

# 2025

## State of SASKATOON ELECTRICAL INFRASTRUCTURE

**SASKATOON**  
LIGHT & POWER

465

**VB TITAN**

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*The State of Report is a standardized Corporate Asset Management tool designed to give City Council & Executive Leadership a strategic overview of each infrastructure portfolio. It outlines the current condition, performance, risk levels, service level achievement and asset management capacity, promoting transparent, evidence-based decision-making across the organization. A Corporate Asset Management Consolidated Report consolidates findings from all asset portfolio State of Reports into one overall executive summary report.*

## INTRODUCTION

Saskatoon Light and Power's (SL&P) core objective is to provide safe, reliable and sustainable electricity to existing customers while building capacity to support future growth. The electricity distributed by the utility powers the essential functions of the city, from homes and businesses to hospitals and the water treatment plant.

SL&P is responsible for ten key asset categories. The department is organized into four sections, each responsible for different aspects of the utility's operations. These sections work collaboratively to support new customer connections, expand system capacity to accommodate load growth, and maintain existing infrastructure throughout its lifecycle.

This *State of Infrastructure* report provides a current snapshot of SL&P's asset base, summarizing inventories, material costs, asset condition, criticality, performance, and associated risk. The information was developed using data from SAP and the utility's Geographic Information System (GIS) and was validated by section stewards. Asset condition and outage trends are assessed in relation to SL&P's defined levels of service to evaluate how infrastructure performance aligns with service delivery expectations.

This report also includes a financial summary of historical and projected expenditures, along with a long-term outlook on capital funding requirements. Based on these insights, this report presents a series of actionable recommendations to support risk-informed decision-making and strategic budget planning, helping to ensure SL&P continues to meet or exceed their objectives.

Revenues are reinvested from electricity sales into system upgrades, maintenance, and service enhancements. As part of a learning organization that is committed to continuous improvement, SL&P continually adapts its strategies to meet evolving customer expectations, manage risks, and ensure long-term value for the community.

The average annual target spending requirement is now \$29.9 million (in 2025 dollars). This is an increase of 8.7% since the last reported value in 2023. Considering funding from other sources (customer contributions), the result is an asset management funding gap of \$7.4 million in 2026 and \$6.1 million in 2027. The preliminary budget for 2026 and 2027 has assumed annual reductions to the utility's Return on Investment (ROI) by \$495,000 each year. Taking inflation into consideration, this decrease will not be sufficient to meet the targeted asset management spending requirement within the foreseeable future. An additional funding commitment will be necessary to close the funding gap.

*To be relentless in the pursuit of improvements to our programs and services to meet the changing needs of our customers. We achieve this by seeking opportunities to improve environmental sustainability, maintain our financial sustainability, and build and maintain a robust grid that meets the needs of the future.*

## STEWARDS

SL&P is organized into sections, each with distinct responsibilities and areas of expertise. Asset Stewards, their associated responsibilities, and the management structure for each section are outlined in Table 1.

**Table 1: Summary of Responsible Asset Stewards**

Responsibility	Description	Responsible Party
<b>Overall Accountability</b>	Broad oversight and sponsorship of projects, oversight of Engineering Manager, Operations Manager, Metering & Sustainable Electricity Manager, and Customer Service and Administration Manager.	Director
<b>Engineering</b>	Oversight of the Engineering section.	Engineering Manager
<b>Operations</b>	Oversight of the Operations section and implementation of capital and operating projects and programs.	Operations Manager
<b>Metering and Sustainable Electricity</b>	Oversight of the Metering and Sustainable Electricity section, including development of clean electricity generation projects and programs.	Metering and Sustainable Electricity Manager
<b>Administration</b>	Oversight of the Administration section.	Customer Service and Administration Manager
<b>GIS Database</b>	Asset registries subject matter expert.	GIS Analyst II
<b>Building and Grounds</b>	Building and Grounds subject matter expert for Brand Road office.	Utility Worker II
<b>Communications</b>	Communications subject matter expert, responsible for devices that send and receive system data.	Senior Project Management Engineer - Smart Grid
<b>Distribution System</b>	Distribution and civil structures subject matter expert.	Senior Project Management Engineer - Transmission and Distribution
<b>Street Lighting</b>	Street Lighting subject matter expert.	Lighting Superintendent
<b>Metering</b>	Metering subject matter expert.	Metering Services Engineer
<b>Network</b>	Downtown underground distribution network and civil structures subject matter expert.	Senior Project Management Engineer - Network
<b>Substations</b>	Substations, substation buildings and grounds subject matter expert.	Senior Project Management Engineer - Substations
<b>Sustainability and Generation</b>	Sustainability and generation subject matter expert.	Sustainable Electricity Engineer
<b>Trailers and Mobile Assets</b>	Mobile assets, vehicles, and trailers subject matter experts. This includes only the equipment that is managed directly by the utility.	Operations Superintendents
<b>Transmission System</b>	Transmission subject matter expert.	Project Engineer - Transmission

## CURRENT INVENTORY AND VALUE

In this report, the value of assets in each category is calculated based on material costs only and does not include asset depreciation or other lifecycle costs. Future reports will aim to provide a more comprehensive view by incorporating full lifecycle costs, including labour, maintenance, and overhead costs.

