



SASKATCHEWAN
CROWN CORPORATION
COLLABORATION
2020-21



2020-21 at a Glance

\$44 MILLION

in benefits achieved through collaboration,
despite COVID challenges.



SaskTel collaborated with the Ministry of Highways to collect snow plough asset data, consolidate the data into the Ministry's analytics and GIS platform, and create data visualization dashboards.

\$13 MILLION

in benefits achieved through
Joint Infrastructure Initiative.



The Diversity Inclusion Network coordinated National Indigenous Peoples Day events and Orange Shirt Day activities.

3,520 TONNES

of greenhouse gas emissions
were reduced through
collaborative initiatives.



Through the Demand Response program, SaskTel will utilize generators when SaskPower is experiencing high usage events. Generators must run regularly to ensure usability and maintenance, making this program mutually beneficial to both Crowns.

\$200 MILLION

invested in Saskatchewan
businesses through the Crowns'
procurement processes.



Project Management Office was established to provide valuable project delivery for stakeholders and customers in Saskatchewan.

\$80 MILLION

in contracts awarded to
Indigenous suppliers.



SaskEnergy leveraged an existing agreement between SaskPower and Moneris to implement a credit card payment solution for customers, greatly increasing the speed for implementation.

\$1.2 MILLION

saved by establishing
joint agreements on
software licenses.

\$120,000

donated to the Food Banks
of Saskatchewan Crisis
Response Fund.

Table of Contents

Introduction.....	3
2020-21 Collaboration Initiatives – Total Hard Benefits	4
Environmental Benefits.....	5
2020-21 Realized Benefits and Five-Year Forecast.....	6
Highlights of 2020-21 Collaboration Initiatives.....	8
COVID-19 Response	8
Economic Recovery	10
Indigenous Procurement	12
Crown Collaboration Innovation.....	13
Demand Response	14
Shared Infrastructure.....	15
Project Management Office	16
Software License Review.....	17
Shared Services	17
Credit Card Payment Solution	18
Collaboration and Diversity	18
Crown Collaboration Committees.....	19
Board Chairs & Crown Presidents Committee Goals	19
Board Chairs.....	19
Crown Presidents.....	20
VP Designates & Working Committee Goals	21
VP Designates	21
Working Committee.....	21
Appendix: Total Crown Collaboration Savings (2013 to 2020-21)	23

Introduction

The overall objective of Crown collaboration is to drive benefits across the Crown sector, align to Saskatchewan's Growth Plan and to support the Crown Sector Strategic Priorities. When the COVID-19 pandemic hit the province, the focus for 2020-21 shifted to supporting customers and economic recovery, while continuing to drive both hard and soft benefits through collaboration. Despite challenges faced in 2020-21, collaborative work continued with several initiatives including: shared infrastructure, procurement, Crown collaboration innovation, and software license review. **The Crowns continued to seek innovative opportunities which resulted in over \$44M of benefits to the Crown sector.**

Crown collaboration will continue to explore new opportunities and potential initiatives such as cyber security, project delivery, shared procurement, and infrastructure investment. The Crowns are committed to Indigenous procurement and collaborating on supplier development opportunities, while also beginning a dialogue on expanding supplier diversity. The committee will work with Trade and Export Development (TED) to pursue new benefits, such as red tape reduction savings for businesses and the public. Treasury Board Crowns, ministries, and agencies will also be invited to help the Crowns work more effectively, be part of a larger community and benefit the province and economy overall.

This report details existing and new collaboration initiatives, highlighting measurable results and successes, and provides a five-year forecast for hard benefits gained through Crown collaboration.

2020-21 Collaboration Initiatives – Total Hard Benefits

Initiative	SaskPower	SaskTel	SaskEnergy	SGL	SaskWater	SaskGaming	SOCO	Total
Bill Payments	-	\$2,986	-	-	-	-	-	\$2,986
CEO/CFO Certification - Shared Services with CIC	-	-	-	-	\$20,000	\$26,640	\$20,000	\$66,640
Data Center Colocation	\$154,548	-	-	\$187,000	-	-	-	\$341,548
Enhanced Public Safety	-	\$445,842	\$9,000	-	-	-	-	\$454,842
Express Address	\$73,000	\$45,000	\$105,490	-	-	-	-	\$223,490
Fibre Sharing	\$4,540,000	\$880,000	-	-	-	-	-	\$5,420,000
Innovation - GIS:			\$120,000					\$120,000
Civic Address Data Share	-	\$30,000	-	-	-	-	-	\$30,000
Geocortex Knowledge Sharing	-	\$10,000	-	-	-	-	-	\$10,000
Innovation - Peak Demand/Demand Response	\$100,000	\$40,577	-	-	-	-	-	\$140,577
Installation of SCADA to reduce site inspections	-	-	-	-	\$46,852	-	-	\$46,852
Learning and Development	\$4,500	\$11,700	-	-	-	-	-	\$16,200
Legal - Shared Services with CIC	-	-	-	-	\$135,000	\$105,000	\$10,000	\$250,000
Natural Gas Optimization	\$202,865	-	\$30,000	-	-	-	-	\$232,865
Paperless Billing	\$400,000	-	-	-	-	-	-	\$400,000
Procurement:								
Advanced Metering Infrastructure (AMI)	-	-	-	-	\$58,000	-	-	\$58,000
Car Rentals for Claim Customers	-	-	-	\$1,390,000	-	-	-	\$1,390,000
Copiers (Via SaskBuilds)							\$7,500	\$7,500
Employee Family Assistance Plan	\$254,947	-	-	-	-	-	-	\$254,947
Fleet Management	-	\$15,143	-	-	-	-	-	\$15,143
Human Resource Management System	-	-	\$10,000	-	-	-	-	\$10,000
Insurance**	-	-	-	-	\$233,613	-	-	\$793,122
ISF Security Membership	-	-	-	-	-	-	-	\$294,000
Joint Infrastructure Installation	\$7,683,188	\$3,455,037	\$1,900,000	-	-	-	-	\$13,038,225
Line Locating	\$6,265,187	\$2,211,308	\$3,838,000	-	-	-	-	\$12,314,495
Managed Print Services	-	-	-	\$43,000	-	-	-	\$43,000
Mapping (Non-Ground Disturbance)	\$25,089	\$425,697	\$20,000	-	-	-	-	\$470,786
Microsoft Product Licensing	\$508,734	\$90,000	\$250,726	\$325,000	\$41,700	-	-	\$1,216,160
New Bill and Letter Print Services Provider	\$475,000	-	\$257,000	-	-	-	-	\$732,000
New Connect Joint Services	\$345,081	-	-	-	-	-	-	\$345,081
Oracle License	-	-	-	-	\$302,736	-	-	\$302,736
Photocopier Management Program*	-	-	-	-	-	\$9,600	-	\$9,600
Recognition Program**	-	-	-	-	-	-	-	\$37,922
Software Reseller and Licensing Service (Master Agreement with Compugen)*	-	-	-	-	-	\$30,641	-	\$30,641
Wireless Age (Standing Offer)*	-	-	-	-	-	\$2,105	-	\$2,105
Property Management	\$30,200	\$1,879,132	-	-	-	-	-	\$1,909,332
Remote Diagnostics - Updating of Trans Gas SCADA	-	-	-	-	\$25,468	-	-	\$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	-	\$1,928,000	-	-	-	-	-	\$1,928,000
SecurTek Providing Building Monitoring Services	\$14,777	-	-	-	-	-	-	\$14,777
Solar Panels	-	-	-	-	\$20,000	-	-	\$20,000
Total	\$21,077,117	\$12,896,074	\$6,687,716	\$1,945,000	\$901,369	\$173,986	\$37,500	\$44,610,193

* These initiatives do not meet the traditional definition of Crown collaboration, but resulted in hard benefits as a result of participation in Government.

