

# Annual Report

2023-24

Ministry of SaskBuilds and Procurement

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Saskatchewan 

# Letters of Transmittal



The Honourable  
Terry Jenson  
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, 2024.

A handwritten signature in black ink, appearing to read 'Terry Jenson', written over a horizontal line.

Honourable Terry Jenson  
Minister of SaskBuilds and Procurement



Rebecca Carter  
Deputy Minister of  
SaskBuilds and  
Procurement

The Honourable Terry Jenson  
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, 2024.

A handwritten signature in black ink, appearing to read 'Rebecca Carter', written in a cursive style.

Rebecca Carter  
Deputy Minister of SaskBuilds and Procurement

# Ministry of SaskBuilds and Procurement Overview

## Mandate

The Ministry of SaskBuilds and Procurement provides central coordination and delivery of property management, information technology, procurement, project management, transportation and other support 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 the government to deliver programs, services and solutions that citizens and communities rely on.

## Vision

Empowering a high-performing public service for citizens.

Ministry of SaskBuilds and Procurement (SBP) 2023-24 [Business Plan](#)

## Progress on Goal 1: Advance central coordination and delivery of key support services to government ministries and agencies with a citizen centered approach

### **Strategy:** *The approach we will take to achieve our goal*

Modernize the delivery of key government support services

#### **KeyActions:** *What we will do to get there*

- Operate, maintain and administer sustainable Government of Saskatchewan (GOS) buildings, facilities and land.
  - Planned for both major and minor maintenance expenditures with a focus on high-impact items for government buildings. This approach ensures that critical investments are supported and infrastructure remains in good condition for long term use.
  - Continued to collaborate with the Ministry of Environment to support the Prairie Resilience Plan and the achievement of environmental sustainability goals.
- Advance information technology services, policies and standards.
  - Established the Application Portfolio Management unit and a new partnership with a data analytics vendor to enhance SBP's data management platform.
- Modernize transportation, records storage, mail and telecommunications services.
  - Undertook several projects over to upgrade its fleet technology systems, including Information Technology (IT) upgrades for Saskatchewan Air Ambulance (SAA) and Central Vehicle Agency (CVA) to enhance the efficiency and reliability of operational capabilities.
- Coordinate, manage and progress best value procurement.
  - Provided 36 procurement training sessions and additional informational resources to over 553 participants from the public sector to promote and improve best-value procurement outcomes.
  - Continued to host a quarterly GOS Procurement Community of Practice for entities (including ministries, boards, commissions, agencies and Crowns) to promote best practices in public procurement.
- Utilize best practice approach to deliver infrastructure projects that enhance GOS services.
  - Carried out best practice initiatives to improve service to clients and deliver on quality procurement and project management. This included the implementation of a Procurement Options Analysis panel. The panel assesses and evaluates potential alternative delivery model options for enhanced infrastructure service delivery.

- Continued to implement best practice project management standards across sectors to improve relationships with suppliers and contractors and enhance project delivery as well as deliver on Saskatchewan’s record capital investment.

**Strategy:** *The approach we will take to achieve our goal*

Renew, lead and integrate priority services to improve outcomes

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

- Integrate, coordinate and prioritize capital budget planning, infrastructure planning and delivery.
  - Began implementation of a reporting dashboard to improve capital planning, prioritization and overall reporting for the Infrastructure Design and Delivery Division. The centralized collection and reporting portal will enhance decision making.
- Lead the implementation of a government wide Information Technology Renewal Governance.
  - Implemented the IT Governance structure with 55 IT Projects identified to be refined and improved upon. This work will continue into 2024-25.

**Performance Measure Results:**

**Timeliness and quality of capital budget submissions**

- SBP capital budget requests are analyzed and presented in a timely, reliable and informative fashion so that resources are used in a citizen-centric manner.
  - The capital budget submission was presented on November 27, 2023. Staff worked with partner ministries to ensure submissions met requirements and met full capital spending.

**Percentage of ministry service standards on target**

- SBP has implemented service standards for key client-facing services. The target for 2023-24 is for 70 per cent of service standards to be met or exceeded.
  - SBP surpassed the target with 82 per cent of service standards either being met or exceeded.

**Greenhouse Gas Emissions**

- SBP supports the Prairie Resilience Climate Change Strategy. The target for 2023-24 is to reduce the building utility consumption by three per cent.
  - SBP exceeded the target, achieving an 11.5 per cent reduction in building utility consumption in 2023-24.

**Utilization of Real Estate Portfolios**

- Maintain the overall allocation of space at a target of 18.6m<sup>2</sup> of useable space per Full Time Equivalent (FTE).

- SBP met the allocation of space target 100 per cent of the time in 2023-24.