**Table 2: Asset Inventory and Value**

Asset Category	Material Cost (\$ Millions)
Buildings and Grounds	\$14.0
Communications	\$1.9
Distribution	\$205.3
Metering	\$18.2
Network	\$41.7
Street Lighting	\$30.7
Substations	\$163.5
Sustainability and Generation	\$6.3
Trailers and Mobile Equipment	\$2.6
Transmission	\$56.3
<b>SL&amp;P Total</b>	<b>\$540.5</b>

## ASSET PERFORMANCE WITH DATA CONFIDENCE

### Data Confidence & Reporting Levels

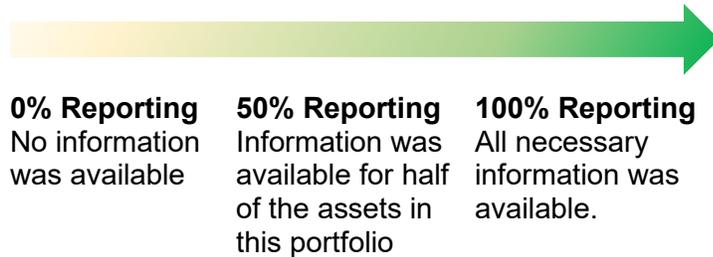
To support more transparent reporting and insights, the framework reports two metrics alongside the data: Data Confidence (Table 3) and Reporting Levels (Figure 1).

**Table 3: Data Confidence: Perceived Accuracy of the Information**

Rating	Description	Definition
5	Highly Reliable	High-quality data sources (trusted, timely, complete, consistent, accurate and relevant)
4	Reliable	Mix of high-quality and some lower-quality data sources requiring SME assumptions
3	Uncertain	High-level assumptions by SMEs inferred from suspect quality data sources
2	Very Uncertain	Primarily based on high-level SME assumptions
1	Unknown	Data source is not known

Data confidence is a measure of the quality of the information available judged by SMEs in each section. Uncertainty in asset attributes or installation date are the main factors that reduce data confidence.

**Figure 1: Reporting Levels: Availability of Data in Mandatory Fields for Each Asset**



### Current Condition of Asset Service Life

The monitoring level for asset condition is dependent on the asset class and is rated on condition. Table 4 outlines the rating system used by SMEs to assess infrastructure condition. The 1 to 5 ratings are applied as an average of all the assets in a group. Outliers that deviate significantly from the average will be identified separately.

**Table 4: Condition Rating Structure**

Condition Description	Explanation
<b>Very Good (VG)</b> 1.0	The infrastructure in the system is generally in very good condition. It may be new or recently installed. Few elements show signs of deterioration that require attention.
<b>Good (G)</b> 2.0	The infrastructure in the system is generally in good condition. Some elements show signs of deterioration that require attention. A few elements exhibit significant deficiencies.
<b>Fair (F)</b> 3.0	The infrastructure in the system is generally in fair condition. It shows signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
<b>Poor (P)</b> 4.0	The infrastructure in the system is generally in poor condition and mostly below standard. It may be approaching end of life. A large quantity of elements exhibit significant deficiencies.
<b>Critical (C)</b> 5.0	The infrastructure in the system is in critical condition or beyond expected service life. There are widespread signs of deterioration. Some assets may be unusable.

## Buildings & Grounds Condition Assessment

### Summary

SL&P is financially responsible as a utility for the maintenance, upgrade and eventual replacement of its facilities. Funding from the utility's operating and capital budgets are utilized for this asset category. Therefore, information regarding the condition of these assets is included below.

SL&P's Operations Centre, located at 322 Brand Road, includes:

- 73,309 sq. ft. office space to support a complement of 168 staff,
- Parking for 131 vehicles,
- Garage with capacity for 50 vehicles,
- Stores compound and yard, and
- Satellite training facility within the Stores yard.

A separate leased space located at 619 Avenue N South (Ave N facility) is also utilized for indoor storage of seasonal decorations and specialized trailers. This site has been in-use since 2007.

Beginning in 2022, the need for outdoor material storage increased and a secondary Stores yard was temporarily located on vacant land at the Civic Operations Centre (COC).

