Ministry of SaskBuilds and Procurement

Annual Report for 2021-22

Saskatchewan

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Letters of Transmittal

The Honourable Lori Carr
Minister of SaskBuilds and Procurement

Office of the Lieutenant Governor of Saskatchewan

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

Lori Carr
Minister of SaskBuilds and Procurement

Kyle Toffan
Deputy Minister of SaskBuilds and Procurement

The Honourable Lori Carr
Minister of SaskBuilds and Procurement

Dear Minister:

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

Kyle Toffan
Deputy Minister of SaskBuilds and Procurement

Ministry of SaskBuilds and Procurement Overview

Mandate

The Ministry of SaskBuilds and Procurement (SBP) provides central coordination and delivery of property management, information technology, procurement, project management, transportation, and other services to government ministries and agencies. In collaboration with SaskBuilds Corporation, the Ministry integrates, coordinates and prioritizes infrastructure planning and delivery for the Province of Saskatchewan, and advances projects through contract oversight, innovative approaches and alternative financing models as appropriate. The ministry also provides funding to the Provincial Archives of Saskatchewan.

Mission

To be Saskatchewan visionaries who enable government to deliver programs, services and solutions that citizens and communities rely on.

Core Lines of Business

The Infrastructure Design and Delivery Division (IDD) area develops and implements government's multi-year infrastructure plan; manages government's multi-lateral infrastructure funding programs; provides detailed project planning, project management and project delivery of major capital infrastructure projects in the post-secondary, education, health, correctional, judicial and parks sectors; and provides real estate services to government. IDD leads the delivery of government's infrastructure stimulus funding, as well as government's Call for Capital process in partnership with the Ministry of Finance.

The Operations and Service Delivery Division (OSD) delivers critical, cost-effective and responsive operating services to government, including accommodations services (building management, operations, access, security and maintenance) and logistical services (transportation, disposal, mail, records storage and telecommunications).

The Information Technology Division (ITD) delivers strategic and operational information technology (IT) solutions that enable client ministries to deliver their programs and services, including project management, customer support, hardware and software and application management. They are also responsible for the integrity and security of government's IT systems and assets, and the management of digital programs, projects and channels for government including Saskatchewan.ca and the Saskatchewan account.

The Procurement Management Division (PMD) operates as the central procurement solutions arm for government to coordinate, manage, conduct and oversee public procurement for Executive Government and certain Treasury Board Crowns and agencies to ensure public procurement achieves best value for Saskatchewan and treats Saskatchewan vendors fairly. This includes goods and services, construction and IT procurement.

Corporate Strategy and Services provides financial planning and reporting, internal audit, administrative services, risk management, health and safety services, business strategy and planning to the Ministry. Priority Saskatchewan also focuses on supplier development to continue to expand the capacity of Saskatchewan's vendor community.

This annual report for SBP presents the results for the Ministry of SaskBuilds and Procurement for the fiscal year ending March 31, 2022. It provides results of publicly committed strategies, key actions and performance measures identified in the Plan for 2021-22.

Ministry Goal 1

Government Goals

| **A Strong Economy** | **Strong Communities** | **Strong Families** |

Ministry Goal

Highly satisfied clients who proactively engage us as a strategic partner and value our contributions to their success.

Strategy

Work collaboratively with clients and service providers to develop strategies and service delivery solutions that provide value and exceed expectations.

Key Actions

- Plan and implement a new IT service delivery framework in support of the Saskatchewan Growth Plan.
  - The Ministry of SaskBuilds and Procurement continued foundational work on a new IT service delivery framework to achieve better value for government's investment in IT.
- Efficiently plan and cost-effectively manage projects, programs and services on behalf of clients, to support achievement of their goals and objectives.
  - ITD began work to standardize project management practices and align project governance across all IT projects to ensure efficient planning and delivery of projects.
  - PMD implemented AirTable, a cloud-based solution tracks procurements through their lifecycle (initiation to award). It has improved staff resourcing and planning for procurements, including improving the timing of procurements and the approach to procurements.
- Drive the adoption of standardized approaches and solutions with clients.
  - ITD continued to review and update information technology policies and standards.
  - The Operations and Service Delivery Division (OSD) engaged clients to address the size of the vehicle fleet ensuring it is the right size to meet the needs of the clients.
  - OSD continued to hold quarterly meetings in 2021-22 to share approaches and solutions with senior leadership teams for client groups including Highways, Justice, Saskatchewan Polytechnic, Environment, Corrections, Social Services and Saskatchewan Public Safety Agency.
- Provide valuable advice and effectively collaborate with clients to deliver citizen-centric programs and services.
  - The process of reviewing and updating the public-facing online service policy to reflect the citizen focus of the new IT service delivery framework began in 2021-22.
  - ITD provided citizen experience guidance and expertise on 26 public-facing projects.
- Develop an integrated outcome-focused Enterprise IT Strategy supporting the Saskatchewan Growth Plan and citizens' needs.
  - The Ministry issued a Request for Proposals (RFP) to engage an IT sector partner to develop an integrated outcome focused Enterprise IT Strategy in collaboration with clients, partners and

