

WORKING TOGETHER

2021-22 at a Glance

"WORKING TOGETHER"

13 Strategic Initiative Teams

CIC Crowns, Ministries, Treasury Board Crowns and Agencies of Government

To Help Achieve Growth Plan Goals

\$48.9 MILLION

in benefits achieved through collaboration.

\$1 MILLION

in benefits achieved through collaboration on Microsoft product licensing.



\$11 MILLION

in benefits achieved through Joint Infrastructure Investment.



Investment Attraction Committee worked with companies planning to invest over \$3 billion in Saskatchewan and create more than 3,000 construction jobs and 400 permanent jobs.

\$17 MILLION

in benefits achieved through Line Locating.



Providing investors in Saskatchewan with concierge service for bringing services to their projects.

\$4.4 MILLION

in benefits achieved through Corporate Project Management Office at SaskPower.

\$129 MILLION

in contracts awarded to Indigenous suppliers.

Table of Contents

Introduction	
2021-22 Collaboration Initiatives – Total Hard Benefits	3
2021-22 Realized Benefits and Five-Year Forecast	4
New for 2021-22: Strategic Collaboration Initiative Teams	6
Working Together: Investment Attraction	8
Investment Attraction	8
Working Together: Customer Service	9
Project Expeditor	9
Working Together: One Team	10
Software/Product Licensing Collaboration	10
Regional Approach to Infrastructure	11
Collaboration Participants	12
Environmental Benefits	17
Appendix: Total Crown Collaboration Savings (2013 to 2021-22)	19

Introduction

Crown Collaboration has been a success for many years, achieving numerous synergies and cost savings. In 2021-22 Crown Investments Corporation (CIC) took over coordination of Crown Collaboration and it was reviewed, refreshed, and expanded to align with Saskatchewan's Growth Plan. The guiding principle was to have entities across government and the Crowns 'working together'.

'Working together' themes:

- to attract investment for growth;
- to enhance customer service; and
- to realize savings from working as one team.

Thirteen strategic initiatives were chosen and teams were brought together with representation from the Crowns, Ministries, Treasury Board Crowns and Agencies of government to support the goals of investment attraction, enhanced customer service, and cost savings from working as one team. This report will provide more details about the 13 initiatives and how they support the themes of 'working together'.

In the past, cost savings of approximately \$40 million per year were achieved through collaboration between the Crowns. New for 2021-22 a \$50 million target was set for collaboration. In 2021-22 over \$48.9 million in cost savings were achieved by working together despite the work of Crowns, Treasury Board Crowns, Ministries and Agencies of government being interrupted by the COVID-19 pandemic. The top three cost savings initiatives came from collaborating on: Line Locating, Joint Infrastructure Installation and the Corporate Project Management Office.

In 2022-23 Crown Collaboration will become Collaboration, as it not only includes the Crowns, but many other government entities as well. While the name will change the mandate for Collaboration will not. Collaboration will continue to attract investment for growth, enhance customer service and realize savings that will support Saskatchewan's Growth Plan goals.



Albert Street Bridge, Regina, Saskatchewan



2021-22 Collaboration Initiatives – Total Hard Benefits

LOLI LL COMADO	Iddio		cid ci v	C J	1000	IIGIC		10110
Initiative	SaskPower	SaskTel	SaskEnergy	SGI	SaskWater S	askGaming	soco	Total
Bill Payments	-	\$2,623	-	-	-	-	-	\$2,623
CEO/CFO Certification - Shared Services with CIC	-	-	-	-	\$20,000	\$26,640	\$20,000	\$66,640
Data Center Colocation	\$154,548	-	-	\$190,000	-	-	-	\$344,548
Enhanced Public Safety*	-	- 640.750	-	-	-	-	-	6757.760
Express Address Fibre Sharing	\$183,000 \$60,000	\$48,750 \$560,000	\$122,012	-	-	-	-	\$353,762 \$620,000
Innovation - Geographic Information Systems:	\$60,000	\$300,000	\$1,000	-	_	-	-	\$1,000
CIC Expanded Data Sharing Agreement	_	\$10,000	\$1,000	_		_	_	\$10,000
Civic Address Data Sharing	-	\$40,000	-	-	-	-	_	\$40,000
Infrastructure Data Sharing	-	\$75,000	_	_	-	-	_	\$75,000
Mobile Deployment/GPS Exchange	-	\$5,000	-	-	-	-	-	\$5,000
Geocortex Knowledge Sharing	-	\$12,000	-	-	-	-	-	\$12,000
Innovation - Peak Demand/Demand Response	\$100,000	\$124,087	-	-	-	-	-	\$224,087
Installation of SCADA to reduce site inspections	-	-	-	-	\$46,852	-	-	\$46,852
Learning and Development	-	\$9,000	-	-	-	-	-	\$9,000
Legal - Shared Services with CIC	-	-	-	-	\$135,000	\$152,000	\$10,000	\$297,000
Natural Gas Optimization	\$1,072,620	-	\$70,000	-	-	-	-	\$1,142,620
Procurement:								
Advanced Metering Infrastructure (AMI)	-	-	-	-	\$58,000	-	-	\$58,000
Car Rentals for Claim Customers	-	-	-	\$1,530,000	-	-	-	\$1,530,000
Copiers (via SaskBuilds)	-	-	-	-	-	-	\$7,500	\$7,500
Employee Family Assistance Plan	\$134,504	-	-	-	-	-	-	\$134,504
Fleet Management	-	\$15,143	-	-	-	-	-	\$15,143
Forrester Licensing - NEW	-	\$23,972	-	-	-	-	-	\$23,972
Gartner Licensing - NEW	-	\$65,524	-	-	-	-	-	\$65,524
Service Now Licensing - NEW	-	\$65,070	\$10,000	-	-	-	-	\$65,070 \$10,000
Human Resource Management System Insurance**	-	-	\$10,000	_		-		\$10,000
ISF Security Membership**	-	-	-	_	_	-	-	\$294,000
Joint Infrastructure Installation	\$6,324,786	\$2,929,064	\$2,131,200	_	_	_	_	\$11,385,050
Line Locating	\$6,000,000	\$7,470,808	\$3,767,400	_	\$13,000	-	-	\$17,251,208
Managed Print Services	-	-	-	\$50,000	-	-	-	\$50,000
Mapping (Non-Ground Disturbance)	\$62,000	\$234,037	\$76,513	-	-	-	-	\$372,550
Microsoft Product Licensing	\$400,327	-	\$186,234	\$360,000	\$66,000	-	-	\$1,012,561
New Bill and Letter Print Services Provider	\$461,470	-	\$250,000	-	-	-	-	\$711,470
New Connect Joint Services	\$504,000	-	-	-	-	-	-	\$504,000
Oracle Licensing	-	-	-	-	\$302,736	-	-	\$302,736
Photocopier Management Program	-	-	-	-	-	\$9,600	-	\$9,600
Recognition Program**	-	-	-	-	-	-	-	\$37,922
Software Reseller and Licensing Service (Master Agreement with Compugen)	-	-	-	-	-	\$70,000	-	\$70,000
Wireless Age (Standing Offer)	-	-	-	-	-	\$40,000	-	\$40,000
Cell Phone Procurement - NEW	-	-	-	-	\$4,800	-	-	\$4,800
Laptop Procurement - NEW	\$28,400	¢1 020 740	-	-	\$4,480	-	-	\$4,480
Property Management Remote Diagnostics - Updating of TransGas SCADA	\$28,400	\$1,928,748	-	-	⁻ \$25,468	-	-	\$1,957,148 \$25,468
SaskPower Attaching Equipment to Towers	_	\$165,000	_	_	_	_	-	\$165,000
SaskPower Colocation for AMI Meter Reading Program	-	\$1,260,652	-	-	-	-	-	\$1,260,652
SaskWater/WSA Upset Line	-	-	-	-	\$18,000	-	-	\$18,000
SCADA Leverage	-	-	\$147,500	-	-	-	-	\$147,500
SecurTek	-	\$1,798,000	-	-	-	-	-	\$1,798,000
SecurTek Providing Building Monitoring Services	\$23,900	-	-	-	-	-	-	\$23,900
Solar Panels	-	-	-	-	\$38,000	-	-	\$38,000
Sharing Survey Information - NEW	-	-	-	-	\$2,500	-	-	\$2,500
Corporate Project Management Office - Shared Collaboration - NEW	\$4,426,334	-	-	-	-	-	-	\$4,426,334
Centralized Utility Connect Project Management For New Industrial Customers - NEW	\$384,000	-	-	-	-	-	-	\$384,000
2021 Rebate Cheque Printing Savings - NEW	-	-	-	\$295,000	-	-	-	\$295,000
							_	\$260,858