**Table 5: Current Condition of Assets – SL&P Operations Centre**

Expected Service Life (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value (\$ Million)	Risk Score	Condition of Asset
60	3	73.2	\$14.0	5.7	Fair

### Current Inventory and Value

The assessed value of SL&P's Operations Centre is **\$14.0 million**.

The Ave N facility is leased at **\$68,400** per year, and **\$34,300** per year is paid for taxes, utilities and maintenance.

### Asset Performance and Condition

SMEs have assessed that the Operations Centre has a service life of 60 years and is currently 35 years old. The condition of the facility is **3.0 – Fair**. Areas of concern include roof leaks, aging heating and cooling systems, and space constraints in the front office, garage, and the Stores yard which is somewhat mitigated by the secondary yard at the COC.

### Data Confidence

SME confidence is **75%**. Recommended actions to improve confidence include undertaking an updated building condition assessment to develop a schedule for all facility maintenance activities. A review of space needs and options to meet those needs will be undertaken over the next year.

## Risk

Risk for Buildings and Grounds has been calculated to be **5.7** based on SMEs condition and criticality ratings. The asset group with the highest risk score is the Operations Centre with a rating of **9.0**. Small structural issues such as roof leaks have become more common in the past 10 years. Additionally, failures of heating and cooling systems in recent years have shown that some of these systems are obsolete and difficult to repair.

The office, garage, and stores areas are at full capacity. In the short term, risks are being mitigated through work-from-home arrangements for select staff and reconfigurations of existing office space. However, options for expanding garage space and adjacent parking on-site are limited, which may constrain future operational requirements. Additional space will be required to avoid long-term impacts on operational capacity and efficiency, and to effectively support asset lifecycle activities and service delivery. To that end, planning is underway to evaluate opportunities for expanding the Operations Centre. This work will lay the foundation for anticipated capital funding requests in the 2026/2027 budget cycle.

## Communications Condition Assessment

### Summary

The Communications asset category includes the transmission of data between the SL&P control room, substations and remote equipment around the city. This category includes fibre, cellular, and substation radio communications assets, along with the grid control system and associated hardware.

Assets include:

- over 50,000 metres of fibre optic cable,
- 900 MHz radio equipment,
- substation control units,
- vault controllers for the network distribution system, and
- SCADA software and hardware.

**Table 6: Current Condition of Assets – Communications**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value * (\$ Million)	Risk Score	Condition of Asset
13	4	99	\$1.9	5.9	Good to Fair

*\*Based on material costs and does not include labour.*

### Current Inventory and Value

The estimated material cost of all Communications assets is **\$1.9 million**.

### Asset Performance and Condition

SMEs have assessed an aggregate life expectancy for Communication assets of 13 years. The average condition rating of all Communication assets is **2.12 – Good to Fair**. The condition of these assets is determined based on the age of the equipment and its life expectancy, with

monitoring software and testing providing additional data. It is important to note that Communication assets generally need to be maintained at a condition rating of 1–2 to prevent signal loss and data degradation.

### Data Confidence

SME confidence is **99%**. Recommended actions to improve confidence include working with SMEs, the GIS group, and the Operations section to gather missing data from the field.

### Risk

Risk for Communication assets have been calculated to be **5.9** based on SMEs condition and criticality ratings. The asset group with the highest risk score is SCADA hardware with a total score of **9.2**. A failure of SCADA hardware, associated software, or sections of the fibre network would significantly impact operational effectiveness. Such failures could reduce outage response times and compromise the ability to remotely monitor and control substations. While all substation equipment can be operated manually on site, doing so increases safety risk for personnel compared to remote operation.

In addition to physical asset risks, cyber security is an increasingly critical consideration for communication systems. Modern substations, SCADA systems, and remote monitoring equipment rely on network connectivity and digital control. Malicious attempts to compromise or control these systems represent a significant risk to grid stability. A successful cyber breach could compromise the integrity of real-time data, disrupt control signals, or disable key infrastructure components. As such, robust cyber security measures, including network segmentation, encryption, access control, and continuous monitoring, are essential to mitigate these risks and ensure the resilience of utility operations. Steps to mitigate these risks include regular security training for all staff, equipment replacement, and regular cyber security audits.

## Metering Condition Assessment

### Summary

The Metering asset category includes measuring power consumption for residential, commercial and industrial customers. All AMI meters, gatekeepers, and meter reading equipment are covered in this category.

Assets include:

- 61,492 AMI meters,
- 75 AMI gatekeepers,
- 7 primary meters, and
- 5,436 instrumentation transformers.

