

2023-24

Collaboration Highlight Report



2023-24 at a Glance

Collaborating in Support of the Growth Plan

Investment Attraction

\$7.4 BILLION

Cost Savings

\$40.4 MILLION

Collaboration Strategic Priorities

- Investment Attraction Working Group
- Regional Infrastructure
- Shared Utility Corridors
- Information Technology and CIO Working Group
- Property Management
- Mental Health
- Shared Strategic Procurement
- Strengthening Saskatchewan's Supply Chain
- Infrastructure Investment
- Supporting Saskatchewan Tech Sector

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Introduction

Collaboration has had an exceptional year, demonstrating the power of working together to drive growth and efficiency. Ministries, CIC Crowns, Treasury Board Crowns, and Government Agencies have united under a common goal—to attract investment to Saskatchewan and to find efficiencies through cost savings. Guided by Saskatchewan’s Growth Plan, we are **Collaborating for Growth** to build a stronger, more prosperous province.

2023-24 Collaboration Achievements

Attracting Investment: Through our collective efforts, we have successfully attracted over \$7.4 billion in private-sector investments across 22 projects. These investments span key industries, including oil & gas, mining & minerals, agri-value added, and manufacturing, positioning Saskatchewan as a leader in economic growth and innovation.

Cost Savings: By leveraging collective purchasing power and optimizing operations, we have achieved an impressive \$40.4 million in cost savings. These efficiencies reduced expenditures and enhanced the effectiveness of public sector services, ensuring taxpayer dollars are maximized for impact.

A new strategic initiative team, Strengthening Saskatchewan’s Supply Chain, was created this year. This team plays a vital role in reinforcing the resilience of our supply networks and focuses our procurement strategies on buying local.

The dedication and engagement of the staff of the 35 participating entities contributed to these remarkable Collaboration achievements. Their commitment to teamwork and innovation has been instrumental in making Saskatchewan an attractive place for investment and opportunity.

As we reflect on the successes of the past year, we look ahead with confidence, knowing that by working together, we are truly **Collaborating for Growth**. Thank you to everyone who has played a part in this journey. We are excited to continue building on this momentum in the years to come.

Collaborating For Cost Savings

Achieving cost savings has been the foundation of Collaboration since its inception in 2013. Thinking outside the box, executive government organizations and the Crown sector have worked together to find innovative ways to cut costs and achieve strong financial management.

The 2023-24 Collaboration cost savings were \$40.4 million.

2023-24 Collaboration Cost Savings by Initiative and Theme

Initiative or Common Theme	2023-24 Collaboration Cost Savings	
Procurement		
Line Locating	\$	15,458,945
Joint Infrastructure Installation	\$	2,930,406
Workforce Management Tool	\$	1,403,104
Other	\$	7,354,338
Operational		
Pole Sharing	\$	4,896,000
Other	\$	8,392,224
Total	\$	40,435,017

\$481 MILLION

in cost savings since 2013.

Sample Highlights of Cost-Saving Initiatives

\$4.9 MILLION – SHARING SPACE ON POWER POLES



SaskTel rents space on SaskPower power poles to provide fibre service at a lower cost than burying fibre or putting up separate poles.

\$1.4 MILLION – WORKFORCE MANAGEMENT SYSTEM



SaskEnergy, SaskPower and SaskTel have collaborated on finding and implementing a new workforce management system. Discounted pricing for licenses based on collective volume resulted in cost savings.

\$1 MILLION – IT HARDWARE PROCUREMENT



SaskEnergy and SGI leveraged a Ministry of SaskBuilds and Procurement standing offer for the procurement of IT hardware such as laptops, desktops and touchbooks. The cost savings were achieved through discounted pricing negotiated based on the collective volume under a standing offer agreement.

\$846,634 – LGS AND SASKGAMING SHARING RESOURCES



LGS uses human resources, payroll and IT resources at SaskGaming rather than contracting out or hiring these functions.

\$75,000 – SUBSCRIPTION TO INDEPENDENT APPLIED RESEARCH ORGANIZATION



SaskPower, SaskEnergy, SaskWater, SGI, and SaskTel were able to collaborate on a subscription to an independent applied research organization to realize yearly savings. By the Crowns working together and upgrading the subscription they were able to negotiate a volume discount that saves \$75,000 per year.

\$22,281 – ELEVATOR MAINTENANCE



SaskPower and SGI collaboratively went to market for elevator maintenance services. By working together, they were able to achieve an 18% discount on monthly elevator maintenance.

