enter their land – a list of crops with final liability dates.

Uptake has been excellent, as can be seen by the number of hits that the tool received, particularly during the seeding timeframe (reflected in the Usage Time Series chart above).



Usage Time Series



CropConnect

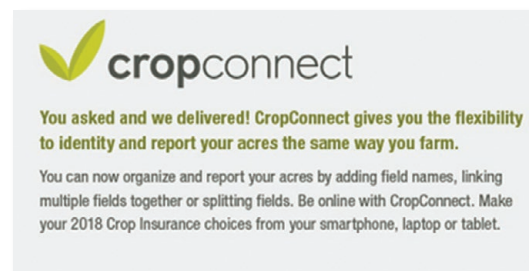
The Saskatchewan Crop Insurance Corporation (SCIC) works closely with producers to understand how the programs and services provided can be enhanced to improve their customer experience. CropConnect, an online data portal that enables customers to do their business with SCIC on their own time, has been through a number of enhancements since it was launched in 2014. Nearly all of these enhancements have been the result of feedback from producers.

The SCIC process requiring all land to be reported by legal land description was changed to reflect the way producers track their land. Farms have increased in size, resulting in customers farming multiple land locations in one large block. SCIC's previous requirement to have them report their land by legal land description was an irritant to customers and resulted in errors in reporting.

The changes to CropConnect allow producers more flexibility in reporting on their land. They are a direct result of SCIC working with producers to understand how they run their businesses so that the system is more streamlined and user friendly.

Prototype screens and entry systems were built for CropConnect, and SCIC engaged with customers to test drive these prototypes. SCIC made changes based on producer feedback to ensure the flow was intuitive for producers. This enhancement is available now for producers to use, and initial feedback has been positive. The majority of producers will utilize this enhancement in May and June of 2018 when entering their seeded acres on CropConnect.

SCIC anticipates that the number of errors will decrease, which in turn reduces the allocation of resources to complete corrections and enhances customer service.



Ministry of the Economy

Pre-Authorized Debit Process

The Ministry of Energy and Resources (formerly part of the Ministry of the Economy) has implemented a pre-authorized debit (PAD) process for oil and gas royalty and tax through the billing process. Previously, the payment methods were by cheque, direct deposit or electronic funds transfer, which made it inconvenient for customers to make payments. The implementation of the PAD process is a convenient and easy way for the client to make payments automatically so they do not have to worry about not making the payment on time. It also reduces the possibility of interest charges.

Currently 60 per cent of oil and gas royalty and tax payments are received through the PAD process. The process ensures that the Ministry receives payment after an invoice is issued. It eliminates human error due to manual recording of the receipt details and provides administrative savings as the accounting function is automated and collection activity is not required. The revenue recognition for the reporting period is timely and accurate.

With the provincial government’s growth plan and the Ministry’s role in it, the PAD process highlights the importance of being competitive to attract and retain investment in Saskatchewan. It is about relationships and fostering a positive experience in receiving service from the government, while providing high-quality customer service.

Business Associate (BA) Customer Interface to MIDAS

The Ministry of Energy and Resources (formerly part of the Ministry of the Economy) has implemented an interface between the Business Associate (BA) activities in the Integrated Resource Information System (IRIS) and the government’s Multi-Informational Database Applications System (MIDAS) financial reporting system. Previously, when a client requested a change to BA information, e.g. a new BA identity or status change, the change was not automatically reflected in the MIDAS financial system. This created a duplication of work for those responsible for monitoring BA changes in IRIS – when a change was made, staff had to manually input the change in nine different sites into the Ministry’s financial system. This created duplication in data entry and faced human error risk if the change was not updated correctly in all of the nine different locations in the MIDAS system.

This initiative is supported by the government’s commitment to reducing time within our processes and to improving services. It does both of these by saving the time required to manually input BA actions into MIDAS and improving the Ministry’s service as the interface happens automatically and there is no wait time for the client to have their information updated in MIDAS. The total cost savings over the course of a year for this automation is \$6,500. The time saved allows those previously responsible for manually updating MIDAS to focus on other client requests and workloads.