**Table 7: Current Condition of Assets – Metering**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value * (\$ Million)	Risk Score	Condition of Asset
22	4	93	\$18.2	3.0	Good

*\*Based on material costs and does not include labour.*

## Current Inventory and Value

The estimated material cost of all Metering assets is **\$18.2 million**.

## Asset Performance and Condition

SMEs have assessed an aggregate life expectancy for Metering assets of 22 years. The average condition rating of all metering assets is **2.0 – Good**. The condition of these assets is determined based on the age of the equipment and its life expectancy with monitoring software and visual inspections providing additional data.

## Data Confidence

SME confidence is **93%**. Recommended actions to improve confidence include working with SMEs, the GIS section, and the Operations section to gather missing data from the field.

## Risk

Risk for Metering assets has been calculated to be **3.0** based on SMEs condition and criticality ratings. The primary risks that are associated with these assets are improper connections within meter sockets and power theft. Poor or incorrect connections in the meter socket, or meter sockets that have been tampered with, can cause damage to customer equipment and meters, and may pose a safety hazard for Meter Installers.

## Network Condition Assessment

### Summary

In this context, the Network refers to the specialized, high-reliability electrical distribution system that serves most customers in Saskatoon's Central Business District (CBD). This category includes key assets such as network vaults, transformers, interrupters, and protectors. All cable is reported under Distribution.

Assets include:

- 21 vaults,
- 54 transformers,
- 67 interrupters, and
- 60 protectors.

**Table 8: Current Condition of Assets – Network**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value * (\$ Million)	Risk Score	Condition of Asset
33	4	82	\$41.7	7.3	Good to Fair

*\*Based on material costs and does not include labour.*

## Current Inventory and Value

The estimated material cost of all Network assets is **\$41.7 million**. The value for network assets does not include cable, as all cable has been included in the Transmission and Distribution

section. As work continues to improve data quality, the total replacement cost should move closer to the actual asset value.

### Asset Performance and Condition

SMEs have assessed an aggregate life expectancy for Network assets of **33 years** and have an average age of **22 years**. The average condition rating of all Network assets is **2.77 – Good to Fair**. The condition of these assets is determined based on the age of the equipment and its life expectancy with monitoring from SCADA, visual inspections and testing providing additional data.

### Data Confidence

SME confidence is **82%**. Recommended actions to improve confidence include working with SMEs, GIS, and the Operations section to perform site checks to gather missing data.

### Risk

Risk for Network assets has been calculated to be **7.3** based on SMEs condition and criticality ratings. The asset group with the highest risk score is underground cables with a score of **9.8**. Due to the interconnected design of the network distribution system, redundancy is high. However, underground cable failures can release significant energy, risking public and worker safety, damage to nearby equipment, and widespread outages in the CBD. A project is underway to enhance protection through the installation of modernized protectors. Aging vault roofs are also being proactively replaced to maintain required top-load capacity.

## Street Lighting Condition Assessment

### Summary

Park, pathway, and street lighting assets are covered in this asset category. These include poles, fixtures, controllers, overhead lines and underground lines.

Assets include:

- 301,893 metres of overhead lines,
- 772,252 metres of underground lines,
- 22,184 poles, and
- 28,744 fixtures.

**Table 9: Current Condition of Assets – Street Lighting**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value* (\$ Million)	Risk Score	Condition of Asset
43	3	67	\$30.7	3.6	Very Good to Good

*\*Based on material costs and does not include labour.*

## Current Inventory and Value

The estimated material cost of all Street Lighting assets is **\$30.7 million**. According to SMEs these numbers are significantly lower than the actual asset value. As work continues to improve data quality, the total replacement cost should move closer to the actual asset value.

## Asset Performance and Condition

SMEs have assessed an aggregate life expectancy for Street Lighting assets of **43 years**. The average condition rating of all lighting assets is **1.57 – Very Good to Good**. The condition of these assets is determined based on the age of the equipment and its life expectancy with customer reports and visual inspections providing additional data. Areas of concern include aging underground cable and rusted poles which are the most susceptible to deterioration from road salt, moisture, and traffic collisions.

## Data Confidence

SME confidence is **67%**. Recommended actions to improve confidence include working with SMEs, GIS, and the Operations section to perform site checks to gather missing data.

## Risk

Risk for Street Lighting assets has been calculated to be **3.6** based on SMEs condition and criticality ratings. Rusted poles represent the highest risk in the street lighting section. SL&P replaces approximately 200 rusted poles each year. Maintaining the street light pole replacement program is essential to reducing the risk of pole failure. A failed pole can damage fixtures, underground cable, and nearby non-SL&P property. More critically, failed poles are a safety hazard to pedestrians, cyclists, and motorists. Proactive replacement helps mitigate liability, service disruption, and public safety risks.