other teams. Work to develop the Enterprise IT Strategy is ongoing and will continue into 2022-23.

Strategy

Coordinate capital project procurement and delivery, maximizing efficiencies across ministries to improve on-time project delivery and ensure projects meet client needs.

Key Actions

- Lead the prioritization of provincial infrastructure investments ensuring federal infrastructure investments are maximized. This will take place through the Integrated Capital Planning (ICP) process and feed into the public Saskatchewan Builds Capital Plan.
    - o The SaskBuilds Board finalized a recommended 2022-23 Capital Plan in December 2021, which was presented to and finalized by Treasury Board and Cabinet in early 2022.
- Lead the management and implementation of the Investing in Canada Infrastructure Program (ICIP) to ensure federal funds are used in the most strategic way.
    - o IDD worked with its partners to identify potential priorities for funding consideration under the ICIP.
- Develop and submit a three-year infrastructure plan to coordinate project submissions between federal funding streams, including the new COVID-19 response stream.
    - o In May 2021, Saskatchewan's three-year infrastructure plan was provided to the federal government.
- Lead planning, procurement and delivery of major capital projects by providing detailed procurement analysis options to explore alternative procurement opportunities.
    - o A procurement analysis process is being developed for all major projects.
- Obtain commercial close on schedule, for major infrastructure projects under the $2 billion (B) stimulus package to build a strong Saskatchewan and stimulate Saskatchewan's economic recovery from the impact of the COVID-19 pandemic.
    - o Delivery of major infrastructure projects under the stimulus package continued in 2021-22, with the majority proceeding to either the design or construction phases of the projects.
- Oversee renewal projects under the $2B stimulus package.
    - o SBP continued to provide oversight on the delivery of renewal projects. Most projects under the renewal stream are either complete or have had their stimulus allocations advanced in full as of March 31, 2022.

Strategy

Leverage best practices and apply our expertise to execute innovative initiatives.

Key Actions

- Plan and implement innovative technology to support achievement of client and government objectives.
    - o Office 365 implementation was completed successfully.
    - o Managed Print implementation added a secure print element to enhance security.
    - o ITD adopted a case management system for Saskatchewan Account support, to improve service quality consistency.
- Embed sustainability as a key principle in the development and delivery of all programs and services.
    - o The new IT service delivery framework will transform the way ITD delivers services. The transformation and sustainability plan focuses on:
        - ▪ Citizen centric services that are designed to better serve the citizens of

Saskatchewan;
- One government to look at enterprise approaches; and,
- The Saskatchewan Growth Plan to ensure that SBP is working on government's priorities with respect to IT service delivery.
  - o OSD began to develop sustainability standards for government building operations.
- Identify, assess and implement key security controls to mitigate IT risk, protecting citizen data and IT assets.
  - o ITD continued positive steps with the cybersecurity maturity program to identify, communicate and mitigate IT risks to protect citizens' data and information assets.
  - o The Information Security Roadmap has been updated and projects and initiatives are underway across all security domains, such as application security, network security and access control.
- Establish and implement a data management framework to standardize, integrate, protect and store government data.
  - o A review of the Data Strategy was completed by an IT sector partner. A Data Strategy implementation and operating model plan was established. An RFP was issued to acquire an IT sector validation of the data strategy.
  - o The provincial Enterprise Geographical Information System (eGIS) program transferred to ITD from the Ministry of Environment in April 2021. The eGIS program provides services including a centralized data warehouse for the display of spatial features.
- Continue to enhance citizen accessibility and access to government.
  - o ITD continued to enhance enterprise platforms to ensure they meet accessibility standards. SBP continues to educate ministry clients and vendors on the importance of accessibility. The social media policy was updated to include image accessibility standards.
  - o Building services worked to validate the inventory for public facing buildings in 2021-22 to develop a strategy for Rick Hansen Foundation Accessibility Certification and prepare for implementation.
- Continue development of the Digital Identity program on Saskatchewan.ca.
  - o This project has been put on hold indefinitely. SBP will continue to stay engaged with other jurisdictions and the broader digital identity community.
- Work with clients to explore options to transform government business processes through an integrated human resource, financial and procurement cloud-based business system.
  - o SBP has partnered with several ministries on an Enterprise Business Modernization Project (EBMP) to implement a new government-wide solution for an integrated financial, human resource and procurement system. This three-phase project began in October 2020. Phase One and Phase Two led to the completion of a detailed business case in Summer 2021; Phase Three began in 2021-22 and is continuing in 2022-23 to design, develop, test and deploy the new solution across government in 2023.
- Drive adoption of new practices that support more effective government service delivery.
  - o Telecommunications deployed a new IBC phone system for the Government of Saskatchewan.
  - o A new emergency phone system was developed for Air Ambulance.