**Utilization of online government programs and services**

- SBP manages support services for access to online government programs. The volume of citizens' accounts accessing online services will be measured annually.
  - In 2023-24, the volume of citizen accounts accessing online services through Saskatchewan account individual profiles was at 936,566.

## Progress on Goal 2: Align priorities to the needs of partners, clients and vendors to create business solutions that deliver innovative and positive outcomes

### **Strategy:** *The approach we will take to achieve our goal*

Build strong relationships with partners and stakeholders and be responsive to shifting needs

### **KeyActions:** *What we will do to get there*

- Understand and adapt to our partners' goals, strategies and changing business needs.
  - Staff regularly met with clients to build relationships and understand their needs. A client summit event was also held in September 2023. The goal of the event was to focus on building relationships and work to continuously improve service delivery.
- Incorporate feedback from partners and stakeholders into the design of new buildings and modernize design standards.
  - Revised the standards for the design of new buildings to integrate feedback from both external and internal stakeholders. An interjurisdictional review was conducted, and all new provincial regulations, including accessibility, energy efficiency and construction codes, are being incorporated into the final draft standards.
- Share information with partners, including updates, status, common standards and clear expectations.
  - Major and minor maintenance and capital plans were shared with partners. SBP staff had quarterly meetings and regular touchpoints with partners to communicate initiatives and to continue building relationships and transparency.
- Survey our partners regularly and act on their feedback.
  - Surveyed clients across 21 ministry service lines. Client feedback is acted on through survey action planning as part of the division and branch planning process.

**Strategy: *The approach we will take to achieve our goal***

Create partnerships and engage industry partners with solutions to simplify client access

**KeyActions: *What will we do to get there***

- Create efficiencies and improved program outcomes through defined processes, roles and responsibilities.
  - Updated several policies and manuals for effective use and to clarify services and processes. This included reviewing and updating the Accommodation Manual and the Vehicle Coordinator Manual.
- Collaborate with partners to increase understanding of processes and to identify improvements.
  - Worked with the vendor community to ensure they are prepared to be successful in competitions in a best value procurement framework.
  - Structured procurement competitions to allow industry innovation and best practices to guide solutions.
  - Engaged with industry on major projects and strategic policy development.

**Strategy: *The approach we will take to achieve our goal***

Increase opportunities for local businesses through strategic procurement for government entities

**KeyActions: *What we will do to get there***

- Pursue best value procurement to support better outcomes for Saskatchewan citizens.
  - Regularly engaged with local businesses and local business associations to understand local market capacity, supply chain ability and labour ability.
  - Created a procurement position to streamline client-vendor interactions by providing a single point of contact and ensuring adherence to procurement protocols.
  - Approximately 89.6 per cent of procurements were awarded to Saskatchewan-based companies.
- Increase the participation and capacity of Saskatchewan suppliers to compete on Government of Saskatchewan procurements and beyond.
  - Actively developed suppliers to enhance local market competitiveness, public projects and procurement outcomes through stakeholder engagement, one-on-one meetings, education and training sessions.
  - Offered supplier debriefs and shared information about upcoming competition to help improve future bids and minimize barriers to Saskatchewan businesses' participation in opportunities.
- Support the development of a strong marketing strategy to showcase Saskatchewan businesses.
  - Worked to identify opportunities to boost participation and success for Saskatchewan businesses in GOS procurements.
  - Maintained ongoing engagement with industry and suppliers on targeted procurements and initiatives, including industry meetings and feedback sessions and the planning of the annual GOS Business Expo and Procurement Forum.



- Proactively engage with Saskatchewan vendors.
  - Proactively engaged and collaborated with Saskatchewan vendors across goods, services and construction procurements as needed to add value. For IT procurements, SBP engaged local industry in every major competition and offered one-on-one debriefs by request.
- Provide timely information on major projects to partners and stakeholders
  - Updated Saskatchewan industries about future activity for provincial and municipal capital projects where possible with information made available on SaskTenders.ca.

### **Performance Measure Results:**

#### **Overall client satisfaction with ministry services**

- Overall client satisfaction is measured by compiling the results of our satisfaction surveys for our client-facing services into one aggregate number. The target for 2023-24 is to have an overall client satisfaction of 85 per cent.
  - Overall SBP client satisfaction was 84.1 per cent for client-facing services.

#### **Percentage of competitions awarded to Saskatchewan companies**

- The target for 2023-24 is to have 90 per cent of all procurement competitions undertaken by SBP be awarded to Saskatchewan companies.
  - 89.6 per cent of all procurement competitions undertaken by SBP were awarded to Saskatchewan companies in 2023-24.
  - GOS must follow all applicable trade agreements prohibiting preference for local suppliers for procurements above trade thresholds.

# Financial Summary

SBP’s 2023-24 expenditure budget (appropriation) was \$135.16 million (M), including \$60.86M for capital asset acquisitions.