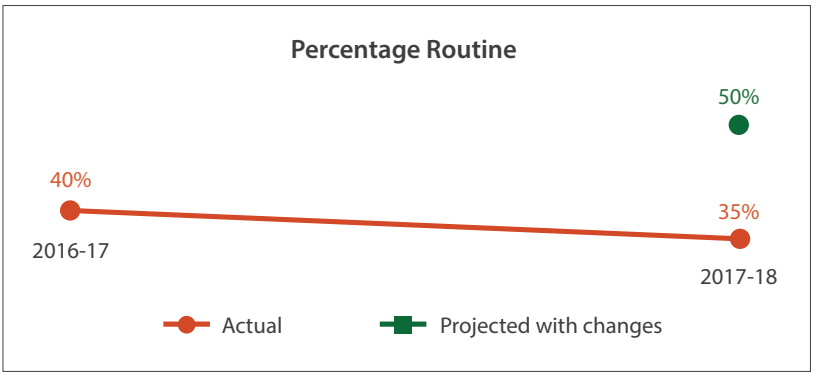
Improvements to the Integrated Resource Information System (IRIS) to Increase Routine Licence Applications

In March 2018, the Petroleum and Natural Gas Division of the Ministry of Energy and Resources (formerly part of the Ministry of the Economy) introduced a number of changes to the Integrated Resource Information System (IRIS) to increase the number of routine well licence applications processed by IRIS, relative to non-routine well licence applications.

An application is considered routine when all regulatory requirements are satisfied through self-declaration and can be authorized prior to the Ministry’s review. Non-routine well licence applications require more processing time by Ministry staff, relative to routine applications, and therefore involve longer wait times for industry. When IRIS went live in November 2015, it did not have all the desired functionality with respect to routine/non-routine well licence applications, resulting in a lower than expected number of well licence applications categorized as routine over the past two years.

With changes to IRIS implemented in late March 2018, no data was available to quantify the change. However, when the new changes were applied to the existing 2017-18 data in IRIS, it is estimated that 600 well licence applications that were processed as non-routine would have been considered routine. With this change, the number of routine licence applications processed would have increased from approximately 35 per cent to 50 per cent of all well licence applications received in 2017-18.

The changes will result in a significantly improved response rate for industry, decreasing the expected service standard from 14 days to same-day approval for these applications. Additionally, the changes will result in decreased time required by Ministry staff to process well licence applications, which can be reallocated to more value-added work.



The Saskatchewan Immigrant Nominee Program (SINP)'s Online Document Submission

The online application system used by the Saskatchewan Immigrant Nominee Program (SINP) provides applicants with the ability to create a profile and submit immigration applications for nomination.

In February 2018, the system was upgraded so that applicants are no longer able to submit SINP applications that are missing key required documents. This upgrade included the addition of application fields with specific spots for documents to be uploaded, which can be electronically checked for application completeness. Unlike the former process where applicants uploaded all the related documents to a common spot on the page, the online upload field explicitly provides a spot for each key document that is required.

Prior to this change, a significant number of applications were incomplete when submitted by applicants (missing required documents), which resulted in the applications being rejected/returned and the applicant losing their non-refundable \$300 application fee.

If incomplete applications are not returned by the SINP, it creates additional work for staff to seek these documents from applicants and delays processing times.

The change is expected to reduce the number of incomplete applications by over 80 per cent. In 2017-18, the SINP received over 10,600 applications.

This change will have a positive impact on the client experience as it will reduce the incidence of them having their applications returned and forfeiting application fees. As well, it will reduce the amount of SINP staff resources dedicated to reviewing applications for completeness, addressing client complaints and auditing applications where clients dispute that documents were missing.

Saskatchewan Liquor and Gaming Authority (SLGA)

Online Ordering for Retail Store Permittees

Historically, retailers submitted orders to Saskatchewan Liquor and Gaming Authority (SLGA) by email, fax or phone. Starting in May 2017, retail store permittees have also been able to place orders through SLGA's website for products available through its Distribution Centre. Online ordering has quickly proven popular among retail store permittees. Within months of implementation, 65 per cent of orders were submitted online and most new retail store permittees are using online ordering exclusively.