Performance Measure Results

Overall client satisfaction with ministry services
Measure Target: 85 per cent
SBP conducted client satisfaction surveys between November and December 2021. Overall client satisfaction with ministry services was 85.1 per cent in 2021-22.

Percentage of major capital projects approved through Integrated Capital planning (ICP)
Measure Target: 100 per cent of all capital projects approved through the ICP process

47 per cent of all capital projects were approved through the ICP process. 16 new major projects were submitted for 2022-23 funding through the Call for Capital and eight were allocated funding. Additionally, over 30 major active projects and maintenance budgets were allocated funding in 2022-23 to advance progress.

Percentage of federal funding allocated to projects under the Investing in Canada Infrastructure Program
Measure Target: no target was identified for 2021-22
As of March 31, 2022, 69.6 per cent of total funding has been allocated. Funding will be allocated in full by March 31, 2025.

Percentage of renewal projects completed and percentage of projects advanced through commercial close under stimulus package completed
Measure Target: 100 per cent of renewal projects completed and 100 per cent of projects advanced through commercial close
Delivery of renewal projects began in 2020-21. 63.2 per cent of projects were completed by end of March 2022. Some projects will be delivered in 2022-23 for a variety of reasons due to project complexity or issues beyond our control. These include access to facilities during the pandemic, commodity pricing, supply chain issues and duty to consult.

Percentage uptime of top ten government applications and cloud services
Measure Target: no target was identified for 2021-22
The top 10 government applications and cloud services were operational for 99.99 per cent of the time in 2021-22, matching the performance in 2020-21. Uptime is a measure of the reliability of a system by measuring the percentage of time a system or service was operational within a given time frame.

Number of people registered on self-service
Measure Target: no target was identified for 2021-22
As of March 31, 2022, a total of 813,717 people were registered for self-service on Saskatchewan Account on the Saskatchewan.ca website. This was an increase from the total of 335,809 people registered in 2020-21, likely due to the need to register on Saskatchewan.ca to access COVID-19 vaccination records.

Number of businesses registered on self-service
Measure Target: no target was identified for 2021-22
As of March 31, 2022, a total of 3,098 businesses were registered for self-service on Saskatchewan Account on the Saskatchewan.ca website. This was an increase from the 1,265 businesses that were registered in 2020-21.

Ministry Goal 2

Government Goals

A Strong Economy   Strong Communities   Strong Families

Ministry Goal

Effective and efficient public sector procurement that treats vendors fairly.

Strategy

Be a trusted provider of client-centred business outcomes for the Government of Saskatchewan that provides best value for taxpayers and fair treatment for suppliers.

Key Actions

- Engage with executive government and other public sector entities on procurement process, policies and best practice through the Procurement Community of Practice (CoP).
  - o The Procurement CoP continued to meet quarterly and includes representatives from CIC Crowns, Treasury Board Crowns, Agencies and Executive Government. The goal of the CoP is to build knowledge and capacity of government buyers and procurement leads, promote consistency in government procurements through sharing of resources and templates and best practices, and providing a forum for networking and collaboration.
- Track and monitor financial and non-financial benefits, efficiencies, improvements and savings achieved through best value procurement.
  - o Ongoing work took place to develop capacity with clients and suppliers to track and monitor benefits, efficiencies, improvements and savings. EBMP will streamline and support the measurement of savings and efficiencies achieved through best value procurement.
- Develop and report on client service standards.
  - o PMD developed client service standards for its services. The first reporting cycle will be in quarter one of 2022-23.
- Through collaboration with Crowns, agencies and ministries, develop a category management system.
  - o PMD created a category management model that aims to build on best value procurement and the successes of the single procurement service to date. Category management is a way of bundling goods and services together and allowing government to purchase goods and services in larger quantities and bringing together agreements into a single contract, making procurement more efficient and effective for government.
  - o Category management will be implemented beginning in 2022-23.

