

Annual Report

2025-26

Ministry of SaskBuilds and Procurement

Letters of Transmittal



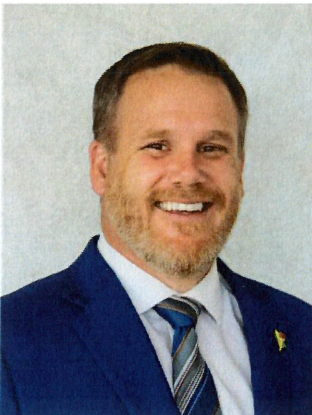
The Honourable Sean
Wilson
Minister of SaskBuilds and
Procurement

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, 2026.

A handwritten signature in black ink, appearing to read 'Sean', followed by a long horizontal line.

Hon. Sean Wilson
Minister of SaskBuilds and Procurement



Kevin France
Deputy Minister of
SaskBuilds and
Procurement

The Honourable Sean Wilson
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, 2026.

A handwritten signature in black ink, appearing to read 'KF', followed by a horizontal line.

Kevin France
Deputy Minister of SaskBuilds and Procurement

Organization 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 support services to government ministries and agencies. In collaboration with SaskBuilds Corporation, SBP 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. SBP also provides funding to the Provincial Archives of Saskatchewan.

Mission

Where infrastructure and centralized services meet to support government in advancing its growth agenda.

Vision

Trusted partners who provide you with the best tools to do your job.

Ministry of SaskBuilds and Procurement's [2025-26 Business Plan](#)

Progress on Goal 1: Coordinate client services with a one government approach for Growth Plan outcomes

Strategy: *The approach we took to achieve our goal*

Continuously enhance support services for government.

Key Actions: *What we did to get there*

- Deliver cost-effective infrastructure projects using innovative practices.
 - Rolled out a one-year pilot of an evaluation tool to support Procurement Options Analysis. This established an incremental process for assessing and selecting delivery models for new projects.
 - A total of 281 infrastructure projects were active during the 2025-26 fiscal year. Project highlights for 2025-26 include:
 - Work began on a new Complex Needs Facility in Prince Albert;
 - Completion of the St. Paul's Hospital front entrance;
 - Seventy per cent completion of the Saskatoon Urgent Care Centre;
 - Completion of the Lanigan Kindergarten to Grade 12 school;
 - Completion of the tawâw school, the public-school side of a new joint-use elementary school in North Regina;
 - Opening of Coteau Hills Elementary and Our Lady of Hope Catholic School, a joint-use elementary school in Moose Jaw; and
 - Expansion of the Saskatoon Correctional Centre, increasing the capacity of adult men in custody by 312 beds in the province.
- Deliver effective, efficient and responsive procurement and information technology (IT) services.
 - Signed a new five-year SaskTel CommunityNet contract to provide reliable network connectivity to government, health, education and public facilities across the province.
 - Delivered strategic procurement services that support government priorities, including economic growth, service delivery and responsible stewardship of public funds. Procurement activities emphasized best value outcomes by balancing cost, quality, risk and long-term benefits, utilizing a fair and transparent procurement process.
 - Client satisfaction surveys were sent to procurement clients, with feedback used to identify concerns and drive service improvements.
- Ensure sustainable practices for the operation and maintenance of buildings, land, Central Vehicle Agency, Saskatchewan Air Ambulance, records, mail and telecommunication services.
 - Initiated procurement planning and a strategy to renew the Saskatchewan Air Ambulance Fleet by 2030.
 - Prioritized the building portfolio by investing in major and minor maintenance with a focus on high-impact projects. The approach ensured that strategic

investments and long-term outcomes are considered to maintain government-owned buildings in good condition and to support the delivery of provincial services and programs.

- Created new standard operating procedures to improve transparency and drive consistency in delivery of mail services.

Strategy: *The approach we took to achieve our goal*

Advise on and lead infrastructure, information technology and strategic asset decisions.

Key Actions: *What we did to get there*

- Monitor and track capital projects.
 - Developed a centralized project reporting application to facilitate timely sharing of project updates that are tailored to different stakeholder group's needs.
 - Implemented key performance indicators to enhance tracking of reliable, consistent and transparent project data.
 - Established the *Monthly Construction Update*, a monthly news release featuring a selection of projects, offering an inside look at the work underway, the teams collaborating on them and how the projects will benefit people and communities in the province.
- Improve information and technology services, security and standards.
 - Advanced the development of a new Information Technology Strategy to support the integration of information technology and information management. This work has strengthened IT services and security across the Government of Saskatchewan (GOS).
 - Completed work on the early stages of an Artificial Intelligence strategy and collaboration has continued with Crown Investment Corporation of Saskatchewan and others on a GOS-wide cyber strategy.