Galvanized steel street light poles are estimated to last 40 years. Unfavorable environmental conditions include road salt treatments and moisture, which can accelerate corrosion and cause these assets to age at an accelerated rate. With this faster deterioration, replacements are generally required sooner, and an asset may need to be replaced if it enters fair condition.

## Substations Condition Assessment

### Summary

The Substations category is responsible for managing all assets that are required for converting the high voltage supplied by SaskPower via SL&P-owned transmission lines, to a lower voltage to be distributed around the electrical grid. Assets in this category include substation transformers, breakers, underground lines, and protective relays.

Assets include:

- 15 substations,
- 35 substation transformers,
- 221 medium voltage breakers, and
- 21 high voltage breakers.

**Table 10: Current Condition of Assets – Substations**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value * (\$ Million)	Risk Score	Condition of Asset
35	4	95	\$163.5	12.7	Good to Fair

*\*Based on material costs and does not include labour.*

### Current Inventory and Value

The estimated material cost of all Substation assets is **\$163.5 million**.

### Asset Performance and Condition

SMEs have assessed an aggregate life expectancy for Substation assets of **35 years**. The average condition rating of all Substation assets is **2.24 – Good to Fair**. The condition of these assets is determined based on the age of the equipment and its life expectancy with monitoring from SCADA visual inspections and scheduled testing providing additional data. Areas of concern include high voltage switches and breakers which have a condition rating of **2.4**.

### Data Confidence

SME confidence is **95%**. Recommended actions to improve confidence include working with SMEs, GIS, and the Operations section to perform site checks to gather missing data.

### Risk

The criticality rating for all Substation equipment is higher than average due to their importance to the operation of the electrical grid. Equipment failures can lead to widespread outages affecting hundreds or thousands of customers, and repairs are often costly and time-consuming. The high criticality ratings result in elevated risk score for Substations assets. The asset group with the highest risk score is Substation transformers with a rating of **12.7** due to their importance to the electrical grid, high replacement cost, and multiple-year lead times for replacement.

## Sustainability and Generation Condition Assessment

### Summary

This asset category includes the Landfill Gas Generation Facility (LFG), the solar demonstration site, and the future Dundonald Avenue Solar Farm. Key assets include the LFG facility building and associated equipment such as generators, breakers, solar panels, and inverters.

**Table 11: Current Condition of Assets – Sustainability and Generation**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value * (\$ Million)	Risk Score	Condition of Asset
23	4	86	\$6.3	3.7	Good

*\*Based on material costs and does not include labour.*

### Current Inventory and Value

The estimated material cost of all sustainability and generation assets is **\$6.3 million**. The future Dundonald Avenue Solar Farm is not included in this value.

### Asset Performance and Condition

SMEs have assessed an aggregate life expectancy for Sustainability and Generation assets of **23 years**. The average condition rating of all Sustainability and Generation assets is **1.77 - Good**. The condition of these assets is determined based on the age of the equipment and its life expectancy with monitoring from SCADA visual inspections and scheduled testing providing additional data.

### Data Confidence

SME confidence is **86%**. Recommended actions to improve confidence include working with SMEs, GIS, and the Operations section to perform site checks to gather missing data.

### Risk

Risk for Sustainability and Generation assets has been calculated to be **3.7** based on SMEs condition and criticality ratings. The highest risk for sustainability and generation is failure of the generators or supporting equipment at the LFG. The generators run almost constantly and require regular maintenance of the gas supply, cooling, and exhaust systems. While failures have a low impact on the ability of SL&P to provide service to customers, they pose a significant risk to revenue due to lost energy generation.

Loss of the LFG facility or other sustainable energy facilities has a negative impact on the City's sustainability goals. Facility uptime correlates with increased revenue and reduced greenhouse gas emissions.

## Transmission & Distribution Condition Assessment

### Summary

The Transmission category includes all assets required to transport high-voltage electricity from SaskPower's generation system to SL&P substations. These assets include high-voltage transmission lines and poles.

The Distribution category includes the assets responsible for delivering electricity from substations to end-use customers. This includes poles, transformers, overhead and underground lines, and switches.

Together, the Transmission and Distribution (T&D) categories account for most of SL&P's assets.

Assets include:

- 1,568,739 metres of overhead lines,
- 1,098,926 metres of underground lines,
- 13,624 T&D poles, and
- 4,425 transformers.

**Table 12: Current Condition of Assets – T&D**

Aggregate Life Expectancy (years)	Data Confidence (1-5)	Reporting Level (% of data available)	Assessed Value * (\$ Million)	Risk Score	Condition of Asset
60	4	80	\$261.6	8.6	Fair to Poor

\*Based on material costs and does not include labour.