**2023-24 Expenses**

	<b>2022-23 Actual (\$000s)</b>	<b>2023-24 Budget (\$000s)</b>	<b>2023-24 Actual (\$000s)</b>
Total Expenditure	144,267	135,161	144,966
Costs Allocated to Ministries	352,657	527,093	417,360
Costs Charged to External Clients	122,785	94,557	227,439
<b>Total Budgeted Funding</b>	<b>\$ 619,709</b>	<b>\$ 756,811</b>	<b>\$ 789,765</b>
Less: Costs Allocated to Ministries	(352,657)	(527,093)	(417,360)
Costs Charged to External Clients	(122,785)	(94,557)	(227,439)
Asset Retirement Obligations	(2,177)	-	-
P3 Financing Charges - Adj. to Opening Accumulated	-	(8,100)	(7,706)
Deficit	-	(8,100)	(7,706)
Remediation of Contaminated Sites	(5,270)	-	-
Capital Asset Acquisitions	(72,229)	(60,865)	(66,378)
Add: Capital Asset Amortization	1,082	1,309	699
<b>Total Budgeted Expense</b>	<b>\$ 65,673</b>	<b>\$ 67,505</b>	<b>\$ 71,581</b>

In addition to appropriated funds, a significant portion of the budget for the programs within SBP operates on the principles of shared services and net budgeting, which are set out in *The Financial Administration Act, 1993* (the Act). In total, SBP’s budgeted funding was \$756.81M, summarized as:

Actual expenses totaled \$789.76M, a variance of \$32.95M compared to the budget. The variance is primarily a result of IT initiatives completed for other ministries and construction projects for external clients. Subvote and program area results are summarized in subsequent pages of the report.

In 2023-24, SBP’s average FTE utilization was 991.3 FTEs, including 49.2 student FTEs.

## Expense Summary

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

### Ministry of SaskBuilds and Procurement

#### Expense Actuals

Subvote/Allocation	2022-23 Actuals	2023-24 Budget	2023-24 Actual	Variance	Notes
<b>Central Management and Services (SP01)</b>					
Minister's Salary (Statutory)	53	56	54	(2)	
Executive Management	730	830	776	(54)	
Central Services	9,180	9,943	9,427	(516)	1
Accommodation Services	347	574	377	(197)	
Allocated to Services Subvotes	(10,257)	(11,347)	(10,580)	767	2
<b>Subvote Total</b>	<b>\$ 53</b>	<b>\$ 56</b>	<b>\$ 54</b>	<b>\$(2)</b>	
<b>Property Management (SP02)</b>					
Operations and Maintenance of Property	187,898	192,858	199,299	6,441	3
Accommodation Costs Incurred on Behalf of the Leg Assembly	2,961	2,961	2,961	-	
Program Delivery and Client Services	22,527	18,037	20,737	2,700	4
Property Management Allocated to Ministries	(139,877)	(140,025)	(142,737)	(2,712)	5
Property Management Charged to External Clients	(66,416)	(62,520)	(67,670)	(5,150)	5
<b>Subvote Total</b>	<b>\$ 7,093</b>	<b>\$ 11,311</b>	<b>\$ 12,590</b>	<b>\$ 1,279</b>	
<b>Project Management (SP03)</b>					
Custody Facilities	24,049	84,214	74,828	(9,386)	6
Health Facilities		207,145	134,919	(72,226)	6
Parks Capital		11,400	4,164	(7,236)	6
Post-Secondary Capital	-	10,677	3,759	(6,918)	6
Other	69,360	800	34,649	33,849	6
Project Management Allocated to Ministries	(56,936)	(303,559)	(112,013)	191,546	6
Project Management Charged to External Clients	(36,473)	(10,677)	(140,307)	(129,630)	6
<b>Subvote Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$(1)</b>	<b>\$(1)</b>	
<b>Transportation and Other Services (SP05)</b>					
Vehicle Services	32,448	28,904	33,087	4,183	7
Air Services	9,991	9,500	10,491	991	8
Mail Services	10,837	11,648	10,304	(1,344)	9
Telecommunications Services	276	331	269	(62)	
Services Allocated to Ministries	(40,507)	(32,613)	(40,104)	(7,491)	10
Services Charged to External Clients	(11,932)	(17,219)	(11,568)	5,651	10