^{*} Enhanced Public Safety - SaskTel reported its savings in Line Locating for 2021-22 and will do so in the future. ** Hard benefits have been aggregated and are not separated across participating Crowns.

2021-22 Realized Benefits and Five-Year Forecast

	2224 22							
Initiative	2021-22 Realized Benefits	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast	Total Five-Year Forecast (2022-23 to 2026-27)
Bill Payments	\$2,623	\$2,872	\$2,452	\$2,251	\$2,062	\$1,811	\$1,668	\$10,244
CEO/CFO Certification - Shared Services with CIC	\$66,640	\$66,640	\$46,640	\$46,640	\$46,640	\$46,640	\$50,000	\$236,560
Data Center Colocation	\$344,548	\$334,548	\$334,548	\$304,548	\$154,548	\$154,548	\$154,548	\$1,102,740
Enhanced Public Safety*	-	\$486,550	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$135,000
Engineering (Grounding Expertise/ Induction/Cathodic Protection - SME/Standard Sharing)	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	-	\$40,000
Express Address	\$353,762	\$228,000	\$353,900	\$370,818	\$372,754	\$375,709	\$376,684	\$1,849,865
Fibre Sharing	\$620,000	\$5,400,000	\$10,920,000	\$500,000	\$500,000	-	-	\$11,920,000
Innovation - Geographic Information System:	\$1,000	\$120,000	\$25,000	\$60,000	\$10,000	\$10,000	\$10,000	\$115,000
CIC Expanded Data Sharing Agreement	\$10,000	\$10,000	-	-	-	-	-	-
Civic Address Data Sharing	\$40,000	\$30,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Infrastructure Data Sharing	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Mobile Deployment/ GPS Exchange	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Geocortex Knowledge Sharing	\$12,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Innovation - Peak Demand/ Demand Response	\$224,087	\$420,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,100,000
Installation of SCADA to reduce site inspections	\$46,852	\$46,852	\$46,852	\$46,852	\$46,852	\$46,852	\$46,852	\$234,260
Learning and Development	\$9,000	\$9,131	\$7,632	\$6,133	\$6,135	\$6,136	\$6,136	\$32,172
Legal - Shared Services with CIC	\$297,000	\$245,000	\$255,000	\$235,000	\$235,000	\$235,000	\$260,000	\$1,220,000
Natural Gas Optimization	\$1,142,620	\$250,000	\$1,050,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,650,000
Paperless Billing**	-	\$114,000	-	-	-	-	-	-
Procurement:								
Advanced Metering Infrastructure (AMI)	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$290,000
Car Rentals for Claim Customers	\$1,530,000	\$2,000,000	\$175,000	\$2,500,000	\$2,500,000	-	-	\$5,175,000
Copiers (via SaskBuilds)	\$7,500	\$7,500	-	-	-	-	-	-
Employee Family Assistance Plan	\$134,504	\$253,942	\$253,942	\$253,942	\$253,942	\$253,942	\$253,942	\$1,269,710
Fleet Management	\$15,143	\$15,143	\$11,357	-	-	-	-	\$11,357
Forrester Licensing - NEW	\$23,972	\$23,972	\$23,972	\$23,972	\$23,972	\$23,972	\$23,972	\$119,860
Gartner Licensing - NEW	\$65,524	-	-	-	-	-	-	-
Service Now Licensing - NEW	\$65,070	-	\$260,280	\$260,280	\$260,280	\$260,280	\$195,210	\$1,236,330
Human Resource Management System	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Insurance	\$914,986	\$932,999	\$1,089,398	\$1,252,266	\$1,580,782	\$1,782,857	\$2,015,244	\$7,720,547
ISF Security Membership	\$294,000	\$294,000	\$294,000	\$294,000	\$294,000	\$294,000	\$294,000	\$1,470,000
Joint Infrastructure Installation	\$11,385,050	\$15,552,850	\$9,074,695	\$5,879,000	\$1,980,000	\$1,980,000	\$1,980,000	\$20,893,695
Line Locating	\$17,251,208	\$12,770,978	\$17,551,000	\$18,451,000	\$19,451,000	\$20,451,000	\$21,551,000	\$97,455,000
Managed Print Services	\$50,000	\$65,000	\$50,000	-	-	=	-	\$50,000

