



2024-25

Collaboration Highlight Report

2024-25 at a Glance

COLLABORATE. SAVE. GROW.

Investment Attraction

\$1.3 BILLION

Cost Savings

\$49.3 MILLION

Collaboration Strategic Pillars

Investment Attraction

- Investment Attraction Working Group
- Regional Infrastructure
- Shared Utility Corridors

One-Team Cost Savings

- Information Technology and CIO Working Group
- Property Management
- Mental Health
- Shared Strategic Procurement
- Strengthening Sask's Supply Chain

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Introduction

Collaborate. Save. Grow.

In 2024–25, Collaboration across Saskatchewan’s public sector has once again proven to be a powerful catalyst for success. Working together, 36 entities—including Ministries, CIC Crowns, Treasury Board Crowns, and Government Agencies—have advanced strategic initiatives, unlocked efficiencies, and attracted major investments to our province.

Our collective efforts have delivered outstanding results:

- **\$49.3 million in cost savings** by working together
- **\$1.3 billion in private-sector investment attraction** wins across priority sectors
- **8 strategic initiative teams** aligning expertise and resources to drive shared outcomes

These achievements demonstrate the real and lasting value of collaborative action. By breaking down silos, sharing knowledge, and aligning around Saskatchewan’s Growth Plan, we are not only delivering measurable results—we are building a stronger, more resilient future.

This year’s theme — **Collaborate. Save. Grow.** — reflects the essence of our work:

- **Collaborate**, because together we are stronger
- **Save**, because public dollars must go further
- **Grow**, because economic opportunity is at the heart of a vibrant Saskatchewan

We extend our sincere thanks to all 36 participating entities whose ongoing commitment and innovation have made these achievements possible. Your work is driving meaningful change across Saskatchewan.

Collaboration remains our engine for growth—and with each success, we are proving what’s possible when we work together as one.

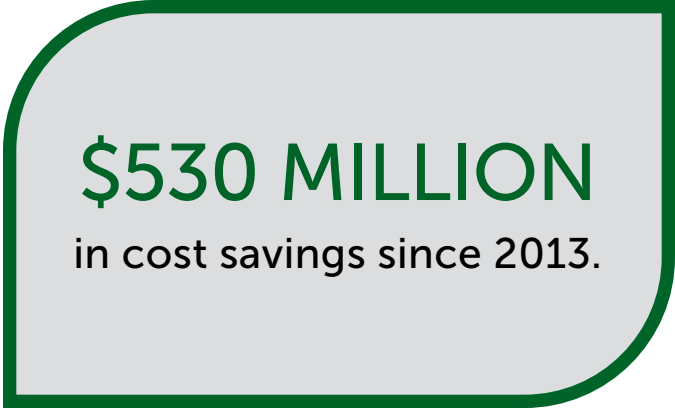
Collaborating For Cost Savings

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 2024-25 Collaboration cost savings were \$49.3 million.

2024-25 Collaboration Cost Savings by Initiative and Theme

Initiative or Common Theme		2024-25 Collaboration Cost Savings
Procurement		
Line Locating	\$	17,149,651
Vinyl Surgical Glove Procurement	\$	3,698,782
Joint Infrastructure Installation	\$	3,216,500
Remaining Procurement Cost Savings	\$	9,255,339
Total Procurement	\$	33,320,271
Operational		
Pole Sharing	\$	7,629,600
Remaining Operational Cost Savings	\$	8,320,829
Total Operational	\$	15,950,429
Total Collaboration Cost Savings	\$	49,270,701



Sample Highlights of Cost-Saving Initiatives

\$7.6 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.

\$3.7 MILLION – VINYL SURGICAL GLOVES PROCUREMENT



3sHealth led a procurement of vinyl surgical gloves. Saskatchewan Health Authority, All Nations Healing and Athabasca Health all benefited from this procurement.

\$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.

\$471,610 – ORACLE LICENSING PROCUREMENT



SaskEnergy, SaskWater, and SCIC (Saskatchewan Crop Insurance Corporation) have leveraged an existing contract through the Ministry of SaskBuilds and Procurement. By participating in this contract, these organizations have realized cost savings compared to procuring an Oracle license on their own.

\$192,455 – LGS AND SASKGAMING SHARING RESOURCES



SaskGaming uses communication resources at LGS to provide external and government relations services rather than contracting out or hiring these functions.

\$136,629 – FIELD INSPECTION SERVICES



The Ministry of Agriculture leverages SCIC's adjusters to complete field surveys for grasshoppers and cereals disease rather than having to hire its own field inspection services.