** Hard benefits have been aggregated and are not separated across participating Crowns.

Environmental Benefits

In addition to cost savings, some of the Crown collaboration initiatives result in environmental benefits such as greenhouse gas (GHG) savings. The 2020-21 fiscal year saw an overall reduction of 3520 tonnes of CO₂e. This was an improvement from the previous year's reduction of 2862 tonnes of CO₂e.

ESTIMATED GHG SAVINGS FROM CROWN COLLABORATION—2021-21



› VEGETATION MANAGEMENT

SaskTel and SaskEnergy use a common contractor for vegetation management.

GHG Emission Reduction **23** tonnes of CO₂e

Based on estimated reduced driving for a second vehicle to spray facilities and converted to GHG with an emission factor.



› FIBRE SHARE

SaskPower and SaskTel partner for installation of fibre.

GHG Emission Reduction **201** tonnes of CO₂e

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



› PROPERTY MANAGEMENT COLLABORATION

SaskPower uses the SaskTel building on Sandra Schmirler Way in Regina, reducing emissions from utilities (natural gas and power).

GHG Emission Reduction **566** tonnes of CO₂e

Based on actual facility natural gas and power usage and converted to GHG with emissions factors.



› JOINT INFRASTRUCTURE INSTALLATION

SaskTel, SaskPower and SaskEnergy partner on joint infrastructure installation.

GHG Emission Reduction **1112** 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 LOCATE

SaskEnergy, SaskPower, and SaskTel partner on line locating.

GHG Emission Reduction **1618** tonnes of CO₂e

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

› **GRAND TOTAL 3520** tonnes of CO₂e

2020-21 Realized Benefits and Five-Year Forecast

Initiative	2020-21 Realized Benefits	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	Total Five-Year Forecast (2021-22 to 2025-26)
Bill Payments	\$2,986	\$8,873	\$2,872	\$2,684	\$2,465	\$2,257	\$2,056	\$12,333
CEO/CFO Certification - Shared Services with CIC	\$66,640	\$66,640	\$66,640	\$66,640	\$66,640	\$66,640	\$66,640	\$333,200
Data Center Colocation	\$341,548	\$334,548	\$334,548	\$334,548	\$334,548	\$154,548	\$154,548	\$1,312,740
Enhanced Public Safety	\$454,842	\$580,565	\$486,550	\$464,373	\$442,254	\$423,141	\$404,984	\$2,221,303
Engineering (Grounding Expertise/ Induction/Cathodic Protection - SME/Standard Sharing)	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Express Address	\$223,490	\$157,000	\$228,000	\$228,000	\$228,000	\$228,000	\$228,000	\$1,140,000
Fibre Sharing	\$5,420,000	\$6,480,000	\$5,400,000	\$500,000	\$500,000	\$500,000	-	\$6,900,000
Innovation - GIS:	\$120,000	-	\$120,000	\$120,000	\$105,000	\$105,000	\$105,000	\$555,000
CIC Expanded Data Sharing Agreement	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Civic Address Data Share	\$30,000	\$80,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Infrastructure Data Sharing	-	\$125,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Mobile Deployment/ GPS Exchange	-	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Geocortex Knowledge Sharing	\$10,000	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Innovation - Peak Demand/ Demand Response	\$140,577	\$590,152	\$420,000	\$620,000	\$820,000	\$1,020,000	\$1,020,000	\$3,900,000
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	\$16,200	\$2,400	\$9,131	\$7,632	\$6,133	\$6,135	\$6,136	\$35,167
Legal - Shared Services with CIC	\$250,000	\$170,000	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000	\$1,225,000
Natural Gas Optimization	\$232,865	\$489,100	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	\$850,000
Paperless Billing	\$400,000	-	\$114,000	-	-	-	-	\$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	\$1,390,000	\$2,200,000	\$2,000,000	\$2,500,000	\$2,500,000	\$2,500,000	-	\$9,500,000
Copiers (Via SaskBuilds)	\$7,500	-	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500
Employee Family Assistance Plan	\$254,947	\$253,942	\$253,942	\$253,942	\$253,942	\$253,942	\$253,942	\$1,269,710
Fleet Management	\$15,143	\$15,143	\$15,143	\$11,357	-	-	-	\$26,500
Forrester License	-	-	\$23,972	\$23,972	-	-	-	\$47,944
Human Resource Management System	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Insurance	\$793,122	\$736,613	\$932,999	\$1,002,938	\$1,079,870	\$1,164,496	\$1,257,584	\$5,437,887
ISF Security Membership	\$294,000	\$294,000	\$294,000	\$294,000	\$294,000	\$294,000	\$294,000	\$1,470,000
Joint Infrastructure Installation	\$13,038,225	\$10,372,457	\$15,552,850	\$4,855,270	\$2,300,315	\$3,296,145	\$1,530,000	\$27,534,580

Initiative	2020-21 Realized Benefits	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	Total Five-Year Forecast (2021-22 to 2025-26)
Line Locating	\$12,314,495	\$11,119,331	\$12,770,978	\$12,627,026	\$13,319,503	\$14,091,424	\$14,365,518	\$67,174,449
Managed Print Services	\$43,000	\$110,000	\$65,000	\$110,000	-	-	-	\$175,000
Mapping (Non-Ground Disturbance)	\$470,786	\$512,744	\$500,492	\$533,619	\$580,913	\$621,466	\$632,463	\$2,868,951
Microsoft Product Licensing	\$1,216,160	\$592,426	\$1,161,160	\$1,161,160	\$1,011,160	\$292,426	\$292,426	\$3,918,332
New Bill and Letter Print Services Provider	\$732,000	\$732,000	\$732,000	\$732,000	\$732,000	\$732,000	\$257,000	\$3,185,000
New Connect Joint Services	\$345,081	-	\$254,000	\$301,000	\$320,000	\$421,000	\$450,000	\$1,746,000
Oracle License	\$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	\$9,600	\$48,000
Recognition Program	\$37,922	\$37,922	\$37,922	\$37,922	\$37,922	-	-	\$113,766
Software Reseller and Licensing Service (Master Agreement with Compugen)*	\$30,641	\$30,641	\$30,641	\$30,641	\$30,641	\$30,641	\$30,641	\$153,205
Wireless Age (Standing Offer)*	\$2,105	\$1,996	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$10,500
Property Management	\$1,909,332	\$1,953,191	\$1,954,014	\$1,961,162	\$1,958,941	\$1,253,741	\$190,368	\$7,318,225
Remote Diagnostics - Updating of Trans Gas 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	-	-	-	\$330,000
SaskPower Colocation for AMI Meter Reading Program	\$1,260,652	-	\$1,260,652	\$1,260,652	\$1,260,652	\$1,260,652	\$1,386,717	\$6,429,325
SaskWater/WSA Upset Line*	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$90,000
SCADA Leverage	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500	\$737,500
SecurTek	\$1,928,000	\$1,900,000	\$2,000,000	\$2,500,000	\$3,000,000	\$3,500,000	\$3,700,000	\$14,700,000
SecurTek Providing Building Monitoring Services	\$14,777	\$16,695	\$14,777	\$14,777	\$14,777	\$14,777	\$14,777	\$73,885
Small Cells on Street Lights	-	-	-	\$25,680	\$25,680	-	-	\$51,360
Solar Panels	\$20,000	\$20,000	\$28,000	\$36,000	\$44,000	\$44,000	\$44,000	\$196,000
Total Forecast (Existing Initiatives)	\$44,610,193	\$40,821,534	\$48,492,039	\$33,944,750	\$32,432,111	\$33,439,187	\$27,849,555	\$176,157,642
Aspirational Target (New Initiatives)			\$1,507,961	\$17,055,250	\$19,587,889	\$19,621,213	\$26,272,053	\$84,044,366
Crown Balanced Scorecard Target**			\$50,000,000	\$51,000,000	\$52,020,000	\$53,060,400	\$54,121,608	\$260,202,008

* These initiatives do not meet the traditional definition of Crown collaboration, but resulted in hard benefits as a result of participation in Government.