Initiative	2021-22 Realized Benefits	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast	Total Five-Year Forecast (2022-23 to 2026-27)
Mapping (Non-Ground Disturbance)	\$372,550	\$500,492	\$390,000	\$400,000	\$419,000	\$438,000	\$457,000	\$2,104,000
Microsoft Product Licensing	\$1,012,561	\$1,161,160	\$1,008,027	\$877,327	\$652,327	\$652,327	\$652,327	\$3,842,335
New Bill and Letter Print Services Provider	\$711,470	\$732,000	-	-	-	-	-	-
New Connect Joint Services	\$504,000	\$254,000	\$642,000	\$764,000	\$847,000	\$937,000	\$1,033,000	\$4,223,000
Oracle Licensing	\$302,736	\$302,736	\$302,736	\$302,736	\$302,736	\$302,736	\$302,736	\$1,513,680
Photocopier Management Program	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$10,000	\$48,400
Recognition Program	\$37,922	\$37,922	\$37,922	\$37,922	\$37,922	-	-	\$113,766
Software Reseller and Licensing Service (Master Agreement with Compugen)	\$70,000	\$30,641	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
Wireless Age (Standing Offer)	\$40,000	\$2,100	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Cell Phone Procurement - NEW	\$4,800	-	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Laptop Procurement - NEW	\$4,480	-	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Property Management	\$1,957,148	\$1,954,014	\$1,959,138	\$1,894,022	\$1,121,559	\$128,527	\$81,417	\$5,184,663
Remote Diagnostics - Updating of TransGas SCADA	\$25,468	\$25,468	\$25,468	\$25,468	\$25,468	\$25,468	\$25,468	\$127,340
SaskPower Attaching Equipment to Towers	\$165,000	\$165,000	\$165,000	-	-	-	-	\$165,000
SaskPower Colocation for AMI Meter Reading Program	\$1,260,652	\$1,260,652	\$1,260,652	\$1,260,652	\$1,269,056	\$1,285,865	\$1,285,865	\$6,362,088
SaskWater/WSA Upset Line	\$18,000	\$18,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$120,000
SCADA Leverage	\$147,500	\$147,500	-	-	-	-	-	-
SecurTek	\$1,798,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
SecurTek Providing Building Monitoring Services	\$23,900	\$14,777	\$23,900	\$23,900	\$23,900	\$23,900	\$23,900	\$119,500
Small Cells on Street Lights	-	-	-	\$25,680	\$25,680	\$25,680	\$25,680	\$102,720
Solar Panels	\$38,000	\$28,000	\$44,000	\$50,000	\$50,000	\$50,000	\$50,000	\$244,000
Sharing Survey Information - NEW	\$2,500	-	-	-	-	-	-	-
Corporate Project Management Office - Shared Collaboration - NEW	\$4,426,334	-	\$4,750,000	\$7,000,000	\$7,000,000	\$7,500,000	\$7,500,000	\$33,750,000
Centralized Utility Connect Project Management For New Industrial Customers - NEW	\$384,000	-	\$600,000	\$600,000	\$600,000	\$650,000	\$650,000	\$3,100,000
2021 Rebate Cheque Printing Savings - NEW	\$295,000	-	-	-	-	-	-	-
Environmental Permitting - NEW	\$260,858	-	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total Forecast (Existing Initiatives)	\$48,927,568	\$48,492,039	\$55,858,110	\$46,722,010	\$43,066,215	\$40,915,850	\$42,270,649	\$228,832,833
Aspirational Target (New Initiatives)	-	=	-	\$10,477,991	\$16,421,785	\$20,951,670	\$22,071,572	\$69,923,018
Target***		\$50,000,000	\$55,000,000	\$57,200,000	\$59,488,000	\$61,867,520	\$64,342,221	\$297,897,741

^{*} SaskTel moved its savings for Enhanced Public Safety to Line Locating. SaskEnergy will still report on this line.

^{**} Paperless Billing initiative was reviewed by SaskPower and discontinued in 2021-22 as there are no collaborative savings to report.

^{***}The target for 2021-22 was set at \$50 million. The CIC Board approved a \$55 million target for 2022-23. While the CIC Board has not approved targets beyond 2022-23, the targets above include a four per cent increase each year.

New for 2021-22: Strategic Collaboration Initiative Teams

A transformation of Crown Collaboration began in 2021-22 with CIC taking over its coordination. CIC reviewed what worked in the past, took a view of continuous improvement and enhanced alignment with the broader mandate of the Growth Plan. A new structure was created by choosing 13 strategic initiatives that would support the 'working together' themes of investment attraction, customer service, and cost savings from working as one team. Some of these strategic initiatives can fall into more than one of the working together themes. Teams were set up with representation from across the Crowns, Ministries, Treasury Board Crowns and Agencies of government.

INVESTMENT ATTRACTION

1. Investment Attraction

Focuses on information sharing and improving coordination to help attract private sector capital investment projects to the province. The team also ensures government services and utilities are available to meet investors needs. This also crosses over to the customer service theme as it is about working together to provide a good experience when attracting private sector capital projects to the province.

2. Project Delivery

Focuses on two things: sharing project management expertise to strengthen project delivery across government, and a project expeditor service. SaskPower has considerable project management experience and is collaborating with government organizations to share information and best practices. The project expeditor service supports investment attraction by providing industry with one point of contact in government to deliver the government services promised when attracting major capital investments. This also crosses over to the customer service theme as it is about keeping the customer (business) in mind and providing them with a good experience once they start the development of their project.