Performance Measure Results:

Percentage of ministry service standards on target

- SBP has implemented service standards for key client-facing services. The target for 2025-26 is to meet or exceed 80 per cent of service standards.
 - In 2025-26, SBP met or exceeded 79.4 per cent of service standards.

Greenhouse gas emissions

- The target is to reduce greenhouse gas emissions by 30 per cent in SBP-managed buildings by 2030 to align with *Saskatchewan's Growth Plan for the Next Decade of Growth 2020-2030* (Growth Plan). The 2020 baseline is 91,250 tonnes of CO₂ and the 2030 target is 61,875 tonnes of CO₂.
 - SBP's overall 2025-26 result was 80,222 tonnes.

Facility Condition Index (FCI)

- FCI measures the condition of the building portfolio managed by SBP and provides SBP with data to prioritize future investment. According to industry standards, an FCI of less than five per cent is considered good, between five and 10 per cent is fair, between 10 and 30 per cent is poor and over 30 per cent is very poor condition. The target for 2025-26 is five per cent.
 - SBP's overall FCI in 2025-26 was 5.26 per cent (fair).

2030 Saskatchewan Growth Plan: Infrastructure Investment

- SBP is working towards the combined executive government and Crown Corporation target of \$30 billion in infrastructure investment by 2030, as outlined in the Growth Plan.
 - \$20.6 billion has been spent as of 2025-26.

Use of online GOS programs and services

- SBP manages [Saskatchewan Account](#) for access to online GOS programs. The number of citizen accounts accessing online services will be measured annually. The targets for 2025-26 are:
 - Increase the number of individual accounts year-over-year.
 - In 2025-26, the number of individual accounts increased by 9.4 per cent.
 - Increase the number of organization accounts year-over-year.
 - In 2025-26, the number of organization accounts increased by 11.6 per cent.

Percentage of competitions awarded to Saskatchewan companies

- The target for 2025-26 is to have 90 per cent of all procurement competitions managed by SBP be awarded to Saskatchewan companies.
 - In 2025-26, 490 procurements with a value of \$741 million were awarded.
 - More than 94 per cent of procurements, valued at \$698 million, were awarded to Saskatchewan-based companies, reflecting strong local supplier participation in open, competitive procurement processes.

IT cost savings

- SBP will identify \$1 million of savings opportunities for client ministries and agencies in 2025-26 through the management of contract services, licensing costs and service standardization.
 - In 2025-26, IT identified approximately \$2 million in cost savings opportunities for client ministries and agencies through improved contract management, licensing oversight and service standardization.

Progress on Goal 2: Exceed client and stakeholder expectations while fostering engagement throughout the entire project lifecycle

Strategy: *The approach we took to achieve our goal*

Invest in client and stakeholder relationships

Key Actions: *What we did to get there*

- Engage with clients and stakeholders to understand and adapt to their needs.
 - Established the Construction Roundtable to build a stronger, more transparent line of communication between industry and government. The goal of the roundtable is to identify solutions, discuss shared challenges and promote growth, safety and sustainability within the sector.
 - Held regular meetings with members of industry and industry associations to answer questions, understand concerns and discuss opportunities to remove challenges to working with government.
- Provide education and training on procurement to suppliers.
 - Developed and delivered a variety of training sessions to suppliers that were accessed more than 1,000 times. Training included *Using SaskTenders* and *Responding to a Procurement Competition*, which helped suppliers better respond to procurements within GOS. A comprehensive suite of supplier training materials was developed to support suppliers in navigating the new system used for procurement, which was launched in November 2025.

Strategy: *The approach we took to achieve our goal*

Improve client and stakeholder experiences

Key Actions: *What we did to get there*

- Clarify, define and communicate SBP's processes, roles and responsibilities with our clients and stakeholders.
 - Updated the Accommodation Manual to continue supporting and improving services for clients.
 - Cost tracking was introduced for deliverables under the Wascana Park and Provincial Capital Commission Service Agreement.
 - Developed a standard contracting template for professional services agreements, along with a standardized process for engagement professional and planning services which established expectations for contracting professional services across the organization.
 - Implemented a new enterprise Supply Chain Management (SCM) system in its new Government Enterprise Management (GEM) system, modernizing procurement processes, improving data transparency and enhancing both client and supplier experience.
 - Provided comprehensive training to effectively navigate the SCM system, ensuring greater understanding, consistency and confidence in using the new

platform. This included conducting more than 20 training and engagement sessions with industry associations and trained more than 2,000 internal and external users, supporting consistent adoption of procurement processes and tools across government.