** In the Fall of 2020, the CIC Board directed Crown collaboration be included as a measure on each Crown's balanced scorecard and as part of salary holdback calculations for 2021-22. The target for 2021-22 is \$50M and includes cost savings and red tape reduction savings by the Crowns and participating Treasury Board Crowns, agencies and ministries. The target is to be achieved by the Crowns as a sector, there are not individual targets for each Crown. The CIC Board has not yet approved targets for FY2022-23 and beyond, but will strive for 2% growth each year.

Highlights of 2020-21 Collaboration Initiatives

COVID-19 RESPONSE

When the COVID-19 pandemic hit Saskatchewan, the Crowns knew quick action had to be taken to support customers. Whether it was deferring bill payments, waiving data overages, implementing COVID-safe installs or raising money for families in need, the Crowns took initiative under the guidance of the provincial government to help the people of Saskatchewan manage these difficult times. The Business Continuity Management primes from the Crowns engaged in discussions with Crown peers to understand and share information about their respective pandemic responses, including mask use in the work place, contact tracing protocols, back to work strategy and plan (2020 and 2021) as well as the use of rapid test kits. The examples below highlight initiatives and success stories from our Crowns.

SaskPower and SaskEnergy Joint Repayment Arrangement Form

When the Province announced the Utility Bill Interest Waiver Program in mid-March 2020, SaskPower and SaskEnergy customers who were financially impacted by the pandemic were given the option to defer bill payments, interest free, for a six-month period. At the end of this period, customers who had taken advantage of the program were to contact SaskEnergy and SaskPower to make repayment arrangements. All outstanding amounts were to be paid within 12-months beginning September 18, 2020.

As there was no formal sign up for the program, there was concern that phone queues would be overwhelmed with customers trying to make payment arrangements in a timely manner. To ensure this did not happen, SaskEnergy and SaskPower collaborated on the development of a joint repayment arrangement form that was available on the SaskPower website. A link to this form was on the SaskEnergy website and allowed customers to make their repayment arrangements for both utilities efficiently. This collaboration involved re-purposing an existing form on the SaskPower website and adding the SaskEnergy link and account numbers. This resulted in significant savings related to IT development and configuration time, avoided long wait times for customers in the phone queues, and eliminated the anticipated over time for Customer Service Representatives in both Crowns. Estimated operating savings for 2020-21 are approximately \$85,000.

SaskEnergy serves and supports customers

SaskEnergy, like other Crowns, experienced abnormal business and operating conditions. SaskEnergy implemented measures in light of COVID-19 to continue to provide safe and reliable natural gas service to customers without compromising the safety and

security of employees and customers in communities across Saskatchewan. In 2020-21, SaskEnergy added 3,000 customers to its distribution system and maintained 99.99% reliability.

SaskTel technicians serve customers safely

Over the last year, the workload for SaskTel's customer service and facilities technicians grew significantly to accommodate increased requests for upgrades and new connections for internet and TV services.

Despite the challenges of the pandemic, the operations team found safe and innovative ways to deliver services to customers' homes. Since March 2020, the team saw an increase of 14,000 installs from the previous year.

Technicians were already visiting approximately 1,000 homes and businesses per day, so they had to become more creative in their approach to customer requests. The technicians involved in the installation and repair process adjusted their safety protocols and work procedures to ensure the safety of employees and customers by asking pre-screening questions, wearing masks, social distancing and sanitizing their tools and hands.

There are many examples around the province of how technicians creatively delivered services. For example, they created mini offices right in their vans to program routers, set up Wi-Fi, and program set top boxes. They would then leave the sanitized equipment on the customer's doorstep and walk them through the install by phone, Facetime or Zoom.

Even with the increased customer service activity over the past year, no COVID-19 cases have been linked to technicians being in a customer home. This is a testament to how well the PPE, screening and sanitization procedures worked, but most importantly how much care technicians took in following safe procedures.

SaskTel President and CEO Doug Burnett echoes that pride. *"I continue to be impressed with the creativity of our technicians to deliver our services safely. I'm very proud of how our employees adapted and responded to provide communication services for our customers."*

Other ways that SaskTel supported its customers include:

- Leveraged relationships with equipment manufacturers and other service providers to procure thousands of additional devices for health, protective services, First Nations, education, and government agencies.
- For a limited time during the pandemic, SaskTel waived data overage charges for wireless and

fusion internet customers, kept internet plans unlimited, and provided complimentary news and entertainment channels to maxTV service and maxTV Stream customers.

- Stores and dealers remained open to provide essential services with additional steps taken to protect customers and employees.
- The call center trained additional staff to take customer calls in order to keep wait times low.
- Offered interest free bill deferrals for up to six months and a 12-month repayment plan to provide relief to customers.
- Provided a two-month service credit to SaskTel customers currently signed up for the federal government's Connecting Families initiative.
- Extended the seasonal disconnect option for up to six additional months to support customers unable to open their seasonal properties.

SaskPower maintains a reliable power grid

For the province's electrical utility, the top priority is to ensure the health and safety of customers and employees while maintaining the reliability and security of the electrical grid through all conditions, including COVID-19. As an essential service, SaskPower had over 1,200 field employees working onsite, safely and successfully managing throughout COVID-19. SaskPower also transitioned over 2,300 employees to remote work arrangements in late March 2020.

Employees in power plants, power line technicians, employees at our grid control centre, and meter readers adapted their work to ensure physical distancing from customers and coworkers. By taking additional action, SaskPower was able to continue service to all customers.

We also continued major construction projects during the pandemic, including the new Great Plains Power Station in Moose Jaw, the Golden South Wind Facility in Assiniboia, the Blue Hill Wind Facility near Herbert, and Saskatchewan's first-eve utility-scale solar facility, Highfield Solar, which is southeast of Swift Current. SaskPower remains on-track to reduce greenhouse gas emissions by more than 50 percent from 2005 levels by 2030.

SGI supports customers and students

SGI provided payment options for both Auto Fund and SGI CANADA customers to help relieve financial pressures and waived fees for insufficient funds. Road tests were temporarily suspended, but Saskatchewan was the first province in Canada to resume road testing through an innovative approach that minimized the risk

regarding COVID-19. SGI also doubled the amount of all SGI scholarships in recognition of the corporation's 75th anniversary in 2020 and to help support students who may face additional financial pressures because of the pandemic.

SaskWater provides uninterrupted service

Despite the complexities of staff working remotely and the adjustments needed to ensure safe working conditions for essential workers, SaskWater customers did not experience service interruptions attributed to the pandemic.

SaskWater responded quickly and implemented measures to ensure that employees could safely provide customers with vital water services.

Operators in SaskWater facilities and in the field implemented extra safety protocols and alternate work schedules to limit the risk of in-person contact as they kept water and wastewater facilities operational. Thanks to these proactive strategies, there were no service interruptions for SaskWater customers because of COVID-19.

SaskWater also implemented remote working conditions in late March and began the 2020–21 fiscal year with approximately half of their staff working from home. Virtual meetings and conference calls became the norm and a dedicated team continued to monitor provincial COVID-19 restrictions, update guidelines and protocols and communicate changes to staff.