3. Regional Infrastructure

Determine areas of the province where regional infrastructure can be developed to achieve long-term capital savings for government and municipalities; more effectively use government grant funding; and support investment attraction efforts. An industrial needs catalogue will be developed which can be used to identify areas in

the province where needs, specific to each industry, can be met. The catalogue will also act as a heat map that shows key areas for development, by industry, across the province. This will help the Crowns and government better support investment attraction opportunities. This also crosses over to the working as one team theme as it will take many entities working together to have the regional infrastructure developed to attract investment.

4. Shared Utility Corridors

Working to find shared utility corridors to service large customers; working proactively with rural municipalities to identify and establish corridors; enhancing the ability to use highway right of ways for other utilities; and sharing long-term infrastructure plans within government. This also crosses over to the working as one team theme as it will take many entities working together to have shared utility corridors put in place.

5. Supporting Saskatchewan's Technology Sector

A cross-government approach to create and expand programs to support the growth of both tech start-ups and established technology companies. Also building a talent pipeline to support industry needs. This also crosses over to the customer service theme by working together to provide a welcoming environment for technology companies to start up or grow in Saskatchewan.

6. Infrastructure Investment

Evaluating the use of an appropriate portion of the Saskatchewan Auto Fund's portfolio to invest, alongside a lead investor, in government infrastructure projects here in Saskatchewan.

CUSTOMER SERVICE

7. Red Tape Reduction/Customer Service Enhancement

Focused on reducing compliance costs, improving customer service and making it easier for businesses and the public to interact with government.

The Investment Attraction, Project Delivery, and Supporting Saskatchewan's Tech Sector teams also overlap the Customer Service theme, as mentioned on previous page.

COST SAVINGS FROM WORKING AS ONE TEAM

8. Information Technology/Chief Information Officer Working Group

Focused on developing a common program and best practices for cyber security, optimizing IT procurement across government, sharing experiences and building a strong IT community.

9. Shared Strategic Procurement

Focused on procurement that balances cost management with supporting the growth of Saskatchewan's economy. The committee is strategic about how opportunities are pursued to ensure large procurements do not make it more difficult for Saskatchewan companies to compete. Considerations are given to the current economic and market climate including factors such as labour and supply shortages and the impact those conditions have on long-term contracts.

10. Property Management

The property management collaboration has established a property database that includes information on vacancies, locations, sales, purchases, and lease expirations for both the Crowns and executive government.

11. Mental Health

The mental health collaboration is currently a community of practice of HR professionals across the Crown sector leveraging knowledge and resources focused on enhancing the mental health of the Crown workforce.

12. Indigenous Engagement

Working in a collaborative manner to analyze, identify, organize, develop and communicate recommended actions and best practices that support and promote effective Indigenous engagement across government.

13. Printing Opportunities

The printing opportunities collaboration was created to evaluate opportunities for the Saskatchewan Crop Insurance Corporation and Publications Saskatchewan to undertake smaller print jobs on behalf of government while balancing support for the private printing sector. The collaboration is currently developing a printing machine capability catalogue to help communicate and align future print/merge jobs.

The Regional Infrastructure and Shared Utility Corridors teams also overlap the Working As One Team theme.



Working Together: Investment Attraction

The first theme of 'working together' is investment attraction. The following outlines the Government of Saskatchewan's goals for growth and how collaboration can play a key role in attracting the investment to reach those goals.

Investment Attraction

Saskatchewan's Growth Plan envisions significant economic growth over the next decade with a goal of increasing new private sector capital investment to \$16 billion annually. Adding value to the products we produce and export around the world through new business and investment growth is one of a number of key focus areas. The Growth Plan for 2030 includes increasing the value of exports by 50%; growing the number of international markets for Saskatchewan exports; and increasing Saskatchewan agri-food exports to \$20 billion. The benefit of business growth and investment contributes not only to a strong provincial economy but also to strong communities and the high quality of life for all Saskatchewan residents.

To achieve these goals, Saskatchewan must be primed and ready for new investment opportunities. Opportunities are plentiful here and it is an exciting time in Saskatchewan. According to Paul Martin, Chair of Martin Charlton Communications, Saskatchewan is entering a "commodity super cycle" driven by the four Fs - food, fuel, fertilizer and forestry.

The Crown sector plays an important role in creating a competitive business climate for industries to prosper. To provide comprehensive service and support to customers, an Investment Attraction Team with representation from Crown corporations and Ministry of Trade and Export Development was established in the spring of 2021. The team works as one team to share information, discuss and assess opportunities, and remove barriers for companies looking to invest and grow in the province. A streamlined response from government to potential investors built on a positive, collaborative working relationship will ultimately make Saskatchewan more competitive and a more attractive place to invest.

To further enhance the effectiveness of the team, a number of additional ministries were added to the team in November of 2021, with an additional Officials Working Group established in 2022. The Investment Attraction Team and Officials Working Group now provide a comprehensive government resource for potential investors that provides direct access and comprehensive information for informed and efficient decision-making for all parties. This is exactly what investors have been asking for.

The Investment Attraction Team has contributed to the recently announced agriculture value-add projects in the Regina area, including Cargill, Viterra, Red Leaf and Federated Cooperative Ltd (FCL)/AGT. These, along with other recent announcements or intentions, would incrementally increase the canola crush capacity in Saskatchewan by more than 5 million metric tonnes.



Bo Hallborg, who works in merchandising for Viterra, spoke at the 2022 Canada's Farm Show in Regina. He indicated that Canada could move from crushing half of our canola production to roughly 90 per cent. Saskatchewan currently processes approximately 40 - 45% of our canola crop and in 2020 produced 54.5% of Canadian canola production. This is a significant change and very exciting for the canola industry and producers in Saskatchewan.

Combined, the companies the committee has been working with plan to invest in excess of \$3.6 billion in Saskatchewan in the coming years and will create nearly 4,500 construction jobs and more than 500 permanent jobs in the Regina area. The economic spinoff to the region will be in excess of \$5 billion.

The Investment Attraction Team plays an important role in continuing to collaborate and involve government entities as needed to support projects, expedite decision-making, coordinate activities and communications, take advantage of opportunities and resolve customer issues and challenges.

Working Together: Customer Service

The second theme of 'working together' is to enhance customer service. In the following example SaskPower explains how they have improved and streamlined the logistics for a business starting up or expanding in Saskatchewan with a focus of providing exceptional customer service.