### Current Inventory and Value

The estimated material cost of all T&D assets is **\$261.6 million**. According to SMEs these numbers are significantly lower than the actual asset value. As work continues to improve data quality, the total replacement cost should move closer to the actual asset value.

### Asset Performance and Condition

The condition of T&D assets is determined based on the age of the equipment and its life expectancy with outage data and visual inspections providing additional data. The average life expectancy is **60 years** for T&D assets with an average age of **41 years**. Areas of concern include underground infrastructure such as underground primary and secondary cables which are at or near their end of life and are responsible for an increasing amount of outage time annually.

### Data Confidence

SME confidence is **80%**. Recommended actions to improve confidence include working with SMEs, GIS, and the Operations section to perform site checks to gather missing data.

### Risk

The overall risk score for T&D assets has been calculated to be **8.6** based on SMEs condition and criticality ratings. The asset group with the highest risk score is underground primary lines with a total score of **20**, due to their poor condition and relatively high criticality.

Customer outages due to underground cable failure have been increasing over the past several years. These failures are difficult to locate, costly, and time-consuming to repair. Underground cables in neighborhoods such as College Park, Brevoort Park, Eastview, Westview, and Meadow Green are at or near their end of life and are failing with increasing frequency. A replacement program is in progress in College Park, which is showing promising results. The Asset Management section recommends similar programs to be initiated for other neighborhoods, otherwise outages will continue to increase.

Conversion programs are coordinated replacement initiatives that modernize entire neighborhoods by upgrading multiple asset groups at once. Until these areas are converted, components of the previous system remain at risk of failure and must be managed accordingly.

### Asset Age Distribution and Condition

For all Age Distribution graphs below (Figures 2 through 4), the yellow-dotted line represents the current average age of all assets within each of the following asset categories, and the red-coloured bars represent assets that are older than the life expectancy reported by SMEs.

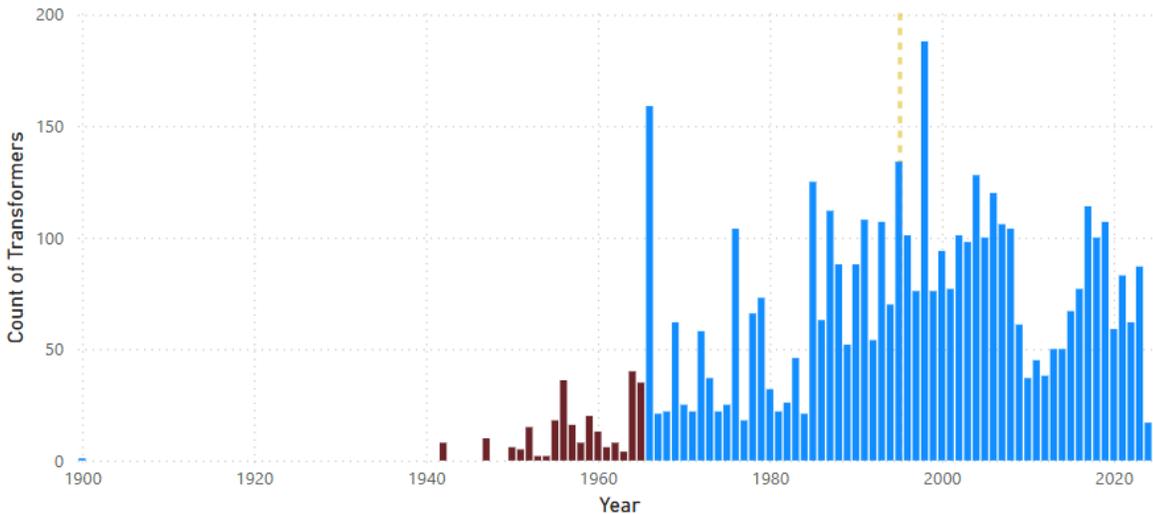
**Figure 2: Installation Dates of Distribution Transformers**

Figure 2 shows installation dates of distribution transformers around the electrical grid. The life expectancy of distribution transformers is **60 years**, and the average age is **29.9 years**. SL&P currently has no specific program to replace distribution transformers and generally they are run to failure. Transformers are most often replaced as part of voltage conversion programs where cable, poles, and transformers are all replaced in a specific area.