Collaborating to Advance Strategic Priorities

Collaboration saw significant growth in 2023-24 with three more organizations joining the initiative, bringing the total to 35 participating CIC Crowns, Ministries, Treasury Board Crowns and Government Agencies. The structure of Collaboration also evolved as the Infrastructure Investment Team and Supporting Saskatchewan's Technology Sector Team transitioned into sub-committees under other teams. Additionally, a new team - Strengthening Sask's Supply Chain - was established to drive progress in local procurement. This continued expansion highlights the power of working together in an agile methodology for efficiency and productivity, reinforcing the commitment to Collaboration as a key driver for growth and innovation across the province.

Team Highlights:

1. Investment Attraction Working Group (IAWG)

The IAWG continues to make great strides in developing a roadmap to increase investments in the province and further advancing Saskatchewan's Growth Plan goal of \$16 billion in private capital investment annually. The coordination among government agencies to provide this concierge service reduces red tape and provides leadership to reduce impediments to economic development. The team's efforts this fiscal year have helped facilitate a staggering amount of \$7.4 billion in investments over 22 projects – exceeding fiscal 2022-2023 by \$5.52 billion.

This year's collaboration efforts included significant work with previously announced projects now entering the construction phase, and with new projects already in the pipeline.

Sample highlights of the year:

- » All Crown utilities collaborated to provide servicing requirements of BHP which resulted in approval of an investment of \$6.4 billion for stage 2 of the Jansen Potash project, the largest investment in Saskatchewan's history. This investment doubled BHP's investment in potash as the company looks to build one of the world's largest potash mines. Historic investments like these are a result of continuous collaboration between government and industry to ensure Saskatchewan remains the most attractive jurisdiction in the world

for mining investment. In coming years, the IAWG will be working closely to support the project. This will ensure there are positive outcomes in the surrounding communities in the areas of housing, childcare, labour, training and education, infrastructure development, and inclusive relationships.

- » The Government of Saskatchewan welcomed an announcement from Louis Dreyfus Company (LDC) to double capacity at the canola crushing facility at its existing industrial complex in Yorkton. IAWG and officials from the Ministry of Trade and Export Development and the Ministry of Highways have worked closely with the company over many years. This ensured the Yorkton region had sufficient economic infrastructure and utility servicing available to make the investment possible and to plan for future economic expansion in the Yorkton region.

2. Regional Infrastructure

The Regional Infrastructure Team is making exciting progress on an interactive mapping tool designed to pinpoint prime locations for industrial growth across the province.

The team has secured funding and is paving the way for the tool's development, which will identify the best sites for industrial projects based on available services and infrastructure. This cutting-edge tool will enable the Ministry of Trade and Export Development to respond

quickly to potential investors, streamlining the decision-making process and attracting private-sector investment. The project is set to transition from planning to development in the coming year, bringing the vision closer to reality.

3. Shared Utility Corridors

This team's current focus is on three key initiatives designed to help save time, reduce infrastructure costs, and grow a more resilient Saskatchewan. First, efforts are being made towards developing conceptual shared utility corridors within the province. Focus started with Regina, with the intention to move to Saskatoon and other areas of the province where there are anticipated industry developments. Second, the team's focus on creating tools and process so that future construction of these conceptual shared utility corridors can be made easier. And finally, the team focuses on streamlining existing processes to use existing rights-of-way for utility infrastructure co-habitation. All efforts include planned engagement and coordination with impacted communities across the province, with the aim to establish the outcomes contained in official community development plans.

4. Information Technology / Chief Information Officer Working Group

The Information Technology/Chief Information Officer (IT/CIO) Working Group is a collaborative team comprising of four specialized working groups, each with a unique mandate: cybersecurity, procurement, emerging technologies and higher education partnerships. Together these teams drive efficiency, foster innovation, and support Saskatchewan's Growth Plan. In 2023-24 progress was made on cyber security policies, streamlined contract management, leveraging collective IT purchasing power, and development of micro-credential courses. By breaking down silos and fostering partnerships across sectors, the IT/CIO Working Group has achieved its mandate and contributed to a unified vision of growth for Saskatchewan.