\$40,475 – WATER SECURITY AGENCY AND SCIC SHARING RESOURCES



Water Security Agency and SCIC share marketing and communication resources rather than contracting out or hiring these functions.

Collaborating to Advance Strategic Priorities

Collaboration remains a fundamental pillar in delivering reliable, affordable services while fostering strong economic growth and prudent financial management across Saskatchewan. Over the past fiscal year, cross-government working groups have made significant strides in advancing shared priorities through coordinated efforts that maximize resources and generate cost savings. This executive summary showcases the achievements of these collaboration teams, highlighting their role in streamlining operations, supporting investment attraction, enhancing infrastructure, and strengthening supply chains. By leveraging collective expertise across Ministries, CIC Crown Corporations, Treasury Board Crowns and Government Agencies, these initiatives contribute to Saskatchewan's Growth Plan goals – ensuring the province remains financially responsible, economically resilient, and well-positioned for a prosperous future.

Team Highlights:

1. Investment Attraction Working Group (IAWG)

The IAWG continues to play a key role in advancing Saskatchewan's Investment Attraction Strategy and supporting the Saskatchewan Growth Plan target of attracting \$16 billion in private capital investment annually. In 2024-25, Government of Saskatchewan efforts contributed to 19 new investments in Saskatchewan valued at a combined \$1.3 billion. Overall, private capital investment reached \$14.7 billion in 2024 and is forecast to grow to \$16.2 billion in 2025.

Major investments currently underway have benefited significantly from the collaborative approach led by the IAWG. The team continues to coordinate project meetings with all impacted Ministries and Crown corporations, providing a streamlined and efficient path for proponents to advance their projects and mitigate risks early. This concierge-style service reduces red tape and ensures government alignment in support of economic development.

Sample highlights of the year:

- Foran Mining's McIlvenna Bay copper project – Now under construction, this project has involved extensive coordination across Ministries, Agencies, and Crown utilities. SaskPower, CIC, and Ministry of Trade and Export Development have played a critical role in supporting the project's

development timelines.

- Louis Dreyfus Company (LDC) – Yorkton industrial expansion – Following last year's announcement to double canola crushing capacity, LDC has moved forward with construction of a pea protein isolate facility at its Yorkton site. Continued collaboration through the IAWG ensured effective coordination with utility partners, helping to accelerate the project and position the Yorkton region for future growth.

2. Regional Infrastructure

The Regional Infrastructure Team advanced its work on a GIS-based mapping tool that will help identify prime locations for industrial development across Saskatchewan. With resource funding secured, the Office of Geomatics hired a GIS modeller in late 2024-25 to lead development of the application.

Once complete, the tool will integrate data from across government to highlight where existing infrastructure and Crown services are available based on real-time inquiries from industry through the Ministry of Trade and Export Development. This will enhance the province's ability to respond quickly and strategically to investment opportunities, helping to attract private-sector investment and support long-term economic growth. Over time, the tool

will also support infrastructure planning by identifying future capacity needs.

3. Shared Utility Corridors

The Shared Utility Corridors Team continues to advance initiatives aimed at reducing infrastructure costs, saving time, and supporting a more resilient and investment-ready Saskatchewan.

Work remains focused on the development of conceptual shared utility corridors, with initial efforts concentrated in urban centres such as Regina and Saskatoon. Planning is also underway to explore additional regions across the province where further industrial development is either established or emerging.

To support this work, the team is identifying new tools and process improvements that will help expedite the future construction of these corridors and streamline project delivery. Ongoing engagement with impacted stakeholders and communities remains a priority, with a focus on ensuring alignment with Regional Municipal official community plans and local development goals.

4. Information Technology / Chief Information Officer Working Group

The IT/CIO Working Group is a collaborative cross-government team made up of five specialized streams: Cybersecurity, Procurement, Emerging Technologies, Higher Education Partnerships, and Support for Saskatchewan's Tech Sector. Together, these teams are driving digital transformation in alignment with Saskatchewan's Growth Plan.

In 2024–25, the group reached several key milestones. The Cybersecurity team finalized and began implementing the OneGov Cybersecurity Policy across Crown and Executive Government entities, launched a threat intelligence-sharing framework, and completed maturity assessments with 27 agencies. The Procurement team led coordinated vendor negotiations, embedding shared procurement standards into all new contracts.

The Emerging Technologies team launched a pilot project to enable Microsoft Teams Federation, aimed at improving collaboration across government. Meanwhile, the Higher

Education Partnerships team began planning a government-sponsored hackathon and expanded outreach efforts to high schools, promoting careers in public-sector technology.