Benefits of online ordering for retail store permittees include:

- ⇒ Easier, faster and more accurate placement of orders;
- ⇒ Better access to information about products, including the identification of new and local products; and
- ⇒ Easy access to order history, saved orders and account balances.

From SLGA's perspective, benefits of online ordering include:

- ⇒ Increased order accuracy, allowing for a reduction in order processing errors by 88 per cent;
- ⇒ Customers have additional information about all available products and are able to specifically identify products based on a variety of pertinent characteristics, including whether they are new, local, local discounted products; and
- ⇒ Order processing time has been reduced from 5-15 minutes per order to 1-5 minutes per order, resulting in a total productivity increase of 67 per cent, which has resulted in the reduction of the order processing desk by one full time equivalent (achieved through attrition).

Saskatchewan Power Corporation (SaskPower)

Online Energy Efficient Assessment Tool

In conjunction with SaskEnergy, SaskPower has created an Online Energy Assessment tool for both residential and commercial customers to help them better understand their energy consumption. The tools help customers understand which factors within their home or business contribute to their total power and natural gas costs. The tools also provide suggestions on how customers can be more efficient, consume less energy and save money. Each saving suggestion estimates the resulting annual dollar savings of the measure and refers customers to relevant SaskEnergy and SaskPower incentive programs to help them save even more money. The tools help educate customers so they can better understand and control their energy costs. Since their launch in May 2017, the residential tool has been used by over 2,200 customers and the commercial tool has been used by over 200 customers.

Providing customers with online energy assessment tools aligns with SaskPower's goal to expand its offerings of online tools and solutions by providing them easy access to information on how they can be more efficient and save money on their bills. The online tools also support the goal of enhancing customer service and experience as customers are increasingly looking for efficiency information and options to reduce their consumption.

Regulatory alignment across jurisdictions

In an increasingly globalized marketplace, Saskatchewan businesses operate across domestic and international borders with increased frequency. Regulations that are out of step with other jurisdictions can be frustrating to businesses that must comply with multiple sets of regulations that can be duplicative or in conflict. The Government of Saskatchewan is working to streamline regulations with local, provincial and federal jurisdictions, to facilitate the movement of goods and services across borders with fewer burdens to the provider or consumer.

Currently, the Regulatory Modernization Unit (RMU) in the Ministry of Trade and Export Development actively participates on the Regulatory Reconciliation and Cooperation Table, which has been established through the Canadian Free Trade Agreement. The RMU facilitates the process to reconcile regulations that are considered an impediment to business in the areas of trade, labour and innovation.

In addition to the work of the RMU, the following initiatives have been implemented by ministries, agencies and Crowns to improve inter-jurisdictional alignment:

Ministry of Government Relations

Realigning Amusement Ride Standards

Amusement rides and inflatables are a popular form of entertainment across Saskatchewan, and the public trusts the devices are safe for those who like to enjoy them. Amusement ride operators appreciate having updated codes and standards in place that are consistent with industry practices as well as other jurisdictions, as many operate across provinces.

The Canadian Standards Association (CSA) and the American Society for Testing and Materials (ASTM) worked to create uniform standards for amusement rides across North America. Their newest code published in 2014 replaced all previous standards for rides.

Saskatchewan's *Amusement Ride Safety Regulations* had not kept pace with these. In addition, the regulations lacked clarity regarding the devices that were covered (such as inflatables) and those covered elsewhere (like waterslides, covered under *The Swimming Pool Regulations*).

Government Relations, along with the Technical Safety Authority of Saskatchewan (TSASK), undertook a full review and rewrite of the regulations. The new *Amusement Ride Safety Regulations, 2017*, came into force on January 1, 2018.

In addition to updating codes consistent with other jurisdictions, the new regulations update liability insurance requirements consistent with industry best practices, and clarify the devices not covered by referencing where the standards and requirements for these devices are covered. As well, redundant standards for go-kart tracks and fees were removed.

The new regulations also provide better public safety, particularly regarding inflatable devices, since the previous regulations had no meaningful standards in this regard. The net administrative savings to ride owners associated with having updated standards that are consistent with neighbouring provinces is estimated at \$20,000 over 10 years.

Client feedback

"Adoption of ASTM F-2783-14 in Saskatchewan provides conformity across Canada."