- Develop a ministry-wide service model to simplify client and stakeholder access.
 - Continued to review services and progressed towards development of a central client dashboard to enhance client and stakeholder access to ministry information.
 - Delivered the 2025 Client Satisfaction Survey with 21 service areas surveyed. The survey had more than 1,800 responses and the ministry achieved a satisfaction rate of 91.6 per cent.
- Collaborate with suppliers to help them better understand processes, as well as enhance processes and improve engagement.
 - Engaged with more than 200 Saskatchewan businesses, including 16 women-owned businesses, through direct outreach, as well as participated in and supported more than 10 events with industry associations and delivery partners related to procurement.
 - Hosted the 2025 Business Expo and Procurement Forum, in partnership with the Ministry of Trade and Export Development, for more than 250 Saskatchewan businesses and 22 client ministries and Crowns to explore procurement opportunities and facilitate meaningful connections between vendors, suppliers and the public sector.

Performance Measure Results:

Overall client satisfaction with SBP services

- Overall client satisfaction is measured by compiling the results of our satisfaction surveys for our client-facing services into one ministry-wide number. The target for 2025-26 is to have an overall client satisfaction of 85 per cent.
 - In 2025-26, the client satisfaction rate was 91.6 per cent, an increase of seven percentage points from 2024-25.

2025-26 Improvement and Innovation Highlights

1	Improvement to supplier debriefs • A jurisdictional scan of Provincial and Territorial best practices was conducted to identify effective approaches to supplier debriefs. The findings from this scan, including recommended strategies and emerging practices, will be further reviewed and analyzed to inform potential improvements to current debriefing processes. • Increased orientation and guidance have been provided to procurement and client ministry staff across government who are involved in debriefs to enhance knowledge and support improved supplier debriefs.
2	Energy efficiency savings • Six buildings achieved an Energy Star rating in the top 25 per cent energy performance in their building class; a higher Energy Star score usually means a building is using less electricity, heating and cooling energy to deliver the same service, resulting in savings. • Three buildings—Government House, Lloyd Place and the Saskatoon Equipment Repair Depot—received BOMA EARTH Awards, recognizing strong environmental and operational performance that supports long-term savings through efficient building management, reduced resource use, and lower lifecycle costs.
3	IT cost savings • In 2025–26, approximately \$2 million in cost-savings opportunities were identified for client ministries and agencies through improved contract management, licensing oversight and service standardization. With a continued focus on fiscal discipline and best value, material savings were identified by reducing duplication, consolidating contracts, and leveraging enterprise-wide scale.

Financial Summary

SBP's 2025-26 expenditure budget (appropriation) was \$155.40 million, including \$63.26 million for capital asset acquisitions. 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 \$972.23 million, summarized as: Actual expenses totaled \$1.03 billion, a variance of \$53.81 million 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 2025-26, SBP's average full-time equivalent (FTE) utilization was 1,060.7 FTEs, including 50.1 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	2024-25 Actual	2025-26 Budget	2025-26 Actual	Variance Over/ (Under)	Notes
Central Management and Services (SP01)					
Minister's Salary (Statutory)	\$34	\$57	\$57	\$0	
Executive Management	800	897	733	(164)	1
Central Services	9,858	15,186	15,402	216	2
Accommodation Services	475	565	611	46	
Allocated to Services Subvotes	(10,380)			0	
Subvote Total	\$786	\$16,705	\$16,803	\$98	
Property Management (SP02)					
Operations and Maintenance of Property	\$204,115	\$194,835	\$184,051	(\$10,784)	3
Accommodation Costs Incurred on Behalf of the Leg Assembly	2,961	2,977	2,977	0	
Program Delivery and Client Services	21,768	20,194	23,409	3,215	4
Property Management Allocated to Ministries	(147,107)	(142,497)	(146,230)	(3,733)	5
Property Management Charged to External Clients	(66,831)	(70,311)	(62,368)	7,943	5
Subvote Total	\$14,906	\$5,198	\$1,839	(\$3,359)	
Project Management (SP03)					
Custody Facilities	\$35,740	\$14,630	\$2,078	(\$12,547)	5
Health Facilities	360,361	449,675	432,659	(18,073)	5
Parks Capital	7,192	12,500	10,261	(2,550)	5
Post-Secondary Capital	4,166	6,878	3,436	(3,271)	5
Other	31,766	6,871	19,097	13,374	5