5. Property Management

The Property Management team has been instrumental in providing a unified view of government property assets, including land and buildings. They have tackled various topics

such as remote work, electric vehicle charging stations, environmental sustainability, and waste diversion. Notably, they established a GIS-based property database (hosted by Ministry of SaskBuilds and Procurement) that includes information on land and building vacancies, locations, sales, purchases, and leases across government and the Crown sector. This collaborative approach not only streamlines operations but also fosters innovation and growth by leveraging the collective expertise and resources of different teams and stakeholders.

6. Mental Health

With mental health remaining a top priority for both the residents and the Government of Saskatchewan, the Mental Health Collaboration Team has been actively driving change by sharing knowledge, best practices, and fostering collaboration. Over the past year, the team has introduced valuable programs and services aimed at building a stronger, more resilient workforce. Key initiatives included expanding Employee Family Assistance Programs, delivering mental health training, and amplifying awareness through targeted campaigns. By working together, the team has leveraged its collective strength to bring new resources into the workplace efficiently and cost-effectively, ensuring greater access to essential mental health support.

7. Shared Strategic Procurement

The Shared Strategic Procurement (SSP) team is dedicated to identifying savings for the Saskatchewan government through collaborative procurement efforts. Through various methods including joint procurement initiatives, leveraging provincial standing offers, or affiliating with existing contracts, the SSP team consistently seeks out cost-saving opportunities. In addition to these efforts, the SSP team serves as a valuable resource for sharing best practices among provincial procurement leaders. By focusing on promoting Saskatchewan's economic growth, supporting local suppliers, and generating provincial success stories, the SSP team plays a pivotal role in driving economic efficiency and fostering a prosperous future for Saskatchewan.

8. Strengthening Saskatchewan's Supply Chain (New Team)

The newest collaboration team was established this year and joins supply chain leaders from across Saskatchewan's largest government purchasers to build opportunities that grow supplier capacity within our province. This team collaborates to target gaps in areas underserved by Saskatchewan suppliers and finds a path to grow capabilities within the province. The team is engaging with the local supplier community to learn about opportunities.. The team is intent on growing local procurement spend each year across government. Through the efforts of this team and the organizations they represent, more local spend has already been achieved through many new supplier-lead initiatives.

Teams in Transition:

9. Infrastructure Investment

In November 2023 this team transitioned to become a sub-committee of the Investment Attraction Working Group.

10. Supporting Saskatchewan's Technology Sector

At the end of the 2023-24 fiscal year this team transitioned to become a sub-committee of the Information Technology and Chief Information Officer Working Group.

Collaboration Participants

(As of March 31, 2024)

Collaboration Co-chairs

Honorable Dustin Duncan
Minister of Crown Investments Corporation

Grant Kook
Board Chair, SaskTel

Collaboration Leadership Committee

Tim Highmoor, Crown Investments Corporation
(Co-Lead)

Kirsten Swan, Executive Council and Office of the Premier (Co-Lead)

David Boehm, Ministry of Advanced Education

Rhea Brown, SaskPower

Cammy Colpitts, Lotteries and Gaming Saskatchewan

Karen Cossitt, Ministry of SaskBuilds and Procurement

Ryan Cossitt, Ministry of Highways

Warren Fry, Saskatchewan Liquor and Gaming Authority

Jacquie Gibney, SaskWater

Sheldon Green, Ministry of Government Relations

Daniel Hersche, Global Transportation Hub

Cory Hughes, Ministry of Energy and Resources

Terri Kentel-Weinheimer, Saskatchewan Crop Insurance Corporation & Water Security Agency

Tyler Lynch, Ministry of Trade and Export Development

Shara McCormick, SaskTel

Kevin Murphy, Ministry of Environment

Thon Phommavong, Water Security Agency

Blaine Pilatzke, SaskGaming

Christine Short, SaskEnergy

Darcy Smycniuk, Ministry of Immigration and Career Training

Amy Standish, Ministry of Agriculture

Jeff Stepan, SGI

Cullen Stewart, Ministry of Finance

Brent Sukenik, Innovation Saskatchewan

Kelly Thompson, Saskatchewan Health Authority

Jason Wall, Ministry of SaskBuilds and Procurement

Collaboration Working Group

Jill Clark, Crown Investments Corporation (Lead)