**North American Midway
Entertainment Canada Inc.**

Client feedback

"In addition to making the regulation more user friendly, the updates strive to improve public safety by establishing or reaffirming safety standards, licensing and registration requirements and by identifying the duties of managers, operators and attendants – IBC is supportive of legislative reforms such as these."

Insurance Bureau of Canada (IBC)

Refining *The Boiler and Pressure Vessel Regulations*

Boiler and pressure vessel equipment is integral to the successful operation of many industries across the province: oil and gas, chemical processing, agricultural fertilizer production, mining, commercial/institutional building operation, and power production.

The Boiler and Pressure Vessel Regulations establish the technical safety standards associated with the design, manufacturing, installation, repair and operation of 33,000 licensed items in this sector and are administered and enforced by TSASK.

The codes and standards adopted in the regulations were outdated, some by several years, and in some areas were out of sync with TSASK's operational innovations and improvements undertaken in recent years to reduce paperwork and review times for clients.

Government Relations, with TSASK, undertook a full review and rewrite of the regulations. The new *Boiler and Pressure Vessel Regulations, 2017*, came into force on January 1, 2018.

The new, rewritten regulations update Saskatchewan's adoption of well-established industry standards developed by the Canadian Standards Association, American National Standards Institute, American Society of Mechanical Engineers, National Fire Protection Association, National Board of Boiler and Pressure Vessel Inspectors and, on the suggestion of stakeholders, the American Petroleum Institute.

In rewriting the regulations, several improvements were implemented that provide savings to industry of \$3.3 million annually, and greater than \$20 million over a 10-year period. Some specific areas of savings to industry include:

- ⇒ Eliminating the need to submit registration information in duplicate;
- ⇒ Allowing multiple identical packages to be registered at once versus individually;
- ⇒ Allowing a chief engineer to be responsible for a boiler in more than one location;
- ⇒ Revamping supervisor roles for oilfield boilers that operate with a low risk profile; and
- ⇒ Authorizing propane companies to inspect their tanks with their own trained personnel.

Client feedback

"The changes will go a long way in bringing Saskatchewan in line with current industry and regulatory practice in our neighbouring provinces."

GAP Inspection Services Ltd.

Client feedback

"SIA Members are in full agreement with the proposed changes and support the endeavour as an association of various industry representatives."

Saskatchewan Integrity Association*

*Association representing 17 companies owning 40 per cent of licensed pressure equipment in the province; includes Co-op Refinery, Husky Energy, Mosaic, Crescent Point Energy, Canadian Natural Resources, Yara, Cenovus, Whitecap Resources, SaskPower, SaskEnergy/Trans Gas.

Conclusion

Regulations are important tools for governments to protect the health, safety and environment of their residents, as well as to promote a fair and competitive business climate. As new regulations are developed and existing ones reviewed, it is critical to maintaining a healthy regulatory framework that these regulations are evaluated periodically to ensure relevancy. This process needs to occur on a regular basis throughout the life of a regulation to avoid obsolete provisions and keep red tape at bay.

According to the Canadian Federation of Independent Business (CFIB), red tape and regulatory burden continue to be among the top concerns for businesses in Canada. With the mandatory use of the Direct Cost Estimator for all new and amended regulations, Saskatchewan is ensuring that regulations are created as efficiently as possible. Saskatchewan is now one of the first provinces in Canada to track regulation costs and savings in real time.

A healthy regulatory framework is not just about tracking costs and savings. It involves continually improving the quality of decisions being made. Regulatory modernization is about ensuring decision-makers always have access to the most current and complete information available when making decisions.

Saskatchewan will continue to support and encourage the removal of regulatory burden through the development of better, smarter regulations in the years to come.