The majority of customers continued to pay their bills in the same manner as they had pre-pandemic. A handful of customers chose to defer their payments through the Crown Utility Interest Waiver Program and no customers took advantage of the Deferred Payment Plan option offered in November of 2020.

SaskWater was also able to advance a number of infrastructure projects that contributed to the province's economic recovery effort including the expansion and upgrades to SaskWater's regional water treatment plant in Melfort and an expansion of the Pierceland wastewater lagoon. Both of these projects received partial funding through the New Building Canada Fund (NBCF).

Crowns step up to support Saskatchewan Food Bank

In a joint Crown initiative, SaskTel, SaskEnergy, SaskPower, and SGI each pledged \$25,000 to the Food Banks of Saskatchewan Crisis Response Fund in support of its efforts to ensure that no one in Saskatchewan went hungry during these difficult times. Contributions were also made by CIC (\$5000), SaskGaming (\$16,680), and Crown employees.

ECONOMIC RECOVERY

Recognizing the challenges faced by industries, businesses, and residents during the past year, the Crowns remained dedicated to supporting Saskatchewan. The following initiatives highlight the Crown sector's commitment to the province, its people, and the economy.

Pierceland Supply Project

In 2020-21, SaskEnergy constructed a 30-kilometre pipeline from the Nova Gas Transmission Limited (Nova) meter station east of Cherry Grove, AB to the TransGas meter station east of Beacon Hill, SK.

In addition, a new compressor station was constructed near the west end of the pipeline, in Saskatchewan. This station ensures proper pressure is maintained, which allows for safe and efficient gas transportation throughout the system. The project consisted of 1.7 kilometers of pipeline in Alberta and 29.2 kilometers in Saskatchewan, and, once in service, will provide 82 terajoules of additional natural gas flow into Saskatchewan to support customers throughout the province.

The following is a summary of the services awarded to Saskatchewan-based contractors:

- Mechanical Piping – Viking (Swift Current)
- Mechanical Piping – Site Resource Group (Macoun)
- Pierceland Office & Shop – Quorex (Saskatoon)
- Pipeline Installation – Canadian Plains (White City)
- Tree Clearing – Majic Environmental (Unity)
- Site Preparation – Accurate Industries (Pierceland)

Total investment: \$30.6M

Rosetown to Vanscoy Expansion Project

Beginning in June 2021, SaskEnergy is constructing an 86-kilometer high-pressure natural gas pipeline that will begin at its existing compressor station near Rosetown and tie into the natural gas system near Vanscoy. The expansion project will increase the transportation capacity of the natural gas system and bring additional supply to the area to meet residential, commercial, and industrial demand.

Construction of a pipeline of this size and scope would typically be completed by larger out-of-province contractors; however, to allow for more competition from local pipe liners, SaskEnergy broke the project up into two spreads. The first consists of approximately

30 kilometers of pipe, while the second spread consists of approximately 55 kilometers of pipe.

After an extensive evaluation process, the project was awarded to Mastec Canada Inc. and Canadian Plains Energy Services Limited, both of which have active operations in Saskatchewan. The total investment for this project is \$58M.



Supporting Saskatchewan Businesses

SaskEnergy: In early 2021, SaskEnergy encouraged employees to support local and Indigenous-owned businesses through an article posted on its internal website. The article gave suggestion on how to support these businesses within the internal policy framework.

"It's always been important to SaskEnergy to support our local economy," says Brent Hales – Purchasing Agent. "But with the current COVID-19 pandemic and the downturn in the economy, it's more essential than ever to support our province's local and Indigenous-owned businesses. If SaskEnergy can assist these companies by sourcing goods and services for smaller projects or for regular operations, it could mean keeping their people employed, their bills paid and their doors open."

SaskEnergy continues to support the people and business of Saskatchewan. 2020-21 recorded over \$150M in purchase orders to Saskatchewan businesses.

SaskPower: In, April 2020, SaskPower quickly recognized many businesses would struggle during the COVID-19 pandemic and stepped up to the challenge to support Saskatchewan.

SaskPower's Procurement team collaborated with Power Production to identify advancements of work that could be quickly executed under this initiative, hence the project name "Shovel-Ready". The work provided engagement for suppliers, addressed long term

reliability issues at the plants and helped stimulate the Saskatchewan economy. The list included advancements of work from spring to fall, covering all plants across the province with the intent to engage local vendors, including Indigenous vendors, to complete the full list of procurements.

The completed initiative resulted in:

- 103 procurements completed for this specific project.
- Total value awarded ~\$21M (including \$5M to Indigenous vendors)

SaskTel: For the 2020-21 Fibre to the x (FTTx) program construction season, SaskTel spent \$40.6M on construction services. Of that total, \$29.2M (72%) was spent with vendors based or with offices and staff in Saskatchewan. As community commitment was not a requirement at the time of these procurement events, SaskTel did not evaluate on local "content". However, vendors from out of province sourced Saskatchewan labour to complete the construction.

One of the main material inputs for the FTTx program is high-density pipe or conduit. SaskTel's conduit partner is Iconix Waterworks, based in Saskatoon. SaskTel spent \$2.4M on conduit in 2020-21.

SaskGaming: Despite Casinos Regina and Moose Jaw being temporarily closed twice in 2020-21, the corporation continued with its renovations in order to support the Saskatchewan construction industry and sub-trades, contributing approximately \$5.3M to this sector.

Overall, SaskGaming contributed more than \$18M to Saskatchewan vendors, representing 86% of all purchasing commitments

Keeping Customers Connected

How we connect with one another has drastically changed in a very short time frame. The COVID-19 pandemic further underscored the critical importance of our network and communications technologies.

Throughout 2020-21, SaskTel invested \$308.2M in capital expenditures to ensure customers enjoyed some of the most advanced wireless, internet, television, data, and

IP-based technologies and services available. As of March 31, 2021, SaskTel's wireline broadband network reached nearly twice as many communities as its closest competitor, offering internet service in a total of 463 communities, with 345 communities having access to download speeds of up to 50 Mbps or faster.

During the pandemic, SaskTel's networks saw a substantial increase in traffic flow, breaking an all-time data usage record in late December 2020. Thanks to SaskTel's continual investments and enhancements, its robust networks continued to keep customers connected to what mattered most to them.

Some of these investments and enhancements included:

- As part of the Wireless Saskatchewan initiative, SaskTel announced an additional 74 new macro towers at an estimated investment of \$72.2M. As of March 31, 2021, 55 of these towers were put into service, 85 cellular sites were completed, and 221 carrier additions were made to increase capacity of cell sites.
- A continued expansion of maxTV Stream, along with interNET Extended 25 and 50. Dozens of rural communities saw their internet speeds increase and maxTV Stream is now available in 388 communities throughout Saskatchewan.
- Across the province, Wireline High Speed Internet is available in 463 communities and SaskTel fusion Internet service is available from 105 wireless towers serving more than 700 communities.
- In December 2020, SaskTel announced the launch of its Rural Fibre Initiative, a multiphase project that will see SaskTel bring infiNET service to approximately 30,000 households and businesses across more than 20 rural communities by the end of 2024. During the first phase of the initiative, SaskTel plans to bring infiNET service to Balgonie, Biggar, Langham, and Pilot Butte. To deploy fibre sooner than currently planned, SaskTel will spend \$50M to further expand fibre to an additional 24 communities beyond those in the current 5-year plan. SaskTel will develop a plan to complete construction in these communities within two years (FY2022-23 and FY2023-24). This will require SaskTel to expedite its current fibre deployment plans to complete construction by Fall 2023.