Project Expeditor

SaskPower has developed a project expeditor service to support investment attraction efforts in Saskatchewan and improve the overall experience for new industrial clients looking to establish business operations within the province. This service includes organizing stakeholders from the Crown Corporations, provincial government, municipalities, client representatives, and key decision makers to create a well-structured and unified project team focused on supporting client needs in a timely and efficient manner. Without this coordinated approach, prospective industrial clients must navigate through processes involving multiple government entities which can be time consuming and lead to confusion and frustration, as well as contribute to potential project delays and cost overruns.

Currently SaskPower's Corporate Project Management Office (CPMO) has a dedicated resource focused on the day-to-day management of activities needed by these clients. SaskPower is currently the single point of contact for delivering services for multiple key customers including Cargill, Red Leaf, and Viterra. This allows SaskPower to leverage its network of intergovernmental relationships to expedite issue resolution and provide a seamless integration into the planning and implementation of clients' project development. This allows clients to focus on their core business and delivering their projects in a timely manner.



Working Together: One Team

The final theme of 'working together' is to realize cost savings by working as one team. The following two examples demonstrate that there are both short-term (Software/Product Licensing) and long-term benefits (Regional Approach to Infrastructure) to working as one team.

Software/Product Licensing Collaboration

In 2019, SaskTel initiated a software licensing collaboration with the other Crowns. A comprehensive review was undertaken to understand opportunities across common vendors and products with an aim to secure improved pricing and contract benefits. Since the inception of this collaboration, the group has expanded to include ministries and other Saskatchewan government entities beyond the Crowns. The positive momentum continues, with savings achieved and more projects under way.

Savings were reported for a collaboration between SaskTel, SaskPower, SaskEnergy and SGI on Forrester Licensing in 2021-22, with benefits forecasted for the next five years. Forrester provides objective, independent research utilizing both qualitative and quantitative data.

Collaboration savings were also attained for Gartner licenses when SaskPower, SaskEnergy, SGI and the Ministry of SaskBuilds and Procurement were able to join an existing SaskTel agreement. SaskTel led the work to add the other entities and was able to avoid a significant procurement event and labour costs.

A new Crown agreement was established for ServiceNow licensing, for a five-year term which commenced on January 1, 2022. Savings are forecasted for the next five years. ServiceNow is a software platform which supports IT Service management and automates common business processes.

What's Next?

- A licensing collaboration for Crowns, Ministries and Government Agencies is pending for Diligent Boardbooks, a Software as a Service electronic board portal which enables collaboration of board meeting documentation. The collaboration will enable all parties utilizing this software to leverage combined purchasing power for savings.
- A joint RFP is pending for managed printers, to collaborate on support for the fleet of printers across the Crowns. This includes patching, hardware lifecycle management and paper/toner consumption. SaskTel, SaskEnergy and SGI are participating in this collaboration.
- An RFP is in progress between SaskPower, SaskEnergy and SaskTel to select a new vendor for the application used by field technicians to dispatch and assign field work.
- In addition to benefits associated with negotiating an optimal contract price for licensing, which all parties benefit from, the parties engaged in the license negotiations share knowledge and information throughout the process. This enables all parties to gain a significantly better agreement than they would be able to obtain working independently.





Regional Approach to Infrastructure

With experts from across government working together, a collaborative one-team approach is being taken to attract new industry to the province by proactively determining locations that will best support their varied utility and infrastructure needs.

The Regional Infrastructure Committee leverages the collective knowledge across government to support new industrial opportunities. The committee, comprised of representatives from the utility Crown corporations and CIC along with Ministries of Highways, Government Relations, Energy and Resources, Agriculture, Trade and Export Development and Water Security Agency, are focusing on the development and maintenance of a catalogue/virtual map to assist in the early identification and assessment of potential sites that offer the best access to utility and infrastructure services at a competitive price.

When exploring opportunities for regional systems, the committee considers several items, including:

- identifying where key utilities for industry already exist in large capacities
- where utilities may be collectively located
- identifying locations that, with additional infrastructure, could support multiple industries
- availability of employees
- raw input/material supply sources
- access to roads and rail

The committee also recognizes that large industrial systems can stimulate and support municipal growth as well. For example, industry requiring large volumes of water can create opportunities for shared municipal infrastructure, particularly regional water supply systems.

Working collaboratively to proactively identify these sites speeds up the decision-making process for industry to invest in Saskatchewan and expedites the timeline toward successful investment attraction.

Collaboration Participants

Collaboration Co-chairs

Honorable Don Morgan, K.C.

Minister of Crown Investments Corporation

Grant Kook

Board Chair, SaskTel

Crown Presidents

Kent Campbell

Crown Investments Corporation

Doug Burnett

SaskTel

Penny McCune

SGI

Rupen Pandya

SaskPower

Mark Guillet

SaskEnergy

Doug Matthies

SaskWater

Susan Flett

SaskGaming

Brent Sukenik

SOCO/Innovation Saskatchewan

Vice Presidents/Assistant Deputy Ministers Responsible for Leading Collaboration

David Boehm, Ministry of Advanced Education

Ryan Cossitt, Ministry of Highways

Trevor Cross, SOCO/Innovation Saskatchewan

Kevin France, Ministry of Trade and Export Development

Greg Gettle, Saskatchewan Liquor and Gaming Authority

Sheldon Green, Ministry of Government Relations

Daniel Hersche, GTH

Tim Highmoor, Crown Investments Corporation

Cory Hughes, Ministry of Energy and Resources

Paul Johnson, Ministry of Agriculture

Terri Kentel-Weinheimer, Water Security Agency

Eric Light, SaskWater

Shara McCormick, SaskTel

Kevin Murphy, Ministry of Environment

Thon Phommavong, Water Security Agency

Blaine Pilatzke, SaskGaming

Grant Ring, SaskPower

Christine Short, SaskEnergy

Darcy Smycniuk, Ministry of Immigration

and Career Training

Kathleen Stelter, Ministry of SaskBuilds and Procurement

Jeff Stepan, SGI

Cullen Stewart, Ministry of Finance

Jason Wall, Ministry of SaskBuilds and Procurement

Collaboration Working Group

Chris Buchan, Crown Investments Corporation (Co-Lead)