Strategy

Promote best value procurement practices to benefit the Saskatchewan economy.

Key Actions

- Engage with stakeholders, clients and industry partners to ensure procurement is delivering maximum value to Saskatchewan.
  - o In 2021-22, SBP held 19 procurement training sessions. As a result of planning for category management, SBP is reviewing the delivery of procurement training.

Performance Measure Results

Percentage of contracts awarded to Saskatchewan companies
Measure Target: 90 per cent
As of December 31, 2021, 82 per cent of contracts were awarded to Saskatchewan companies.

Number of training and awareness sessions held
Measure Target: 20
In 2021-22, 19 procurement training sessions were held.

Ministry Goal 3

Government Goals

A Strong Economy   **Strong Communities**   **Strong Families**

Ministry Goal

Employees feel valued, supported and empowered to embody organizational values to achieve our organizational goals and objectives.

Strategy

Create safe workplaces that support and promote the wellbeing of our employees.

Key Actions

- Develop and implement an annual health and safety plan (including psychological safety and wellness).
  - CSS worked with the Provincial Capital Commission to build a regulation-size National Hockey League skating rink on Wascana Lake, which opened on January 19, 2022. SBP provided safe work procedures for on-ice testing, and guidance for construction, maintenance operations and risk management.
  - CSS conducted four air-quality surveys in government-owned and occupied buildings.
- Promote healthy workplace and mental health information, in collaboration with the Public Service Commission.
  - PMD provided leadership and resiliency training to directors and managers and continued to celebrate successes with staff.
  - Heathy workplace and mental health awareness was a focus at the ministry all staff conference in September 2021 and other internal learning events.
- Focus on monthly ministry safety metrics with managers and all employees to drive accountability and personal responsibility for achieving Mission Zero.
  - ITD purchased a SPOT device for staff who are travelling in the northern part of the province. This device allows emergency text messages to be sent via satellite for areas without cell phone reception.
  - ITD has also signed up for a service called FollowMee, which allows staff to see the last known location (via their phones) of staff when they are travelling out of town.
  - Emergency booster packs were purchased for each of ITD's regional locations, to be used to boost vehicles and inflate tires. Winter driving kits are in all government vehicles used by employees.

- o Protective "cages" were installed in all government vehicles used by ITD employees to haul equipment, which prevents the equipment from hitting the back of the driver in case of a sudden stop.
    - o PMD has implemented safety moments in all division and branch meetings.
- Track and monitor whether all managers receive regular safety awareness training, including responsibilities for reporting and root cause identification.
    - o A method of tracking and monitoring safety awareness training is being developed.

Performance Measure Results

Psychological and Physical Safety Climate Scores
Measure Target: 4.19 for the Psychological Climate Score and 3.96 for the Physical Safety Climate Score in 2021-22
In 2021-22, SBP has a Psychological Climate Score of 3.32 and a Physical Climate Score of 3.45. The Saskatchewan Safety Survey ran from October 25 to November 5, 2021. Results have shown a slight decrease from 2020-21 and are below target for 2021-22.

Time loss injury incidents
Measure Target: ten or fewer time-loss injury incidents in 2021-22
SBP had ten time-loss injury incidents in 2021-22, meeting the target for the year.

Time loss injury rate
Measure Target: 1.52 per cent for 2021-22
SBP had a time-loss injury rate of 1.07 per cent in 2021-22. This was below the target set for the year.

Financial Summary

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

SBP's 2021-22 expenditure budget (appropriated) was $99.96 million, including $46.11 million for capital asset acquisitions.