INDIGENOUS PROCUREMENT

The Crown Collaboration Committee for Indigenous Procurement was formed to promote alignment and grow opportunities for Indigenous procurement across the Saskatchewan commercial Crown sector. The committee was initially comprised of SaskPower, SaskTel, SaskEnergy and SGI with support from Crown Investments Corporation but quickly grew to include all commercial Crown corporations, SaskBuilds, Trade and Export Development, Saskatchewan Polytechnic, and the City of Regina.

Led by SaskPower, the committee works together to share best practices in Indigenous engagement strategies and supplier development initiatives while ensuring that there is alignment with CIC and Priority Saskatchewan direction.

Throughout 2020-21, the committee built upon the work done the previous year and awarded nearly \$80M in contracts to Indigenous suppliers despite challenges created by the COVID-19 pandemic.

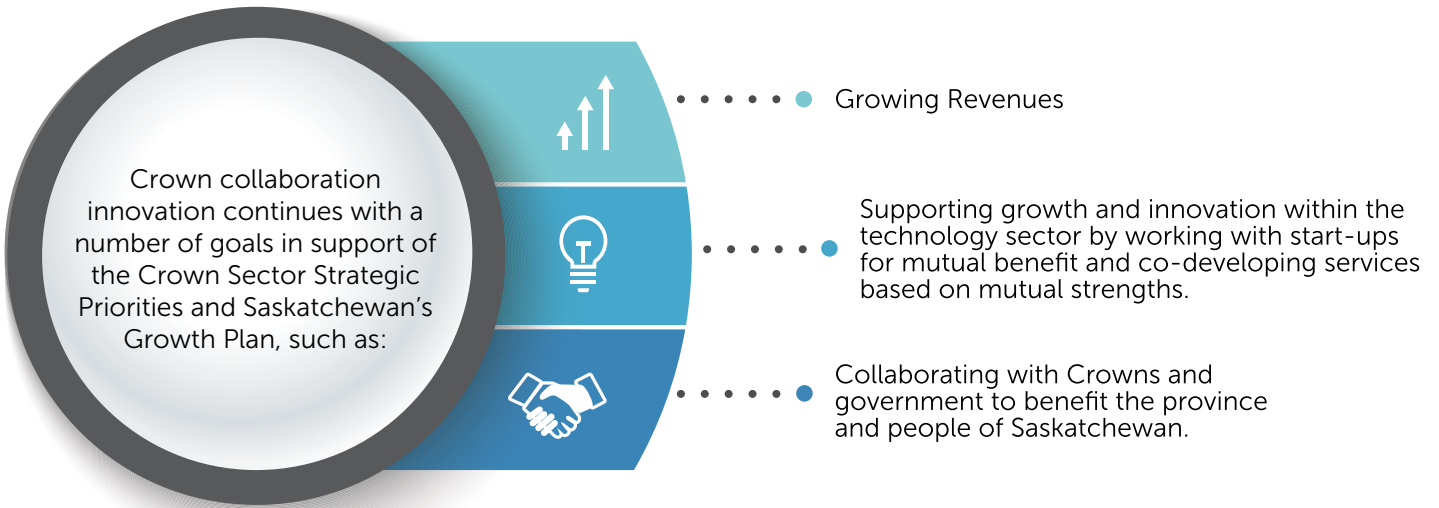
Highlights include:

- SaskEnergy's Procurement team implemented an Indigenous Procurement Policy and worked with multiple Indigenous vendors including Accurate Industries and Pinehouse Business North (Civil construction), JNE (material fabrication and signs), STC Industrial Contracting (Fabrication), and Can-North Environmental (Environmental Services).
- SaskTel added an Indigenous Procurement section to its Procurement Policy and began including weighted questions in appropriate market events to award points to Indigenous-owned business. SaskTel submitted its Indigenous Engagement Strategy and Supporting Initiatives in January 2021 to become a signatory to the Sask Chamber of Commerce Indigenous Engagement Charter and has committed to meeting 3-5 year Indigenous spend targets.
- SaskPower achieved its highest dollar value to date for Indigenous Procurement in 2020-21. Significant awards included a large electrical installation, wood pole inspection and remediation, vegetation management and fabrication. They registered 24 new Indigenous suppliers, for a total of 284.
- SGI implemented an Indigenous Strategy and steering committee and introduced evaluation and weighting for proposals. They hired Indigenous facilitators to work with Northern communities to develop community-based solutions to reduce harms associated with alcohol, and one of the suppliers in its claims area will be funding an Indigenous initiative in 2021-22.
- SaskGaming maintained its essential service and maintenance contracts despite the casinos being closed most of 2020-21 due to COVID-19 restrictions.
- SaskWater implemented an Indigenous Procurement policy and procedures document, including the addition of points to its evaluation matrices and will be reporting on its Indigenous content. Canada North Environmental Services was contracted to evaluate the use of Spikerush for weed management along its canals, as well as to conduct Indigenous engagement on several projects. They also completed the Pierceland Lagoon Expansion via a contractor with 43% Indigenous content.

Indigenous Procurement by Crown

Crown	2020-21 Spend
SaskPower	\$61,000,000
SaskEnergy	\$15,000,000
SaskGaming	\$1,300,000
SaskWater	\$1,000,000
SaskTel	\$780,000
SGI	\$322,400
TOTAL	\$78,402,400

CROWN COLLABORATION INNOVATION



Examples of key innovation successes from 2020-21 include:

Ministry of Highways (MoH)

SaskTel was introduced to the MoH Operations business unit, which provided an overview of its key challenges. From this list of challenges, MoH prioritized management of their snow plough fleet as an initial area of focus and opportunity. As a result, SaskTel is working closely with the MoH team to aid in collecting snow plough asset data, consolidating this data into MoH's analytics and GIS platform, and creating data visualization dashboards. This aligns with MoH's vision of both fleet management as well as other potential future initiatives.

Innovation Saskatchewan

Innovation Saskatchewan invited SaskTel to participate in the Northern Food Innovation Challenge, a pan-Canadian challenge where organizations come up with innovative strategies to strengthen the food systems in the northern territories. SaskTel hosted and participated in sessions across the province. All teams presented to a panel of Deputy Ministers, and SaskTel was on the winning team with its Connected Greenhouse concept! With a \$5,000 budget and five-week timeline, SaskTel collaborated with the Ministry of Agriculture's Lead Agronomist and delivered a proof of concept in Robertson Greenhouse. The Ministry of Agriculture created a new Senior Indigenous Advisor role and SaskTel has been approached to re-engage in a Connected Greenhouse initiative, this time working directly with both the Ministry and an Indigenous community.

River City Innovations

Long Range Wide Area Network (LoRaWAN) was brought to SaskTel's attention through the Saskatchewan start-up community. LoRaWAN is a cost-effective means of providing low-bandwidth. Internet of Things (IOT) networking for both cities and rural areas. Through SaskTel's build of this network, availability is open to all, enabling greater access and reduced costs for both entrepreneurs and end users. In addition to helping enable River City Innovation's (RCI) Asset Tracker solution, the launch of the network and the relationship with SaskTel contributed to RCI's success in receiving an investment from the Conexus Credit Union Venture Capital fund.

Hyon

SaskTel partnered with Hyon and generated revenue by allowing Hyon's verified sellers to sell used furniture. SaskTel previously paid a vendor to discard of the furniture. Hyon provides SaskTel with an environmentally sustainable way of disposing of unneeded furnishings.

FIX IT UP

FIX IT UP is a quoting software that pairs businesses to users looking for a quote. SaskTel's partnership with FIX IT UP saves the company time when seeking quotes and drives cost savings by increasing bid competitions.



DEMAND RESPONSE

In May 2018, an innovation session was held with representatives from Saskatchewan's Crown corporations. From that session, an interesting idea emerged that eventually resulted in Demand Response.