Jill Clark, Crown Investments Corporation (Co-Lead)

Kirk Brecht, Ministry of Energy and Resources

Rhea Brown, SaskPower

Shannon Gunderson, SaskTel

Kim Hambleton, SGI

Debbie Johnson, SaskTel

Karri Kempf, Ministry of Highways

Crystal Liske, SaskEnergy

Tessa Mitchell, Crown Investment Corporation

Ingrid Newton, SaskWater

Blaine Pilatzke, SaskGaming

Alida Salman, Ministry of Finance

Lindell Vietch, Ministry of Advanced Education

Information Technology/Chief Information Officer Team

Jason Wall, Ministry of SaskBuilds and Procurement (Co-Lead)

Nathan Kirkham, SaskTel (Co-Lead)

Chris Buchan, Crown Investments Corporation

Trevor Cross, SOCO/Innovation Saskatchewan

Deidre Donaldson Meyer, SGI

Carla Feld, SaskPower

Richard Finnie, SaskGaming

Teresa Florizone, Saskatchewan Public Safety Agency

George Georgiadis, Worker's Compensation Board

Penni Greensides, Ministry of SaskBuilds and Procurement

Murray Gunvile, Saskatchewan Public Safety Agency

Tim Highmoor, Crown Investments Corporation

Chuck Ingerman, Saskatchewan Research Council

Kathy Jones, Saskatchewan Liquor and Gaming Authority

Mark Kleefeld, Water Security Agency

Kama Lier, SaskGaming

Travis Massier, Crown Investments Corporation

Paul Mayson, SaskWater

Grant McDonald, Tourism Saskatchewan

Kevin Murphy, Ministry of Environment

Cindy Ogilvie, Crown Investments Corporation

Kanaris Paraskevopoulus, SGI

Duane Rieger, Ministry of Advanced Education

Bonnie Schmidt, Saskatchewan Crop

Insurance Corporation

Sheldon Smith, SaskEnergy

Avery Vold, Innovation Saskatchewan

Clarence Yam, Financial and Consumer Affairs Authority

Project Delivery Team

Scott McLeod, SaskPower (Lead)

Stephanie Bank, SaskTel

Tim Bedo, SaskGaming

Murray Black, SaskPower

Chris Buchan, Crown Investments Corporation

Tiffany Hewson, Saskatchewan Liquor

and Gaming Authority

Sumith Kahanda, SaskWater

Crystal Liske, SaskEnergy

Robert Mack, SGI

Jesse Merilees, Saskatchewan Research Council

Brent Orb, Ministry of Highways

Matthew Sun, Saskatchewan Health Authority

Megan Wolfinger, Ministry of SaskBuilds and Procurement

Shared Strategic Procurement Team

Brent Hales, SaskEnergy (Co-Lead)

Hayder Lateef, Ministry of SaskBuilds

and Procurement (Co-Lead)

Kendra Altwasser-Mang, SOCO/Innovation Saskatchewan

Gail Audette-Sand, Saskatchewan Crop Insurance Corporation

Glenda Bruce, SaskEnergy

Erin Connelly, Crown Investments Corporation

Ryan Evans, SaskWater

Brittany Hunter, Crown Investments Corporation

Rhonda Jackson, SaskGaming

Stacy Kaufmann, Ministry of SaskBuilds and Procurement

Pamela Keller, SaskGaming

Terri Kentel-Weinheimer, Saskatchewan

Crop Insurance Corporation

Brennen Miller, SaskTel

Lisa Owens, SGI

Shawn Patton, Water Security Agency

Kathleen Stelter, Ministry of SaskBuilds and Procurement

Rico Tomsha, SaskPower

Printing Opportunities Team

Glenda Bruce, SaskEnergy (Co-Lead)

Terri Kentel-Weinheimer, Saskatchewan Crop Insurance Corporation (Co-Lead)

Gail Audette-Sand, Saskatchewan Crop Insurance Corporation

Josephine Brcic, SaskTel

Jill Clark, Crown Investments Corporation

Marilyn Lustig-McEwen, Ministry of Justice and Attorney General

Paul Mayson, SaskWater

Nicole Olson, SaskPower

Infrastructure Investment Team

Jeff Stepan, SGI (Lead)

Chris Buchan, Crown Investments Corporation

Shanna Hoffman, Ministry of Finance

Kareen Holtby, Ministry of Trade and Export Development

Michael McClare, Crown Investments Corporation

Miguel Morrissette, Ministry of SaskBuilds and Procurement

Christine Short, SaskEnergy

Shared Utility Corridors Team

Derrick Mann, SaskEnergy (Lead)

Chris Buchan, Crown Investments Corporation

Ryan Evans, SaskWater

Jon Kotylak, Ministry of Highways

Ralph Leibel, Ministry of Government Relations

Brent Maksymiw, SaskPower

Darren Selinger, SaskEnergy

Jeremy Van Caeseele, SaskTel

Property Management Team

Stephen Moleschi, SaskPower (Co-Lead)

Miguel Morrissette, Ministry of SaskBuilds

and Procurement (Co-Lead)

Twyla Bergstrom, Ministry of SaskBuilds and Procurement

Richard Carlson, SaskEnergy

Debbie Haluik, SOCO/Innovation Saskatchewan

SJ Hundal, SGI

Brittany Hunter, Crown Investments Corporation

Robert Lang, SGI

Jennifer Ziegler, SaskTel

Regional Infrastructure Team

Randy Avery, SaskWater (Co-Lead)

Jeffrey MacDonald, Ministry of Government Relations (Co-Lead)

Glen Dakis, SaskPower

Sheldon Green, Ministry of Government Relations

Darlene Guy, SaskWater

Kareen Holtby, Ministry of Trade and Export Development

Brittany Hunter, Crown Investments Corporation

Jon Kotylak, Ministry of Highways

Michael McMurray, SaskEnergy

Brett Paquin, Ministry of Energy and Resources

Jeff Paterson, Water Security Agency

Godwin Pon, Ministry of Agriculture

Investment Attraction Team

Tim Highmoor, Crown Investments Corporation (Co-Lead)

Tyler Lynch, Ministry of Trade and Export Development (Co-Lead)