In addition to appropriated funds, a significant portion of the budget for the programs within SaskBuilds and Procurement operate on the principles of shared services and net budgeting, which are set out in *The Financial Administration Act, 1993*. The Act allows for ministries to provide shared services to other ministries and to charge those ministries for the costs of those services. In total, the ministry's budgeted funding was $407.50 million, summarized as:

2021-22 Funding

	2020-21 Actual ($000s)	2021-22 Budget ($000s)	2021-22 Actual ($000s)
Total Expenditure	49,584	99,962	68,433
Costs Allocated to Ministries	299,177	221,775	321,556
Costs Charged to External Clients	84,348	85,761	86,473
Total Budgeted Funding	**433,109**	**407,498**	**476,462**
Less: Costs Allocated to Ministries	(299,177)	(221,775)	(321,556)
Costs Charged to External Clients	(84,348)	(85,761)	(86,473)
Capital Asset Acquisitions	(18,693)	(46,113)	(26,568)
Commercial Activity Deficit	-	-	-
Add: Capital Asset Amortization	622	790	678
Total Budgeted Expense	**31,513**	**54,639**	**42,543**

Actual funding totalled $476.52 million; a variance of $69.02 million compared to budget. The variance is primarily a result of IT initiatives that were completed for other ministries. Results by subvote and program area are summarized in subsequent pages of the annual report.

In 2021-22, SBP's average fulltime equivalent (FTE) utilization was 829.4 FTEs net of 35.2 student FTEs.

Expenses

The following table outlines information on actual and budgeted results by subvote and programs. The table also identifies the amounts allocated to ministries as internal recoveries and amounts charged to clients external to the General Revenue Fund. Significant variance explanations are provided for in the notes.

| | (in thousands of dollars) | | | | |
Subvote/Allocation	2020-21 Actual	2021-22 Budget	2021-22 Actual	Variance Over/ (Under)	Notes
Central Management and Services (SP01)					
Minister's Salary (Statutory)..	$ 51	$ 51	$ 51	$ -	
Executive Management...	1,069	783	703	(80)	
Central Services..	8,597	8,459	9,412	953	1
Accommodation Services..	592	343	691	348	2
Allocated to Services Subvotes..	(10,258)	(9,585)	(10,806)	(1,221)	3
Subvote Total	**$ 51**	**$ 51**	**$ 51**	**$ -**	
Property Management (SP02)					
Operations and Maintenance of Property..........................	$ 184,199	$ 175,395	$ 182,603	$ 7,208	4
Accommodation Costs Incurred on Behalf of the Leg Assembly.........	2,961	2,961	2,961	-	
Program Delivery and Client Services................................	26,122	21,640	26,196	4,556	5
Property Management Allocated to Ministries....................	(144,312)	(134,129)	(148,944)	(14,815)	6
Property Management Charged to External Clients............	(63,445)	(60,261)	(59,726)	535	6
Subvote Total	**$ 5,525**	**$ 5,606**	**$ 3,090**	**$ (2,516)**	
Project Management (SP03)					
Pine Grove Correctional Centre...	-	1,615	-	(1,615)	7
Saskatchewan Polytechnic..	8	6,000	-	(6,000)	7
Saskatoon Provincial Correctional Centre..........................	43	3,400	3,389	(11)	
Other...	15,002	685	32,714	32,029	8
Project Management Allocated to Ministries......................	(11,099)	(5,700)	(22,835)	(17,135)	9
Project Management Charged to External Clients...............	(3,954)	(6,000)	(13,268)	(7,268)	9
Subvote Total	**$ -**	**$ -**	**$ -**	**$ -**	
Transportation and Other Services (SP05)					
Vehicle Services..	$ 25,276	$ 28,904	$ 28,054	$ (850)	10
Air Services	9,050	9,500	9,891	391	11
Mail Services	10,788	11,725	10,113	(1,612)	12
Telecommunications Services...	297	331	311	(20)	
Services Allocated to Ministries...	(34,519)	(32,690)	(38,839)	(6,149)	13
Services Charged to External Clients..................................	(10,880)	(17,219)	(9,073)	8,146	14
Subvote Total	**$ 12**	**$ 551**	**$ 457**	**$ (94)**	
Major Capital Asset Acquisitions (SP07)					
Land, Buildings and Improvements....................................	$ 6,661	$ 6,843	$ 2,511	$ (4,332)	15
Machinery and Equipment...	11,449	10,890	8,221	(2,669)	16
Office and Information Technology.....................................	583	28,380	15,162	(13,218)	17
Subvote Total	**$ 18,693**	**$ 46,113**	**$ 25,894**	**$ (20,219)**	
Information Technology Office (SP11)					
IT Coordination and Transformation Initiatives..................	$ 11,079	$ 17,354	$ 13,823	$ (3,531)	18
Application Support..	7,319	6,826	7,606	780	19
Interministerial Services..	117,858	50,577	114,435	63,858	20
IT Allocated to Ministries...	(109,247)	(49,256)	(110,938)	(61,682)	21
IT Allocated to External Clients..	(6,069)	(2,281)	(4,406)	(2,125)	21
Subvote Total	**$ 20,940**	**$ 23,220**	**$ 20,520**	**$ (2,700)**	
Provincial Capital Commission (SP13)					
Provincial Archives of Saskatchewan.................................	4,363	4,363	4,363	-	
Subvote Total	**$ 4,363**	**$ 4,363**	**$ 4,363**	**$ -**	
Infrastructure and Procurement (SP14)					
Infrastructure Development...		$ 13,828	$ 8,177	$ (5,651)	22
Priority Saskatchewan...		923	590	(333)	23
Single Procurement Service..		5,307	5,291	(16)	
Subvote Total	**$ -**	**$ 20,058**	**$ 14,058**	**$ (6,000)**	
Total Expenditure	**$ 49,584**	**$ 99,962**	**$ 68,433**	**$ (31,529)**	
Less: Capital Asset Acquisition..	$ (18,693)	$ (46,113)	$ (26,568)	$ 19,545	
Add: Capital Asset Amortization..	622	790	678	(112)	
Total Expense	**$ 31,513**	**$ 54,639**	**$ 42,543**	**$ (12,096)**	