Project Management Allocated to Ministries	(71,922)	(29,985)	(26,020)	3,965	5
Project Management Charged to External Clients	(367,303)	(460,569)	(441,511)	19,102	5
Subvote Total	\$0	\$0	\$0	\$0	
Transportation and Other Services (SP05)					
Vehicle Services	\$33,612	\$28,014	\$31,327	\$3,313	6
Air Services	10,589	10,888	11,068	180	6
Mail Services	12,249	11,340	10,541	(799)	7
Telecommunications Services	264	279	161	(118)	7
Services Allocated to Ministries	(43,708)	(32,531)	(37,116)	(4,585)	5
Services Charged to External Clients	(10,853)	(17,516)	(14,562)	2,954	5
Subvote Total	\$2,153	\$474	\$1,419	\$945	
Major Capital Asset Acquisitions (SP07)					
Land, Buildings and Improvements	\$2,844	\$6,843	\$3,512	(\$3,331)	8
Transportation and Operating Equipment	11,065	13,738	6,650	(7,088)	9
Office and Information Technology	50,497	42,679	53,638	10,959	10
Remediation of Contaminated Sites				0	
Subvote Total	\$64,406	\$63,260	\$63,800	\$540	
Information Technology Office (SP11)					
IT Coordination and Transformation Initiatives	\$26,051	\$33,417	\$28,335	(\$5,082)	11
Application Support	7,897	6,826	6,826	0	
Interministerial Services	142,940	62,462	152,294	89,832	4
IT Allocated to Ministries	(128,914)	(58,946)	(138,419)	(79,473)	12
IT Allocated to External Clients	(9,059)	(4,476)	(9,912)	(5,436)	12
Subvote Total	\$38,916	\$39,283	\$39,124	(\$159)	
Provincial Archives of Saskatchewan (SP13)					
Provincial Archives of Saskatchewan	4,330	5,109	5,109	0	
Subvote Total	\$4,330	\$5,109	\$5,109	\$0	
Infrastructure and Procurement (SP14)					
Infrastructure Development	\$16,113	\$12,854	\$12,429	(\$425)	13
Procurement Management	0	12,513	9,423	(3,090)	14
Priority Saskatchewan	985	0	0	0	
Single Procurement Service	5,829	0	0	0	
Realty and Facility Assessment Services	2,577	0	0	0	
Infrastructure Allocated to Ministries	0			0	
Subvote Total	\$25,505	\$25,367	\$21,852	(\$3,515)	
Total Appropriation	\$151,001	\$155,396	\$149,946	(\$5,450)	
Less: Asset Retirement Obligation Adjusted to Opening Accumulated Deficit	0	0		0	
Less: P3 Financing Charges Adjusted to Opening Accumulated Deficit			0	0	
Less: Remediation of Contaminated Sites	0	0		0	
Less: Capital Asset Acquisition	(64,406)	(63,260)	(63,800)	(540)	
Add: Capital Asset Amortization	687	12,042	3,245	(8,797)	15
Total Expense	\$87,283	\$104,178	\$89,391	(\$14,787)	

Notes:

1 Vacancy Management

2 Operating pressure

- 3 Operating savings and Carbon Tax savings
- 4 Variance as a result of higher client demand
- 5 Variance is a result of client demand
- 6 Operating pressure
- 7 Operating savings
- 8 Delay in Land, Building and Improvements projects
- 9 Savings as a result of delayed aircraft purchase initiative
- 10 Variance due to increased IT capital initiatives
- 11 Variance due to decreased IT initiatives
- 12 Increased recoveries is a result of higher client demand
- 13 Operating savings
- 14 Variance due to delayed system sustainment savings
- 15 Savings due to partially implemented IT initiative

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

	2025-26 Budget (\$000s)	2025-26 Actuals (\$000s)	2025-26 Variance (\$000s)	Notes
Transfers from Government Entities and Other Own-source Revenue				
Sales, services and service fees	-	(13)	(13)	
Transfers from Crown Entities	-	-	-	
Other revenues	-	820	820	
Commercial Operations	552,872	528,352	(24,520)	1
TOTAL	\$552,872	\$529,159	\$(23,713)	

Notes:

1 Commercial Operations revenue is received from clients that are external to the General Revenue Fund

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