<b>Subvote Total</b>	<b>\$ 1,113</b>	<b>\$ 551</b>	<b>\$ 2,479</b>	<b>\$ 1,928</b>	
<b>Major Capital Asset Acquisitions (SP07)</b>					
Land, Buildings and Improvements	\$ 34,727	\$ 6,843	\$ 10,082	\$ 3,239	11
Machinery and Equipment	13,207	11,547	11,144	(403)	12
Office and Information Technology	24,295	42,475	46,727	4,252	13
Remediation of Contaminated Sites	5,270	-	1,890	1,890	14
<b>Subvote Total</b>	<b>\$ 77,499</b>	<b>\$ 60,865</b>	<b>\$ 69,843</b>	<b>\$ 8,978</b>	
<b>Information Technology Office (SP11)</b>					
IT Coordination and Transformation Initiatives	20,355	26,304	24,448	(1,856)	15
Application Support	7,306	6,826	7,405	579	16
Interministerial Services	122,455	54,077	129,190	75,113	17
IT Allocated to Ministries	(115,337)	(50,896)	(122,506)	(71,610)	18
IT Allocated to External Clients	(7,964)	(4,141)	(7,894)	(3,753)	18
<b>Subvote Total</b>	<b>\$ 26,815</b>	<b>\$ 32,170</b>	<b>\$ 30,643</b>	<b>\$ (1,527)</b>	
<b>Provincial Archives of Saskatchewan (SP13)</b>					
Provincial Archives of Saskatchewan	4,363	4,330	4,330	-	
<b>Subvote Total</b>	<b>\$ 4,363</b>	<b>\$ 4,330</b>	<b>\$ 4,330</b>	<b>\$ -</b>	
<b>Infrastructure and Procurement (SP14)</b>					
Infrastructure Development	22,206	12,875	16,946	4,071	19
Priority Saskatchewan	611	746	515	(231)	
Single Procurement Service	5,422	6,036	5,629	(407)	20
Realty and Facility Assessment Services	-	6,221	1,936	(4,285)	21
Infrastructure Allocated to Ministries	(908)	-	-	-	
<b>Subvote Total</b>	<b>\$ 27,331</b>	<b>\$ 25,878</b>	<b>\$ 25,026</b>	<b>\$ (852)</b>	
<b>Total Appropriation</b>	<b>\$144,267</b>	<b>\$135,161</b>	<b>\$144,966</b>	<b>\$ 9,805</b>	
Less: Asset Retirement Obligation	(2,177)	-	-	-	
Adjusted to Opening Accumulated Deficit					
Less: P3 Financing Charges Adjusted to Opening Accumulated Deficit		(8,100)	(7,706)	394	
Less: Remediation of Contaminated Sites	(5,270)	-	-	-	
Less: Capital Asset Acquisition	(72,229)	(60,865)	(66,378)	(5,513)	
Add: Capital Asset Amortization	1,082	1,309	699	(610)	
<b>Total Expense</b>	<b>\$ 65,673</b>	<b>\$ 67,505</b>	<b>\$ 71,581</b>	<b>\$ 4,076</b>	

#### Notes:

- 1 Variance is a result of savings in IT services
- 2 Decreased amounts allocated to program areas
- 3 Increase in building operating costs and client requests
- 4 Increase due to higher volume of client requests
- 5 Variance in recoveries is a result of increased client requests
- 6 Variance is a result of client demand
- 7 Increase due to higher operating and repair costs
- 8 Variance due to higher operating costs

- 9 Operating expenses are lower due to decreased client demand
- 10 Variance is a result of client demand
- 11 Additional projects added mid-year, including new asset transfer
- 12 Variance due to increased spending in CVA vehicles and engine overhauls for SAA
- 13 Variance due to in-year project requirements
- 14 Variance due to two additional sites requiring remediation
- 15 Savings as a result of delayed IT initiatives
- 16 Variance due to higher-than-expected operating costs
- 17 Variance as a result of higher client demand
- 18 Increased recoveries are a result of higher client demand
- 19 Variance due to increased client demand
- 20 Variance is a result of vacancy management
- 21 Savings as a result of vacancy management and delays in projects

## Revenue Summary

The majority of the revenue collected by SBP is related to the provision of commercial activities. The following table outlines information for actual and budgeted revenues.

### Ministry of SaskBuilds and Procurement Revenue

	2022-23 Actual (\$000s)	2023-24 Budget (\$000s)	2023-24 Actual (\$000s)	2023-24 Budget to Actual Variance (\$000s)	Notes
<b>Transfers from Government Entities and Other Own-source Revenue</b>					
Sales, services and service fees	26	-	36	36	
Transfers from Treasury Board Crown Entities	1,948	-	2,263	2,263	1
Other revenues	(1,050)	-	(458)	(458)	
Commercial Operations	112,785	94,557	227,439	132,882	2
<b>TOTAL</b>	<b>\$ 113,709</b>	<b>\$94,557</b>	<b>\$229,280</b>	<b>\$134,723</b>	

#### Notes:

- 1 Gain on asset transfer from a Treasury Board Crown
- 2 Commercial Operations revenue is received from clients that are external to the GRF.

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