By aligning efforts across ministries, Crowns, and agencies, the IT/CIO Working Group continues to break down silos, amplify collective impact, and deliver measurable value. These efforts are improving operational efficiency, strengthening cyber resilience, fostering innovation, and growing Saskatchewan's tech talent pipeline – reinforcing Saskatchewan's position as a technology-forward province.

5. Property Management

The Property Management Team continues to expand and enhance its GIS-based property database, which now includes a growing inventory of available land and buildings across Crown corporations, Ministries, and Agencies. This system provides a centralized view of public assets, supporting more strategic planning and decision-making across government.

Progress this year included new cross-agency leasing and co-location agreements such as those between SaskTel, SaskPower, and SaskEnergy – demonstrating increased collaboration in the use of shared infrastructure. The team is also exploring broader GIS integration to support responsive land management and improve visibility of underutilized assets.

Sustainability efforts have gained momentum, with waste audits, composting programs, and recycling initiatives being piloted and shared across organizations. Looking ahead, the team will continue to update and refine the GIS platform while promoting more efficient, sustainable, and collaborative use of government property assets.

6. Mental Health

The Mental Health Collaboration Team continues to prioritize knowledge sharing, best practices, and cross-organizational collaboration to support psychological well-being in the workplace.

A major milestone was the launch of the first joint Mental Health Awareness Campaign in May 2025, with 10 organizations participating. By pooling resources, the campaign amplified

awareness and helped reduce stigma surrounding mental health across Executive Government and Crown sectors.

Training also remained a key area of focus. Collaboration partners worked together to expand access to mental health training opportunities, allowing organizations to share resources and increase reach across the public sector.

Looking ahead, the Mental Health Collaboration Team will continue to build on its collective strengths – acting as a community of practice to introduce new tools, expand awareness, and ensure cost-effective access to mental health supports across participating organizations.

7. Shared Strategic Procurement

The Shared Strategic Procurement Team made significant progress toward its ambitious savings target, underscoring a continued commitment to driving value through collaborative procurement across government.

A major highlight of the year was the formal expansion of the team's role as a community of practice. This strengthened collaboration and knowledge sharing among procurement professionals, helped to enhance communication, consistency, and innovation across departments.

For the first time, the Shared Strategic Procurement Team also began tracking cost avoidance, capturing the financial impact of preventing unnecessary expenditure through strategic sourcing decisions. Notably, substantial savings were realized in the health sector through improved contract management and sourcing practices.

These efforts of the Shared Strategic Procurement Team play a vital role in supporting economic efficiency, promoting responsible spending, and contributing to Saskatchewan's long-term success.

8. Strengthening Saskatchewan's Supply Chain

The Strengthening Saskatchewan Supply Chain Team continues to bring together supply chain leaders from the province's largest government purchasers to expand supplier capacity and grow local procurement.

In 2024–25, the team focused on identifying gaps in areas underserved by Saskatchewan suppliers and working collaboratively to build provincial capability. Engagement with the local supplier community and advocacy organizations played a key role in shaping strategy and informing opportunities for growth.

These efforts contributed to a significant increase in local procurement. The Saskatchewan spend percentage in the Crown sector rose from 64% in 2023–24 to 73% in 2024–25, while government ministries maintained a consistently high local spend rate of over 90%. In total, more than \$2.1 billion in procurement was awarded to Saskatchewan-based businesses over the past fiscal year.

The team also played a vital role in guiding the government's response to global trade uncertainty caused by tariffs. Their collaboration enabled timely and strategic action to prioritize Canadian suppliers and protect local jobs – reinforcing Saskatchewan's commitment to a strong, resilient domestic supply chain.

Collaboration Participants

Collaboration has been made possible through the vision and leadership of Premier Scott Moe, Collaboration Co-Chairs the Honourable Jeremy Harrison, Minister of Crown Investments Corporation and Grant J. Kook, and executive leaders who have championed this initiative across the public sector. Their commitment to partnership and progress has laid a strong foundation for success working as one-team across government.

The following individuals have played a vital role in advancing the Collaboration Initiative, generously contributing their expertise, time, and dedication to achieving meaningful outcomes that benefit all people in Saskatchewan.