Kirk Brecht, Ministry of Energy and Resources

Francine Brule, Ministry of SaskBuilds and Procurement

Jonathan Greuel, Ministry of Highways

Joel Gritzfeld, SaskWater

Shannon Gunderson, SaskTel

Kim Hambleton, SGI

Debbie Johnson, SaskTel

Ralph Leibel, Government Relations

Crystal Liske, SaskEnergy

Ashley McDonald, SaskPower

Ingrid Newton, SaskWater

Curtis Olyowsky, Ministry of Finance

Blaine Pilatzke, SaskGaming

Lindell Veitch, Ministry of Advanced Education

Investment Attraction Working Group

Tim Highmoor, Crown Investments Corporation (Co-Lead)

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

Murray Black, SaskPower

David Boehm, Ministry of Advanced Education

Rhea Brown, SaskPower

David Cooper, Water Security Agency

Ryan Cossitt, Ministry of Highways

Lindsay Freistadt, Ministry of Trade and Export Development

Jaquie Gibney, SaskWater

Daniel Hersche, GTH

Cory Hughes, Ministry of Energy and Resources

Joanne Johnson, Crown Investments Corporation

Nikhil Karanwal, SaskEnergy

Wes Kotyk, Ministry of Environment

Greg Meister, SaskTel

Kevin Murphy, Ministry of Environment

Sara Nichols, Ministry of SaskBuilds and Procurement

Thon Phommavong, Water Security Agency

Blaine Pilatzke, SaskGaming

Darcy Smycniuk, Ministry of Immigration and Career Training

Jeff Stepan, SGI

Amy Standish, Ministry of Agriculture

Cullen Stewart, Ministry of Finance

Brent Sukenik, Innovation Saskatchewan

Jason Wall, Ministry of SaskBuilds and Procurement

Regional Infrastructure

Randy Avery, SaskWater (Co-Lead)

Iryna Soloduk, Ministry of Government Relations
(Co-Lead)

Glen Dakis, SaskPower

Brayden Fox, Crown Investments Corporation

Sheldon Green, Ministry of Government Relations

Darlene Guy, SaskWater

Kareen Holtby, Ministry of Trade and
Export Development

Jon Kotylak, Ministry of Highways

Michael McMurray, SaskEnergy

Jeff Paterson, Water Security Agency

Kyle Ulmer, Ministry of Agriculture

Dan Way, Ministry of Energy and Resources

Shared Utility Corridor

Raman Mall, SaskPower (Lead)

Doug Dale-Johnson, Ministry of SaskBuilds
and Procurement

Ryan Evans, SaskWater

Brayden Fox, Crown Investments Corporation

Jeremy Gabel, SaskTel

Jonathan Kotylak, Ministry of Highways

Ralph Leibel, Ministry of Government Relations

Derrick Mann, SaskEnergy

Darren Selinger, SaskEnergy

Ken Yurach, Ministry of SaskBuilds and Procurement

Supporting Saskatchewan's Technology Sector

Avery Vold, Innovation Saskatchewan (Co-Lead)

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

Alexandra Campbell, Ministry of Trade and
Export Development

Carmen Cline, Ministry of Trade and
Export Development

Erin Connelly, Crown Investments Corporation

Deidre Donaldson Meyer, SGI

Shawn Gibson, Ministry of Agriculture

Jessica Jeannot, Ministry of Advanced Education

Amanda Plummer, Ministry of SaskBuilds
and Procurement

Mike Stefaniuk, SaskTel

Kirsten Swan, Executive Council

Nathan Wilson, SaskTel

Information Technology/CIO Working Group

Nathan Kirkham, SaskTel (Co-Lead)

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

Erin Connelly, Crown Investments Corporation

Davin Church, eHealth

Deidre Donaldson Meyer, SGI

Richard Finnie, SaskGaming

Teresa Florizone, Saskatchewan Public
Safety Agency

Murray Gunville, Saskatchewan Public
Safety Agency

Tim Highmoor, Crown Investments Corporation

Chuck Ingerman, Saskatchewan Research Council

Mark Kleefeld, Water Security Agency
Paul Mayson, SaskWater
Grant McDonald, Tourism Saskatchewan
Michelle Mula, SHA
Kevin Murphy, Ministry of Environment
Cindy Ogilvie, Crown Investments Corporation
Kanaris Paraskevopoulos, SGI
Ian Perry, Innovation Saskatchewan

Rod Petrinchuk, SLGA
Duane Rieger, Ministry of Advanced Education
Bonnie Schmidt, Saskatchewan Crop Insurance Corporation
Sheldon Smith, SaskEnergy
Kirsten Swan, Executive Council
Clarence Yam, Financial and Consumer Affairs Authority