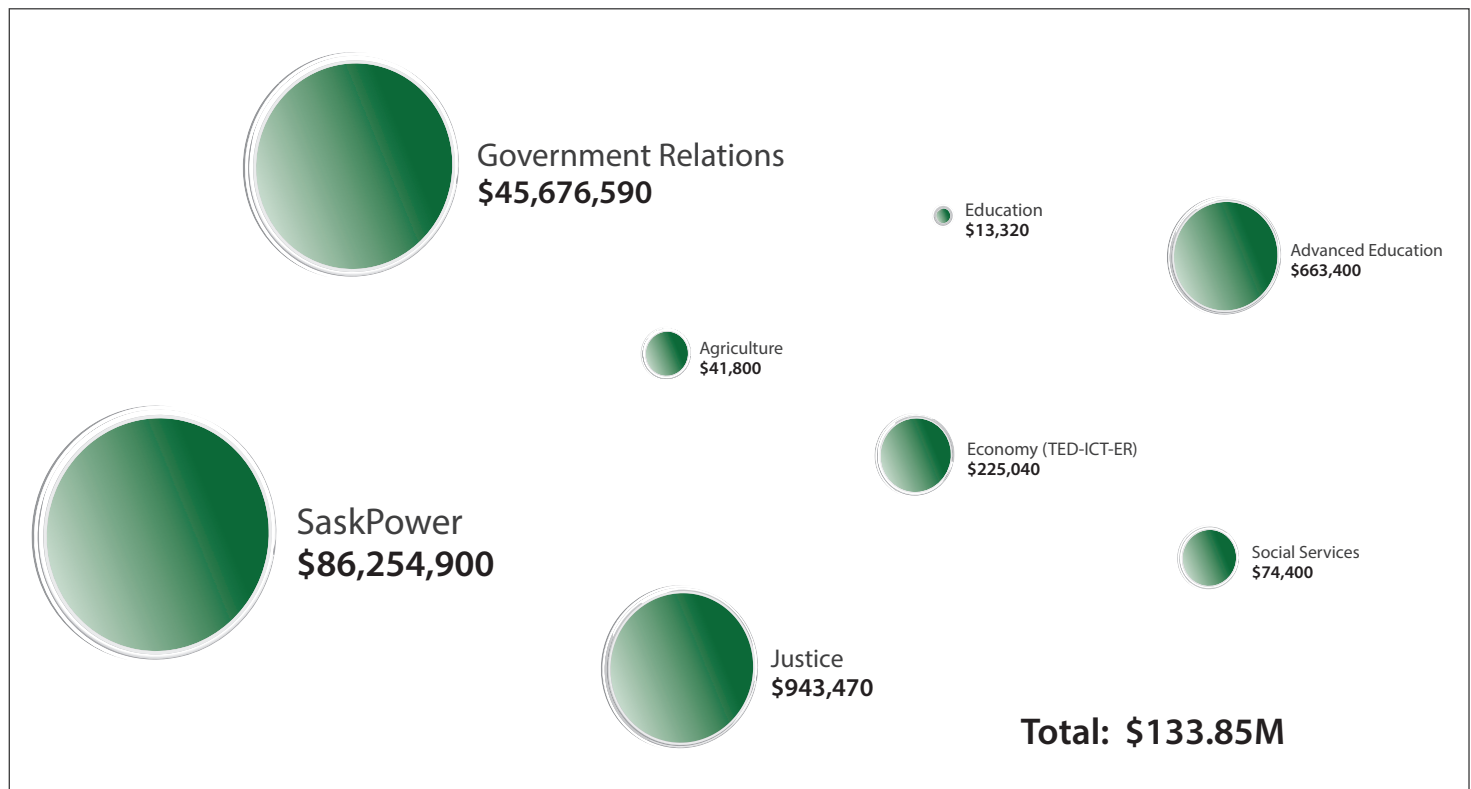
For More Information

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Appendices

Appendix A: 2017-18 Total Savings



Notes:

* The savings identified in this appendix are estimates; intended to represent the impact of the change to stakeholders over a 10-year period. The estimates are based upon the best available information (such as Statistics Canada data) and include the application of conservative assumptions for the future (including the application of inflation and net present value to the analysis). They are not intended to represent actual current or projected future savings.

Total Savings are calculated at a point in time over a 10-year period to allow for consistency in reporting. For example, a reduction of fees for a stakeholder amounting to \$100,000 in year 1 will translate into an approximate savings of \$1 million over 10 years (not accounting for inflation and discount value of a dollar).

‡ Total savings include estimated savings for regulation changes, program review and continuous improvement initiatives.

Appendix B: Annual Red Tape Savings