Discussions began on the feasibility of SaskTel and SaskPower coordinating a way to leverage existing generator infrastructure to curtail commercial power consumption during peak power usage within the province. Thus, the creation of the Demand Response agreement between SaskTel and SaskPower was formed.

In the spirit of Crown collaboration, SaskPower and SaskTel formed a small team to explore the feasibility of the idea. In 2020, a renewed focus presented itself with a group from SaskTel who took on sponsorship, a leadership role within operations, and technical support. The hard work and collaboration between the Crowns paid off with the signing of the Demand Response contract on December 1, 2020.

Demand Response is a SaskPower program that lowers the demand on the power system by paying larger customers to reduce or shift power use. The program will have SaskTel utilize its generators on Lorne Street, effectively shifting power from grid to 100% generator created for the Lorne St. buildings. These requests will happen when SaskPower is at risk of overloading the grid

or needs to purchase power off the open grid during high usage events. The agreement touches on two of SaskTel's strategic goals: delivering an exceptional customer experience and maximizing long-term financial sustainability.

Besides delivering a beneficial service to SaskPower, SaskTel will benefit by being financially compensated for this program by SaskPower. And since SaskTel is required to run their generators during regular monthly intervals to ensure their continued usability and maintenance, this program will allow these generator runs to be completed at times where it is mutually beneficial to both SaskPower and SaskTel. This project is a great example of how our Crowns can leverage existing solutions in place, and with minor adjustments, capitalize on them in a different way.

SHARED INFRASTRUCTURE

When it comes to the delivery of large-scale programs like SaskTel's FTTx program, joint use agreements help SaskTel build out its fibre network. SaskTel has agreements in place with SaskPower for both its aerial and buried fibre programs.

In the case of aerial delivery where SaskTel utilizes SaskPower poles to place its facilities, the SaskPower aerial agreement governs the terms and conditions of the telecommunication wired attachments on SaskPower's urban distribution poles.

Guided by this agreement, the two Crown corporation work collaboratively to ensure that SaskPower's distribution poles have sufficient structural capacity. SaskPower upgrades the poles to a higher class where required to ensure they can withstand the additional fiber while also reliably supporting its own electrical infrastructure. The poles are upgraded through cost sharing with SaskTel.

"This agreement has effectively helped us to expand our infiNET service to more communities in our province," says Tim Ludwar, Director – FTTP (Operations). "Because of the volume of work SaskTel does, we are able to get better pricing on some of the infrastructure work required to deliver infiNET so both SaskTel and SaskPower can take advantage of volume costs."

The agreement has also helped SaskTel deliver infiNET over aerial in communities beyond the nine major centers initially announced at the start of the infiNET program. With the agreement in place, SaskTel has worked with SaskPower to help in the delivery of fibre over aerial in Melfort, Tisdale, Nipawin, Humboldt, and Melville. Also, SaskTel is able to extend its infiNET services to an additional 20 rural communities as announced last December as part of its rural fibre initiative.

The agreement creates an advantageous scenario when compared to one in which SaskTel would have to install their own poles, which would require gaining easement from cities and towns and procuring contractors and materials.

"This would take significant effort let alone having two pole structures would not be very palatable for cities, towns or our customers," said Tim. "In many cases, we already rent space on the poles where we need to get to so we would be 'doubling down' on pole structures plus then having to maintain our poles for years to come."

With the buried fibre program, SaskPower, SaskTel, and their customers all benefit from the delivery of FTTx program by SaskTel. Working collaboratively, SaskTel uses a boring process to lay fibre for its infiNET program underground. SaskPower uses the same underground path to lay its buried infrastructure. The joint delivery of service subsidizes the cost of the boring. Other benefits realized from this collaboration include a reduction of customer and environmental impacts by mitigating at risk aging infrastructure such as cable, pedestals, and transformers, reducing customer outages and disruption.

"The result is communities are getting new infrastructure like infiNET and SaskPower services through all of this collaboration. It gives SaskPower ability to serve their customers better as we are putting fibre in for our customers," said Tim. "From a customer perspective, it's very good."



Grain storage silos

PROJECT MANAGEMENT OFFICE

The Crowns are collaborating to provide leadership on Project Management Office (PMO) establishment. Learnings and best practises are being shared to implement strong PMOs throughout the Crowns and government. There is value in knowledge sharing and skills development to deliver capital projects in a strategic and agile way, with a focus on efficiencies and savings. Collaborations such as these lead to maturity and strength in processes, which results in successful project delivery to customers.

This initiative is led by SaskPower and began in 2020. SaskPower was approached by the Senior Organizational Development Consultant for the Saskatchewan Government Organizational Development Branch, PSC, about their efforts to build a Central Project Management Office supporting project delivery.

SaskPower provided an overview of the research and benchmarking conducted on project management offices and accomplishments to date. SaskPower shared specifics on what had been built (standards, templates, community of practice, visual metrics, etc.) and the knowledge gained. On October 14th 2020, the highlights of these efforts were presented to the Ministry Project Board.

Mid-September of 2020, SGI joined in the collaboration. SGI was in the process of consolidating its project delivery efforts and building a Corporate Project Office to implement standardized communication, reporting, tools, and templates. These two Crowns engaged regularly to provide support based on efforts to date as well as plans for maturing project delivery.

In November 2020, Water Security Agency joined the group, as they were embarking on planning the delivery of a \$4 billion dollar irrigation project. SaskPower shared corporate standards, templates, competency expectations for project delivery staff, governance and change management process, etc. This relationship continues as an ongoing support/peer mentoring opportunity.

Based on the increasing interest displayed amongst the Crowns, a quarterly meeting was initiated to share knowledge, experience, and insight into how project management could be improved throughout government entities within the province. As this initiative progressed, others joined in the efforts. This Crown collaboration team is now comprised of SaskPower, SGI, Water Security Agency, Ministry of Central Services, SaskBuilds, SGI, SaskTel, SaskEnergy, and Ministry of Highways. As we continue our journey, we welcome additional members to grow the influence and value the team can provide to more effective, consistent, and efficient project delivery for stakeholders and customers in Saskatchewan.

Centennial Wind Power Facility
Swift Current



SOFTWARE LICENSE REVIEW

In fall, 2019, SaskTel initiated a collaboration with the other Crowns to pursue opportunities with respect to software licensing. The first step was a comprehensive review to understand where each of the Crowns are using similar vendors and products, then to potentially pursue joint agreements. The team identified common vendors to find possibilities to seek economies of scale, for instance, tiered pricing such that each Crown would benefit from under a common master agreement. As a result of this collaborative work, several opportunities have been identified and pursued, including:

- **Salesforce:** SaskPower, SaskEnergy and SaskTel all use ClickSoftware, a product for automated mobile workforce management (e.g., scheduling of installs and repairs), which is approaching end of life. ClickSoftware was purchased by Salesforce and SaskPower planned to move to the cloud version of Salesforce (Field Service Lightning product). SaskTel used the existing Salesforce Master Agreement to leverage improved terms and prices for the three Crowns. The project went forward and, due to a significant amount of required customization, has been put on hold. The three Crowns are now working together to establish a joint RFP event in the market to replace ClickSoftware.
- **Forrester:** Forrester provides independent and objective research, utilizing a wide range of qualitative and quantitative data. A Crown Collaboration Master Agreement was put into place for the Crowns, Government of Saskatchewan, and related Associations, Boards and Commissions (ABCs) to utilize Forrester's research and resources. SaskTel negotiated improved pricing for the companies which sign onto the Crown Master. All parties will have total spend tracked, with additional benefits provided once certain thresholds are met. Work is currently under way to bring all parties under the same master contract. Forrester also plans to host learning events to encourage additional sharing among participants, bringing in expert analysts on a variety of topics. All organizations who sign under the master agreement will be eligible to participate.
- **Gartner:** Gartner is a research and advisory company which provides clients with business insights, advice, and tools. A Crown Collaboration Agreement was established whereby Crowns, Government and ABCs are able to sign under the master agreement to benefit from additional Gartner services. Gartner will bring in speakers and analysts for events for participants. They also provide increased access to Gartner webinars and articles, including access to non-members who are employed by the participants.