Shared Strategic Procurement

Jane Kennedy, SaskEnergy (Co-Lead)
Stacy Kaufmann, Ministry of SaskBuilds and Procurement (Co-Lead)
Jill Amundrud, Saskatchewan Crop Insurance Corporation
Gail Audette-Sand, Saskatchewan Crop Insurance Corporation
John Britton, 3sHealth
Glenda Bruce, SaskEnergy
Francine Brule, Ministry of SaskBuilds and Procurement
Christie Butalid, SaskEnergy
Erin Connelly, Crown Investments Corporation
Karen Cossitt, Ministry of SaskBuilds and Procurement

Ryan Evans, SaskWater
Rhonda Jackson, SaskGaming
Pamela Keller, SaskGaming
Terri Kentel-Weinheimer, Saskatchewan Crop Insurance Corporation
Nadiya Mason, Crown Investments Corporation
Brennan Miller, SaskTel
Lisa Owens, SGI
Shawn Patton, Water Security Agency
Aaron Polley, SaskBuilds and Procurement
Jo-Ann Rud, SaskEnergy
Rebecca Sengmany, Innovation Saskatchewan
Janine Skolney, Saskatchewan Health Authority
Rico Tomsha, SaskPower

Property Management

Sara Nichols, Ministry of SaskBuilds and Procurement (Co-Lead)
Jennifer Ziegler, SaskTel (Co-Lead)
Richard Carlson, SaskEnergy
Jill Clark, Crown Investments Corporation
Andrew Haas, Saskatchewan Health Authority

SJ Hundal, SGI
Stephen Moleschi, SaskPower
Yasmin Singh, Ministry of SaskBuilds and Procurement
Christina Stus, Innovation Saskatchewan
Kris Wanner, Ministry of SaskBuilds and Procurement

Mental Health

Crystal Lawrek, SaskPower (Co-Lead)

Tony Showchuk, SaskTel (Co-Lead)

Erin Benz-Chicoine, Crown
Investments Corporation

Sharon Bishop, Saskatchewan Health Authority

Ashley Burke, SaskPower

Jill Clark, Crown Investments Corporation

Milayna Goruick, Water Security Agency

David Gwilliam, Saskatchewan Workers'
Compensation Board

Dieter Hamm, SaskEnergy

Cherish Jean-Baptiste, SaskGaming

Lisa Klemke-Harris, SaskTel

Clorice Kuzek, Saskatchewan Crop
Insurance Corporation

Carissa Listrom, Public Service Commission

Shauna Minty, Innovation Saskatchewan

Tania Pilon, SGI

Kelly Schmidt, SaskGaming

Carla Stouffer, Crown Investments Corporation

Kirsten Swan, Executive Council and Office of
the Premier

Catharine Yates, SaskPower

Amanda Zarubin, SaskWater

Strengthening Saskatchewan's Supply Chain (NEW)

Glenn Deck, Ministry of SaskBuilds and
Procurement (Co-Lead)

Dan Irvine, SaskPower (Co-Lead)

Erin Connelly, Crown Investments Corporation

Ryan Evans, SaskWater

Brent Hales, SaskEnergy

John Lax, Ministry of SaskBuilds and Procurement

Nadiya Mason, Crown Investments Corporation

Linda McMullen, SaskEnergy

Lisa Owens, SGI

Adriel Picard, SaskTel

Blaine Pilatzke, SaskGaming

Janine Skolney, Saskatchewan Health Authority

Rico Tomsha, SaskPower

Appendix: Total Collaboration Savings (2013 to 2023-24)

Collaboration Savings by Year (2013 to 2023-24)

Year	Cost Savings
2013	\$23,944,000
2014	\$17,544,202
2015	\$56,242,531
2016	\$81,971,468
2017-18*	\$36,931,341
2018-19	\$39,046,901
2019-20	\$38,091,408
2020-21	\$44,610,193
2021-22	\$48,927,568
2022-23	\$53,080,610
2023-24	\$40,435,017
Total	\$480,825,240

*Jan 1, 2017 - March 31, 2018

Collaboration Savings Sorted by Top 4, Procurement & Operational for 2013 to 2023-24

Initiative Name or Theme	Cost Savings
Fibre Sharing	\$151,676,000
Line Locating	\$124,487,543
Joint Infrastructure Installation	\$66,140,615
Natural Gas Optimization	\$28,911,823
Procurement Cost Savings	\$50,397,524
Operational Cost Savings	\$59,211,735
Total	\$480,825,240