(As of March 31, 2025)

Collaboration Co-chairs

Honorable Jeremy Harrison
Minister of Crown Investments Corporation

Grant J. Kook
Board Chair, SaskTel

Collaboration Leadership Committee

Tim Highmoor, Crown Investments Corporation
(Chair)

Elissa Aitken, Ministry of Labour Relations and
Workplace Safety

David Boehm, Ministry of SaskBuilds
and Procurement

Stacey Bosch, Saskatchewan Health Authority

Rhea Brown, SaskPower

Bonnie Chambers, Ministry of
Government Relations

Cammy Colpitts, Lotteries and
Gaming Saskatchewan

Maire Coulthard, Ministry of SaskBuilds
and Procurement

Cory Frei, SaskEnergy

Daniel Hersche, Global Transportation Hub

Cory Hughes, Ministry of Energy and Resources

Greg Hutchings, Saskatchewan Liquor and
Gaming Authority

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

Derek Leach, SaskWater

Tom Lees, Ministry of Highways

Tyler Lynch, Ministry of Trade and
Export Development

Shara McCormick, SaskTel

Kevin Murphy, Ministry of Environment

Thon Phommavong, Water Security Agency

Darcy Smycniuk, Ministry of Immigration and
Career Training

Amy Standish, Ministry of Agriculture

Cullen Stewart, Ministry of Finance

Brent Sukenik, Innovation Saskatchewan

Cam Swan, Ministry of SaskBuilds and Procurement

Collaboration Working Group

Jill Clark, Crown Investments Corporation (Lead)
Kirk Brecht, Ministry of Energy and Resources
John Britton, 3sHealth
Cammy Colpitts, Lotteries and Gaming Saskatchewan
Ian Goeres, Ministry of Government Relations
Joel Gritzfeld, SaskWater
Shannon Gunderson, SaskTel
Kim Hambleton, SGI
Debbie Johnson, SaskTel

Crystal Liske, SaskEnergy
Karah Mayes, Public Service Commission
Ashley McDonald, SaskPower
Curtis Olyowsky, Ministry of Finance
Amanda Plummer, Ministry of SaskBuilds and Procurement
Charles Reid, Crown Investments Corporation
Lindell Veitch, Ministry of Advanced Education
Stephanie Walton, Ministry of Highways

Investment Attraction Working Group

Tim Highmoor, Crown Investments Corporation (Co-Lead)
Tyler Lynch, Ministry of Trade and Export Development (Co-Lead)
Randy Avery, SaskWater
David Boehm, Ministry of SaskBuilds and Procurement
Rhea Brown, SaskPower
David Cooper, Water Security Agency
Bryan Dilling, Ministry of Trade and Export Development
Tina Ekert, SaskPower
Daniel Hersche, GTH
Cory Hughes, Ministry of Energy and Resources
Nikhil Karanwal, SaskEnergy
Wes Kotyk, Ministry of Environment

Tom Lees, Ministry of Highways
Julie Leggott, Crown Investments Corporation
Greg Meister, SaskTel
Kevin Murphy, Ministry of Environment
Pat Parenteau, Minister of Labour Relations and Workplace Safety
Leanne Persicke, Crown Investments Corporation
Thon Phommavong, Water Security Agency
Charles Reid, Crown Investments Corporation
Darcy Smycniuk, Ministry of Immigration and Career Training
Robin Speer, Ministry of Trade and Export Development
Amy Standish, Ministry of Agriculture
Cullen Stewart, Ministry of Finance

Regional Infrastructure

Randy Avery, SaskWater (Co-Lead)
Dorris Morrow, Ministry of Trade and Export Development (Co-Lead)
Courtney Balkwill, SaskPower
Leah Clark, Water Security Agency
Doug Daniels, Ministry of SaskBuilds and Procurement
Kevin Filteau, Ministry of Parks, Culture and Sport

Darlene Guy, SaskWater
Jon Kotylak, Ministry of Highways
Michael McMurray, SaskEnergy
Jeff Paterson, Water Security Agency
Charles Reid, Crown Investments Corporation
Kyle Ulmer, Ministry of Agriculture
Dan Way, Ministry of Energy and Resources

Shared Utility Corridor

Raman Mall, SaskPower (Co-Lead)
Jonathan Kotylak, Ministry of Highways (Co-Lead)
Ryan Evans, SaskWater
Jeremy Gabel, SaskTel
Ian Goeres, Ministry of Government Relations

Derrick Mann, SaskEnergy
Charles Reid, Crown Investments Corporation
Darren Selinger, SaskEnergy
Ken Yurach, Ministry of SaskBuilds and Procurement

Information Technology/CIO Working Group

Nathan Kirkham, SaskTel (Lead)
Abimbola Akintolu, Team Secretary
David Boehm, Ministry of SaskBuilds and Procurement
Davin Church, eHealth
Deidre Donaldson Meyer, SGI
Richard Finnie, SaskGaming
Murray Gunville, Saskatchewan Public Safety Agency
Jordan Huber, Water Security Agency
Brad Hunt, Crown Investments Corporation
Chuck Ingerman, Saskatchewan Research Council
Travis Massier, Lotteries and Gaming Saskatchewan
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, Saskatchewan Liquor and Gaming Authority
Duane Rieger, Ministry of Advanced Education
David Safruk, Crown Investments Corporation
Bonnie Schmidt, Saskatchewan Crop Insurance Corporation
Sheldon Smith, SaskEnergy
Clarence Yam, Financial and Consumer Affairs Authority