Joanne Johnson, Crown Investments Corporation

Daniel Hersche, GTH

David Boehm, Ministry of Advanced Education

Lori Christie, SaskEnergy

David Cooper, Water Security Agency

Ryan Cossitt, Ministry of Highways

Jaquie Gibney, SaskWater

Kory Hayko, SaskPower

Cory Hughes, Ministry of Energy and Resources

Paul Johnson, Ministry of Agriculture

Greg Meister, SaskTel

Miguel Morrissette, Ministry of SaskBuilds and Procurement

Kevin Murphy, Ministry of Environment

Thon Phommavong, Water Security Agency

Blaine Pilatzke, SaskGaming

Darcy Smycniuk, Ministry of Immigration

and Career Training

Jeff Stepan, SGI

Cullen Stewart, Ministry of Finance

Brent Sukenik, SOCO/Innovation Saskatchewan

Red Tape Reduction/Customer Service Enhancements Team

Chris Buchan, Crown Investments Corporation (Co-Lead) Grant Garner, SaskEnergy

David Ekstrand, SaskTel (Co-Lead)

Jacquie Gibney, SaskWater

Karla Alverez, Ministry of Trade and Export Development Flora Horvath, SaskTel

Randy Avery, SaskWater Jennifer Lavalle, SGI

Jill Clark, Crown Investments Corporation Tanya Pearson, SaskPower

Trevor Cross, SOCO/Innovation Saskatchewan Blaine Pilatzke, SaskGaming

Mental Health Team

Crystal Lawrek, SaskPower (Co-Lead)

Tony Showchuk, SaskTel (Co-Lead)

Sharon Bishop, Saskatchewan Health Authority

Ashley Burke, SaskPower

David Gwilliam, Worker's Compensation Board

Dieter Hamm, SaskEnergy

Michelle Harmon, SaskGaming

Brittany Hunter, Crown Investments Corporation

Cherish Jean-Baptiste, SaskGaming

Carissa Listrom, Public Service Commission

Shauna Minty, SOCO/Innovation Saskatchewan

Tania Pilon, SGI

Lavina Rieger, Crown Investments Corporation

Kelly Schmidt, SaskGaming

Carla Stoffer, Crown Investments Corporation

Catharine Yates, SaskPower

Amanda Zarubin, SaskWater

Supporting Saskatchewan's Technology Sector Team

Cammy Colpitts, Crown Investments Corporation (Co-Lead)

Jason Wall, Ministry of SaskBuilds and Procurement (Co-Lead)

Chris Buchan, Crown Investments Corporation

Carmen Cline, Ministry of Trade and Export Development

Deidre Donaldson, SGI

Michelle Harmon, SaskGaming

Mike Pestill, Ministry of Advanced Education

Amanda Plummer, Ministry of SaskBuilds and Procurement

Jackie Presnell, SOCO/Innovation Saskatchewan

Amy Standish, Ministry of Agriculture

Mike Stefaniuk, SaskTel

Chad Vickers, Ministry of Immigration and Career Training

Nathan Wilson, SaskTel

Indigenous Engagement Team

Terry Bird, SaskPower (Co-Lead)

Dallas Ferguson, SaskGaming (Co-Lead)

Dawn Anaquod, SGI

Trina Aveyard, SaskTel

Daryl Bunnell, SaskWater

Jill Clark, Crown Investments Corporation

Trevor Cross, SOCO/Innovation Saskatchewan

Joseph Daniels, SaskEnergy

Alethea Foster, Ministry of Government Relations
Reg Howard, Ministry of SaskBuilds and Procurement
Cherish Jean-Baptiste, SaskGaming
Joanne Johnson, Crown Investments Corporation
John Lax, Ministry of SaskBuilds and Procurement
Darcee MacFarlane, Crown Investments Corporation
Matt Smith, Ministry of Trade and Export Development
Dana Soonias, Ministry of Energy and Resources



Environmental Benefits

In addition to cost savings, some of the Crown collaboration initiatives result in environmental benefits such as greenhouse gas (GHG) savings. The 2021-2022 fiscal year saw an overall reduction of 3,533 tonnes of CO2e. This was an improvement from the previous year's reduction of 3,520 tonnes of CO2e.



VEGETATION MANAGEMENT

SaskTel and SaskEnergy use a common contractor for vegetation management. SaskTel facilities are spread out across the southern half of the province in rural areas providing coverage for SaskTel networks. In the past, SaskTel vegetation management crews travelled significant distances from site to site. With a single contractor completing vegetation management on both SaskTel and SaskEnergy sites and right of ways, they are able to treat SaskTel facilities while in the area completing work on SaskEnergy right of ways, which reduces travel.

GHG Emission Reduction 23 tonnes of CO2e

Based on estimated reduced driving to treat facilities and converted to GHG emissions with an emission factor.



FIBRE SHARING

SaskPower and SaskTel partner for installation of fibre.

GHG Emission Reduction 201 tonnes of CO2e

Based on avoiding a second installation team to install a new line along the same route. Estimate is based on average fuel usage converted to GHG with an emission factor.



PROPERTY MANAGEMENT COLLABORATION

SaskPower and SaskTel staff share the SaskTel building on Sandra Schmirler Way in Regina, resulting in efficiency in power and gas consumption compared to having two separate buildings for staff.

GHG Emission Reduction **656** tonnes of CO2e

Based on actual facility natural gas and power usage and converted to GHG emissions with emissions factors. This assumes SaskPower would have an equal size building if this facility was not shared.



JOINT INFRASTRUCTURE INSTALLATION

SaskTel and SaskPower partner on joint infrastructure installation, therefore not requiring a second team to construct infrastructure.

GHG Emission Reduction 1,045 tonnes of CO2e

Based on avoiding a second installation team to construct similar conduits. Estimate is based on average fuel usage converted to GHG with an emission factor.