Explanation of Major Variances from 2021-22 Actuals to 2021-22 Budget

1. Increase due to higher information technology costs in the ministry.
2. Increase due to higher accommodation costs.

3. Increases were reflected in the allocations to subvotes with commercial activity. Variance is due to higher IT and accommodation costs.
4. Increase due to increased building operating costs and clients' requests.
5. Increase due to higher volume of client requests.
6. Variance in recoveries is a result of increased client requests.
7. Actual results are reported in "other".
8. Variance is a result of increased client requests.
9. Increase in client billings is related to increased demand in 2021-22.
10. Savings are primarily a result of lower operating and repair costs.
11. Variance is primarily a result of capital costs incurred that are not recoverable from client.
12. Operating expenses lower than expected due to decrease in client demand.
13. Variance is a result of increased ministry client demand.
14. Variance is a result of decreased external client demand.
15. Variance is due to delays in capital building projects.
16. Variance is due to vehicle manufacturing and delivery delays.
17. Majority relates to information technology capital project carrying over into the 2022-23 fiscal year.
18. Savings as a result of delayed IT initiatives.
19. Variance is a result of higher-than-expected salaries.
20. Variance is a result of major IT initiatives and other in year client requests. The budgets for these initiatives are in client ministries' appropriations.
21. Increased recoveries as a result of increased client-requested projects.
22. Variance is due to planned savings.
23. Variance is a result of vacancy management and restructuring between divisions.

Revenues

The majority of the revenue collected by the Ministry of SaskBuilds and Procurement is related to the provision of commercial activities. The following table outlines information on actual and budgeted revenues.

	2020-21 Actual ($000s)	2021-22 Budget ($000s)	2021-22 Actual ($000s)	2021-22 Budget to Actual ($000s)	Notes
Transfers from Government Entities and Other Own-source					
Sales, services and service fees	97	-	53	53	1
Transfers from Crown Entities	-	-	11,289	11,289	2
Other revenues	6,558	-	2,455	2,455	3
Commercial Operations	84,349	85,761	86,473	712	4
TOTAL	**91,004**	**85,761**	**100,270**	**14,509**	

Explanation of Major Variances from Budget

1. The revenue for sales, services and service fees was obtained from the sale of previously expensed assets.
2. The revenue for transfers from Crown entities is due to OC 144/2021 requiring all of the assets and liabilities from the SaskBuilds Corporation be transferred to the Ministry of SaskBuilds and Procurement with the exception of $2,000,000 accumulated surplus. This is the transfer of the accumulated surplus. Proper accounting treatment requires it to show as revenue for the Ministry. This will go back to the General Revenue Fund.
3. The variance in other revenues is primarily due to casual revenue, gain on disposal of capital assets, asset transfers and changes in previous years' estimates.
4. Commercial Operations revenue is received from clients that are external to the General Revenue Fund.