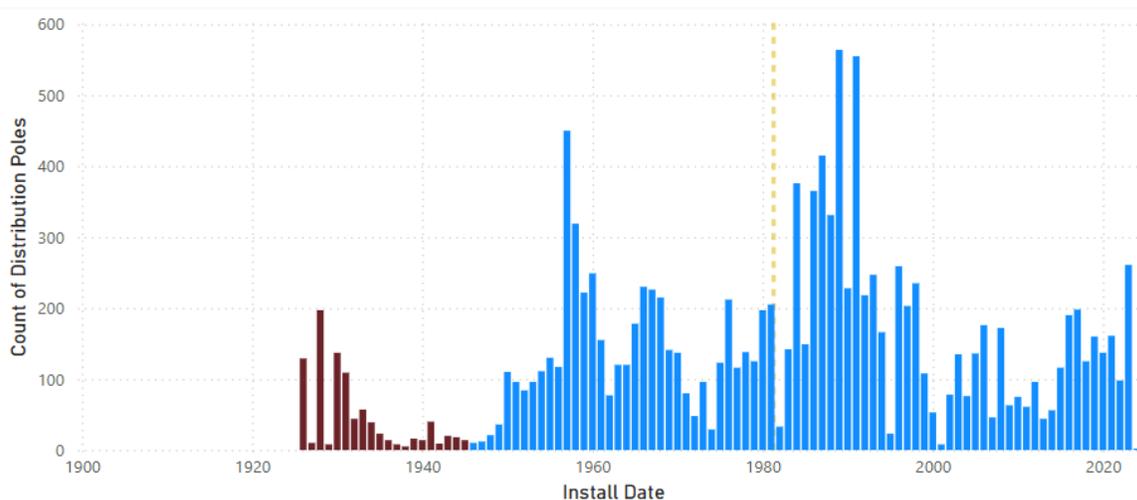
**Figure 3: Installation Dates of Distribution Poles**

Figure 3 shows installation dates of distribution poles. The life expectancy of distribution poles is **80 years**, and the average age is **43.7 years**. To maintain an 80-year service life, SL&P needs to replace at least 166 wood distribution poles per year.

**Figure 4: Installation Dates of Underground Cable**

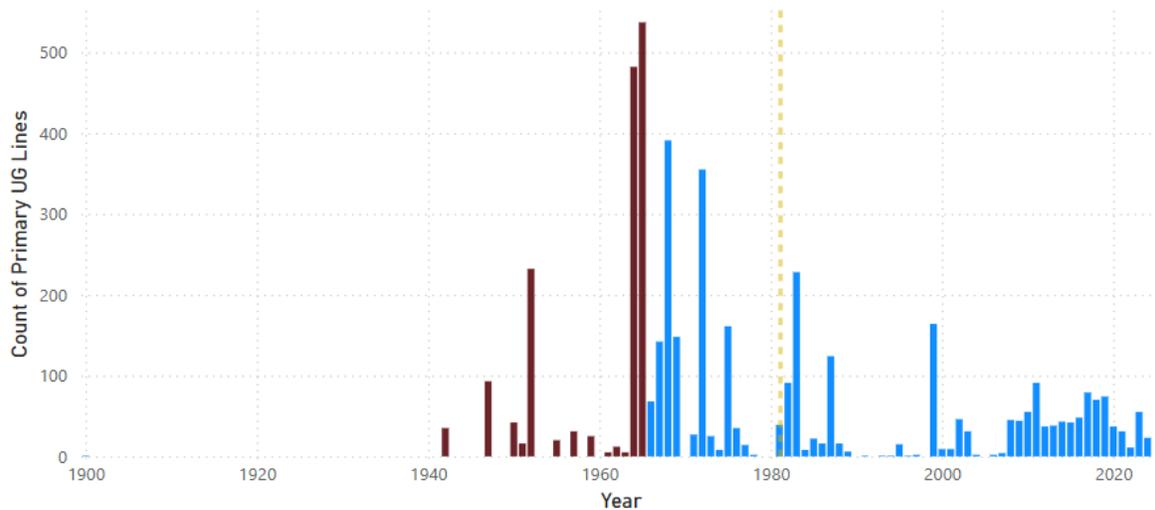


Figure 4 shows installation dates of underground cable around the electrical grid. The life expectancy of underground cable is **60 years**, and the average age is **46.5 years**. Underground cables are expensive and time consuming to replace; therefore, require detailed plans. Over the past 10 years the number of outage customer-hours due to defective equipment, such as cable faults, have been increasing as shown in [Figure 5](#). A persistent issue with cable failures is that it is difficult or impossible to determine when or where the failure will occur. In order to limit unplanned customer outages, additional replacement plans may be necessary. Refer to [Appendix B, Figure 11](#) for additional photos of damaged underground cable.

### Service Levels

As illustrated in Table 13, SL&P has consistently outperformed the Canadian Average Index of Reliability for urban utilities, maintaining an average uptime of 99.981% between 2020 to 2024.