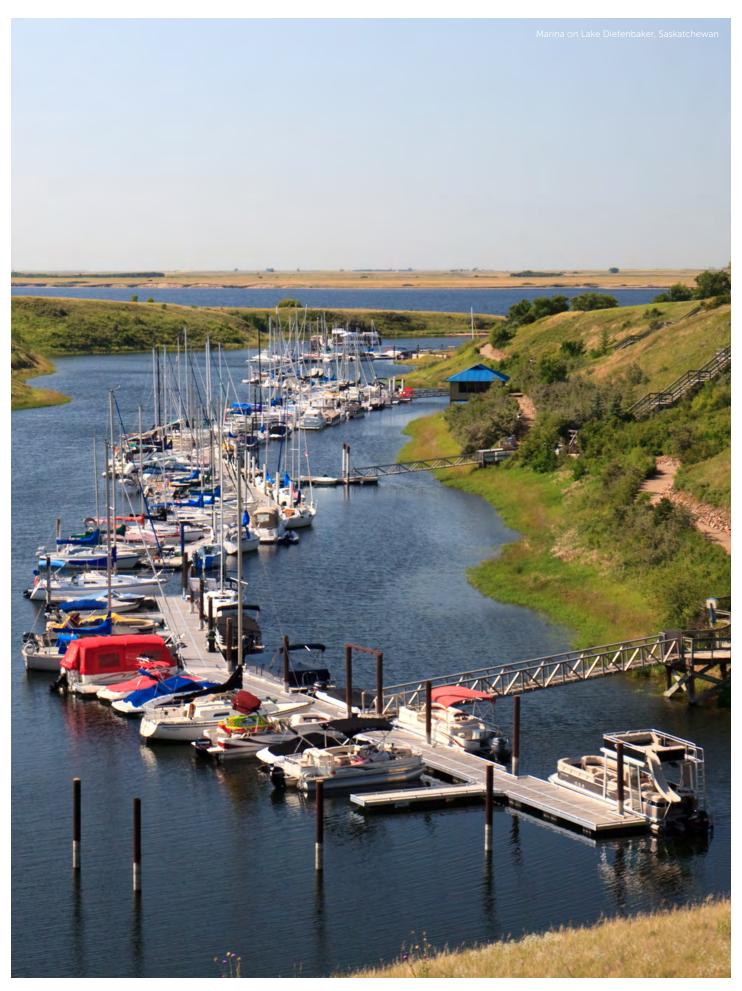
LINE LOCATING

SaskEnergy, SaskPower, and SaskTel partner on line locating, therefore avoiding multiple teams performing locates at the same site.

GHG Emission Reduction 1,785 tonnes of CO2e

Based on not requiring a second team to locate the facility. Estimate is based on average fuel usage converted to GHG with an emission factor.

GRAND TOTAL 3,533 tonnes of CO2e



Appendix: Total Crown Collaboration Savings (2013 to 2021-22)

Bill Payments Coaching Services CEO/CEO Contification Shared Sandage with CIC	
CEC/CEC Cartification Charact Convices with CIC	\$2,200
CEO/CFO Certification - Shared Services with CIC	\$266,560
Data Centre Colocation	\$944,281
Enhanced Public Safety	\$7,251,155
Engineering (Grounding Expertise/Induction/Cathodic Protection - SME/Standard Sharing)	\$20,000
Express Address	\$1,432,004
Fibre Sharing HVAC	\$146,876,000 \$1,948,500
Innovation - Geographic Information System:	\$1,946,300
CIC Expanded Data Sharing Agreement	\$20,000
Civic Address Data Sharing	\$100,000
Infrastructure Data Sharing	\$150,000
Mobile Deployment/GPS Exchange	\$10,000
Geocortex Knowledge Sharing	\$34,500
Innovation - Peak Demand/Demand Response	\$664,664
Installation of SCADA to reduce site inspections	\$187,408
Leadership Development	\$31,000
Learning and Development	\$34,600
Legal - Shared Services with CIC	\$872,670
Natural Gas Optimization	\$18,985,737
Paperless Billing	\$404,997
Procurement:	¢E 424 206
Advanced Metering Infrastructure (AMI) Car Rentals for Claim Customers	\$5,424,206 \$3,995,000
Car Rentals for Claim Customers Copiers (via SaskBuilds)	\$3,995,000
Employee Family Assistance Plan	\$1,468,725
Fleet Management	\$1,400,723
Forrester Licensing - NEW	\$23,972
Gartner Licensing - NEW	\$65,524
Service Now Licensing - NEW	\$65,070
Human Resource Management System	\$366,000
Insurance	\$4,570,334
ISF Security Membership	\$882,000
Joint Infrastructure Installation	\$54,768,609
Joint Sourcing	\$2,900,000
Line Locating	\$92,622,367
Managed Print Services	\$273,000
Mapping (Non-Ground Disturbance)	\$3,750,434
Microsoft Product Licensing New Bill and Letter Print Services Provider	\$4,256,341 \$2,762,470
New Connect Joint Services	\$1,073,081
Oracle Licensing	\$882,980
Photocopier Management Program	\$38,400
Procurement Process	\$63,000
Recognition Program	\$113,766
Software Reseller and Licensing Service (Master Agreement with Compugen)	\$161,923
Training - Prosci	\$198,000
Vegetation Management	\$155,000
Wireless Age (Standing Offer)	\$46,097
Cell Phone Procurement - NEW	\$4,800
Laptop Procurement - NEW	\$4,480
Property Management Records Information Management	\$7,723,136
Records Information Management Remote Diagnostics - Updating of TransGas SCADA	\$600,000
Re-purposing SaskPower Asset for Wireless Saskatchewan	\$101,872 \$892,000
SaskBuilds Service	\$4,500
SaskPower Attaching Equipment to Towers	\$495,000
SaskPower Colocation for AMI Meter Reading Program	\$2,521,304
SaskWater/WSA Upset Line	\$72,000
SCADA Leverage	\$1,086,000
SecurTek	\$5,626,000
SecurTek Providing Building Monitoring Services	\$66,277
Small Cells on Street Lights	\$14,980
Solar Panels	\$78,000
Waste Management - Recycling	\$8,034
Winter Operation Collaboration	\$800,000
Sharing Survey Information - NEW	\$2,500
Corporate Project Management Office - Shared Collaboration - NEW	\$4,426,334
Centralized Utility Connect Project Management For New Industrial Customers - NEW	\$384,000
2021 Rebate Cheque Printing Savings - NEW Environmental Permitting - NEW	\$295,000 \$260,858
Crown Collaboration	\$387,309,610



WORKING TOGETHER