Shared Strategic Procurement

Jane Kennedy, SaskPower (Lead)
Jill Amundrud, Saskatchewan Crop Insurance Corporation
Andrea Boychuk, eHealth
Daljinder Brar, SaskPower
John Britton, 3sHealth
Glenda Bruce, SaskEnergy
Christie Butalid, SaskEnergy
Ryan Evans, SaskWater
Rhonda Jackson, SaskGaming
Pamela Keller, SaskGaming
Terri Kentel-Weinheimer, Saskatchewan Crop Insurance Corporation

Erik Lizée, eHealth
Nadiya Mason, Crown Investments Corporation
Travis Massier, Lotteries and Gaming Saskatchewan
Brennan Miller, SaskTel
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Lisa Owens, SGI
Shawn Patton, Water Security Agency
Phil Pearson, Ministry of Parks, Culture and Sport
Aaron Polley, SaskBuilds and Procurement
Jo-Ann Rud, SaskEnergy
Rebecca Sengmany, Innovation Saskatchewan
Janine Skolney, Saskatchewan Health Authority

Property Management

Jennifer Ziegler, SaskTel (Co-Lead)
Patrick Coulthard, Ministry of SaskBuilds and Procurement (Co-Lead)
Richard Carlson, SaskEnergy
Jill Clark, Crown Investments Corporation
Andrew Haas, Saskatchewan Health Authority
Christina Harrop, Innovation Saskatchewan

Rob Hembroff, Ministry of SaskBuilds and Procurement
Pam Herbert, Ministry of Parks, Culture and Sport
SJ Hundal, SGI
Stephen Moleschi, SaskPower
Kelly Moore, Innovation Saskatchewan

Mental Health

Crystal Lawrek, SaskPower (Co-Lead)
Tony Showchuk, SaskTel (Co-Lead)
Marcie Bellamy, Ministry of Parks, Culture and Sport
Erin Benz-Chicoine, Crown Investments Corporation
Barrett Blue, Saskatchewan Health Authority
Ashley Burke, SaskPower
Jill Clark, Crown Investments Corporation
Milayna Goruick, Water Security Agency
Darlene Guy, SaskWater
David Gwilliam, Saskatchewan Workers' Compensation Board
Dieter Hamm, SaskEnergy

Lisa Klemke-Harris, SaskTel
Clorice Kuzek, Saskatchewan Crop Insurance Corporation
Kendra LaHaye, Public Service Commission
Ian Lewis, SGI
Karah Mayes, Public Service Commission
Shauna Minty, Innovation Saskatchewan
Kelly Schmidt, SaskGaming
Alana Shearer-Kleefeld, 3sHealth
Carla Stouffer, Crown Investments Corporation
Tracey Sykes, Lotteries and Gaming Saskatchewan
Catharine Yates, SaskPower
Kerry Zimmer, Ministry of Social Services

Strengthening Saskatchewan's Supply Chain

Glenn Deck, Ministry of SaskBuilds and Procurement (Co-Lead)
Dan Irvine, SaskPower (Co-Lead)
Ryan Evans, SaskWater
Rhonda Jackson, SaskGaming
Pamela Keller, SaskGaming
Nadiya Mason, Crown Investments Corporation
Travis Massier, Lotteries and Gaming Saskatchewan

Linda McMullen, SaskEnergy
Shaadie Musleh, Ministry of SaskBuilds and Procurement
Lisa Owens, SGI
Adriel Picard, SaskTel
Charles Reid, Crown Investments Corporation
Janine Skolney, Saskatchewan Health Authority
Rico Tomsha, SaskPower

Appendix: Total Collaboration Savings (2013 to 2024-25)

Collaboration Savings by Year (2013 to 2024-25)

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
2024-25	\$49,270,701
Total	\$530,095,940

*Jan 1, 2017 - March 31, 2018

Collaboration Savings Sorted by Top 4, Procurement & Operational for 2013 to 2024-25

Initiative Name or Theme	Cost Savings
Fibre Sharing	\$151,676,000
Line Locating	\$141,637,194
Joint Infrastructure Installation	\$69,357,115
Natural Gas Optimization	\$29,391,587
Procurement Cost Savings	\$63,351,644
Operational Cost Savings	\$74,682,400
Total	\$530,095,940