Under both the Forrester and Gartner master agreements, professional services statements of work are included, allowing participants to select these vendors without going to market or submitting an exemption request.

The Saskatchewan Government completed a market event to select a reseller to represent Microsoft as well as 20 additional vendors. Crowns are aligning their agreements under this Saskatchewan-based vendor, Compugen, as contracts come up for renewal. This has resulted in better pricing for participating parties. It has also created a stronger relationship with the reseller to use their leverage to improve prices and terms for the license renewals and for new purchases.

Next steps in 2021-22 include bringing the Crowns together to determine the next vendors to focus on establishing Crown Agreements for joint market events.

SHARED SERVICES

SaskWater, SaskGaming, and SOCO currently receive services from CIC for CEO/CFO certification and legal services. Given the sporadic demand for legal services, maintaining a full-time lawyer was not cost effective, as at points of time these individuals were not fully occupied. The dedicated legal support provided by CIC has allowed the individual to become well versed in the issues facing each Crown corporation and has improved customer turnaround times.

Similarly, if SOCO and SaskWater were unable to access CIC for their internal audit function, including CEO/CFO certification, they would have to hire an external, qualified audit resource or establish an internal audit function. Sharing this service with CIC leverages their expertise and creates efficiencies and cost savings for SaskWater and SOCO.

The partnership between CIC, SaskWater, SaskGaming, and SOCO has been mutually beneficial. SaskWater, SaskGaming, and SOCO have realized annual cost savings and gained efficiencies through economies of scale by leveraging CIC professional resources in these areas.

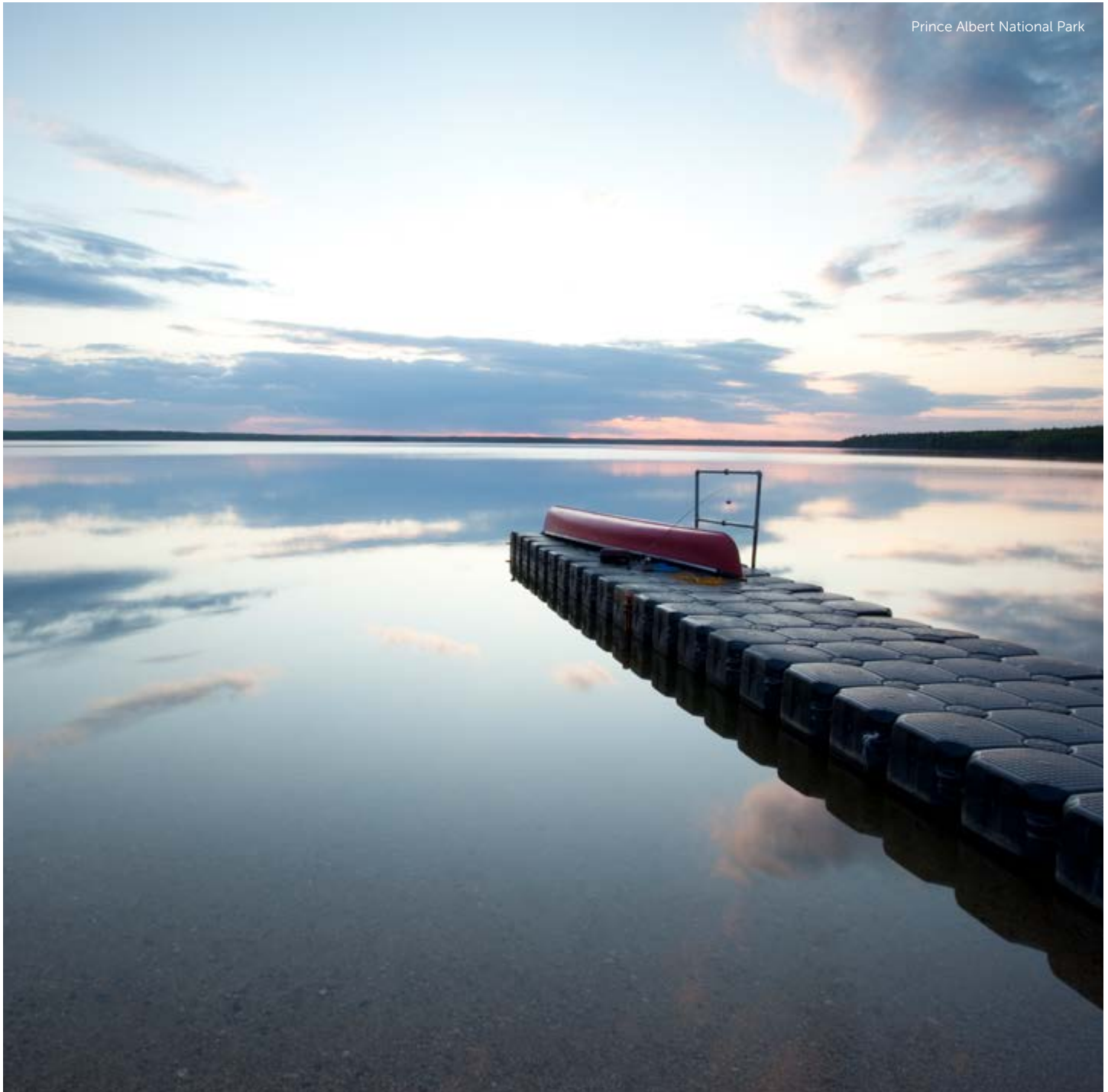
In addition, it has raised the quality of the services received and has improved flexibility and response times for customers. At the same time, the relationships established have enhanced CIC's knowledge and understanding of the opportunities, issues and challenges facing each Crown.

CREDIT CARD PAYMENT SOLUTION

SaskEnergy wanted to implement a solution to accept credit card payments from its distribution utility customers and the timelines were very short. In order to meet the desired timelines, SaskEnergy leveraged the existing agreement between SaskPower and Moneris and successfully implemented a credit card payments solution for its customers. This alleviated the need to undertake a full RFP for the solution which would have added a number of months to implementation.

COLLABORATION AND DIVERSITY

The Diversity and Inclusion Network (DIN) includes Saskatchewan Crown corporations, Aboriginal Government Employees Network, Multicultural Council of Saskatchewan, the Ministry of Highways, and a number of leading Saskatchewan employers and associations. DIN members worked together to coordinate and plan National Indigenous Peoples Day events in June and October of 2020, as well as Orange Shirt Day activities in September 2020. COVID-19 added new challenges, requiring a shift to virtual events, but all events were successful with strong participation and positive feedback received.



Prince Albert National Park

Crown Collaboration Committees

BOARD CHAIRS & CROWN PRESIDENTS COMMITTEE GOALS

- Reinvigorate Crown collaboration to deliver increasing benefits.
- Establish and maintain a culture of collaboration within each Crown, and across the Crowns, and continue to build and solidify collaborative relationships across the Crowns.

BOARD CHAIRS



Honourable Don Morgan, Q.C.
Co-Chair, Crown Collaboration Committee
Chair and Minister of Crown Investments Corporation
CIC Board of Directors



Grant Kook, S.O.M., C. DIR.
Co-Chair, Crown Collaboration Committee
Chair, SaskTel Board of Directors



Susan Barber, Q.C., C. DIR.
Chair, SaskEnergy Board of Directors



Chief Darcy Bear
Chair, SaskPower Board of Directors



Michael Gering, C. DIR.
Chair, SaskWater Board of Directors



Blair Ross, C. DIR.
Chair, SaskGaming Board of Directors



Victor Thomas
Chair, Saskatchewan Opportunities Corporation (SOCO) Board of Directors



Denis Perrault, CPA, CA, C. DIR.
Chair, SGI Board of Directors

CROWN PRESIDENTS



Kent Campbell
Crown Investments Corporation (CIC)
President and CEO



Doug Burnett
SaskTel
President and CEO



Andrew Cartmell
SGI
President and CEO



Susan Flett
SaskGaming
President and CEO



Ken From
SaskEnergy
President and CEO



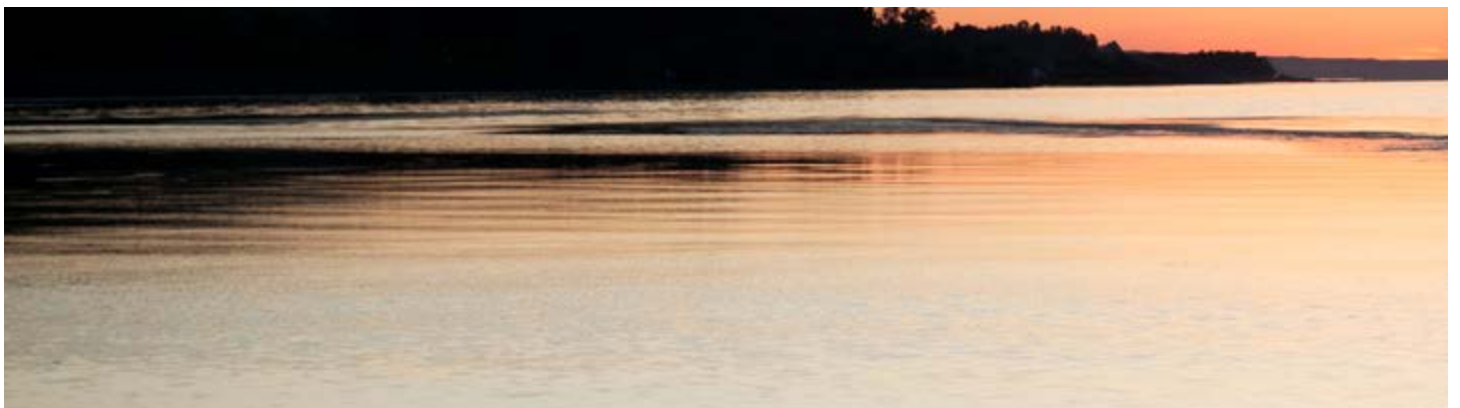
Brent Sukenik
Saskatchewan Opportunities
Corporation (SOCO)
Acting President and CEO



Mike Marsh
SaskPower
President and CEO



Doug Matthies
SaskWater
President



VP DESIGNATES & WORKING COMMITTEE GOALS

- Identify and address barriers and roadblocks to collaboration.
- Work within and across the Crowns to identify opportunities for collaboration, obtain necessary approvals, evaluate, implement and track progress and results.
- Determine what success looks like for each initiative and set targets.

VP DESIGNATES

Tim Highmoor, Vice President – Crown Sector Initiatives, Crown Investments Corporation (CIC)

Jacque Gibney, Vice President – Corporate and Customer Service, SaskWater

Eric Light, Vice President – Operations and Engineering, SaskWater

Shara McCormick, Vice President – Human Resources and Corporate Services, SaskTel

Blaine Pilatzke, Vice President of Corporate Services, SaskGaming

Grant Ring, Vice President – Supply Chain, SaskPower

Christine Short, Executive Vice President & CFO, SaskEnergy

Jeff Stepan, Executive Vice President and Chief Financial Officer, SGI

Trevor Cross, Vice President – Corporate Services and Acting Chief Financial Officer, SOCO

WORKING COMMITTEE

Rhea Brown, Director of Procurement and Contracts Management, SaskPower

Chris Buchan, Director – Strategic Policy and Stakeholder Engagement, CIC

Tessa Mitchell, Policy Analyst, CIC

Shannon Gunderson, Human Resources Manager – Organizational Development, SaskTel

Brent Hales, Purchasing Agent, SaskEnergy

Kim Hambleton, Director, Shareholder Relations, SGI

Debbie Johnson, Director – HR (Strategic Planning/Performance Management/Development), SaskTel





Appendix: Total Crown Collaboration Savings (2013 to 2020-21)

Bill Payments	\$461,511
Coaching Services	\$2,200
CEO/CFO Certification - Shared Services with CIC	\$199,920
Data Centre Colocation	\$599,733
Enhanced Public Safety	\$7,251,155
Engineering (Grounding Expertise/Induction/Cathodic Protection - SME/Standard Sharing)	\$20,000
Express Address	\$1,078,242
Fibre Sharing	\$146,256,000
HVAC	\$1,948,500
Innovation - GIS:	\$120,000
CIC Expanded Data Sharing Agreement	\$10,000
Civic Address Data Share	\$60,000
Infrastructure Data Sharing	\$75,000
Mobile Deployment/GPS Exchange	\$5,000
Geocortex Knowledge Sharing	\$20,000
Innovation - Peak Demand/Demand Response	\$140,577
Installation of SCADA to reduce site inspections	\$140,556
Leadership Development	\$31,000
Learning and Development	\$25,600
Legal - Shared Services with CIC	\$575,670
Natural Gas Optimization	\$17,843,117
Office Furniture Transferred to the Ministry of Central Services	\$500
Paperless Billing	\$404,997
Procurement:	
Advanced Metering Infrastructure (AMI)	\$5,325,486
Car Rentals for Claim Customers	\$2,465,000
Copiers (Via SaskBuilds)	\$7,500
Employee Family Assistance Plan	\$1,334,221
Fleet Management	\$64,684
Human Resource Management System	\$356,000
Insurance	\$3,655,348
ISF Security Membership	\$588,000
Joint Infrastructure Installation	\$43,383,559
Joint Sourcing	\$2,900,000
Line Locating	\$75,371,160
Managed Print Services	\$223,000
Mapping (Non-Ground Disturbance)	\$3,377,883
Microsoft Product Licensing	\$3,243,780
New Bill and Letter Print Services Provider	\$2,051,000
New Connect Joint Services	\$569,081
Oracle License	\$580,244
Photocopier Management Program	\$28,800
Procurement Process	\$63,000
Recognition Program	\$75,844
Software Reseller and Licensing Service (Master Agreement with Compugen)	\$91,923
Training - Prosci	\$198,000
Vegetation Management	\$155,000
Wireless Age (Standing Offer)	\$6,907
Property Management	\$5,765,989
Records Information Management	\$600,000
Remote Diagnostics - Updating of Trans Gas SCADA	\$76,404
Re-purposing SaskPower Asset for Wireless Saskatchewan	\$892,000
SaskBuilds Service	\$4,500
SaskPower Attaching Equipment to Towers	\$330,000
SaskPower Colocation for AMI Reading Program	\$1,260,652
SaskWater/WSA Upset Line	\$54,000
SCADA Leverage	\$938,500
SecurTek	\$3,828,000
SecurTek Providing Building Monitoring Services	\$42,377
Small Cells on Street Lights	\$14,980
Wakaw Solar Panels	\$40,000
Waste Management - Recycling	\$8,034
Winter Operation Collaboration	\$800,000
Crown Collaboration	\$338,039,324

Note: New initiatives with savings reported in 2020-21 are in blue.