**Table 13: Levels of Service: Reliability**

Reliability				
YEAR	ESSENTIAL LEVELS OF SERVICE	ENHANCED LEVELS OF SERVICE	INDEX OF RELIABILITY	
	(RISK CONTROLLED)	(STATE OF GOOD REPAIR)	CANADIAN AVERAGE	SL&P
	SERVICE TARGETS	SERVICE TARGETS		
2024	Meet Canadian average index of reliability	Exceed Canadian average index of reliability	0.99967	0.99973
2023			0.99927	0.99982
2022			0.99918	0.99987
2021			0.99977	0.99985
2020			0.99971	0.99978

Asset condition plays a key role in sustaining high reliability. Per Table 14, SL&P is currently meeting essential service targets, with most assets rated in fair or better condition. However, a shift toward enhanced service levels is recommended to proactively manage risk and maintain long-term system performance.

It is important to note that “enhanced service levels” do not imply overbuilding, unnecessary upgrades, or exceeding practical needs, but rather ensuring that the current levels of service for

reliability and asset condition can continue to be met as the system ages and assets progress through their lifecycle.

Although **15-20%** of outages are caused by equipment failure, these outages account for up to **45%** of customer outage hours. By investing to meet enhanced service targets, SL&P can reduce these failure-related outages, address emerging trends, and uphold its commitment to reliable service delivery.

**Table 14: Levels of Service: Asset Condition**

DESCRIPTION	Asset Condition						
	ESSENTIAL LEVELS OF SERVICE (RISK CONTROLLED)		ENHANCED LEVELS OF SERVICE (STATE OF GOOD REPAIR)		ASSETS MEETING LEVELS OF SERVICE (WEIGHTED %)		
	SERVICE TARGETS		SERVICE TARGETS		GOOD ASSETS (1-2)	FAIR ASSETS (3)	POOR ASSETS (4-5)
<b>SL&amp;P Total</b>	90% or more fair or better	10% or less poor	95% or more fair or better	5% or less poor	35%	56%	9%

**Customer Outage Hours by Cause**

**Figure 5: Equipment Failure vs Scheduled Outages**

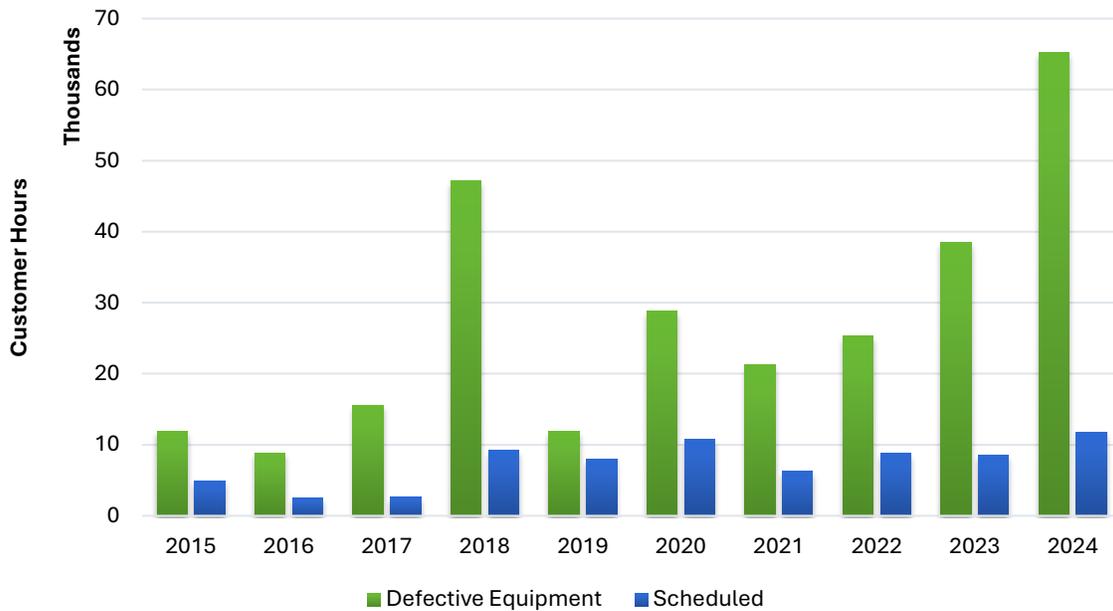


Figure 5 shows customer hours of unplanned outages due to defective equipment alongside scheduled outages. Defective equipment encompasses a wide variety of outage causes, such as broken poles and cable failures. Scheduled outages account for maintenance work and new installations. Customer hours related to equipment failure, particularly cable faults, have been increasing steadily each year. While scheduled maintenance outages have also moderately

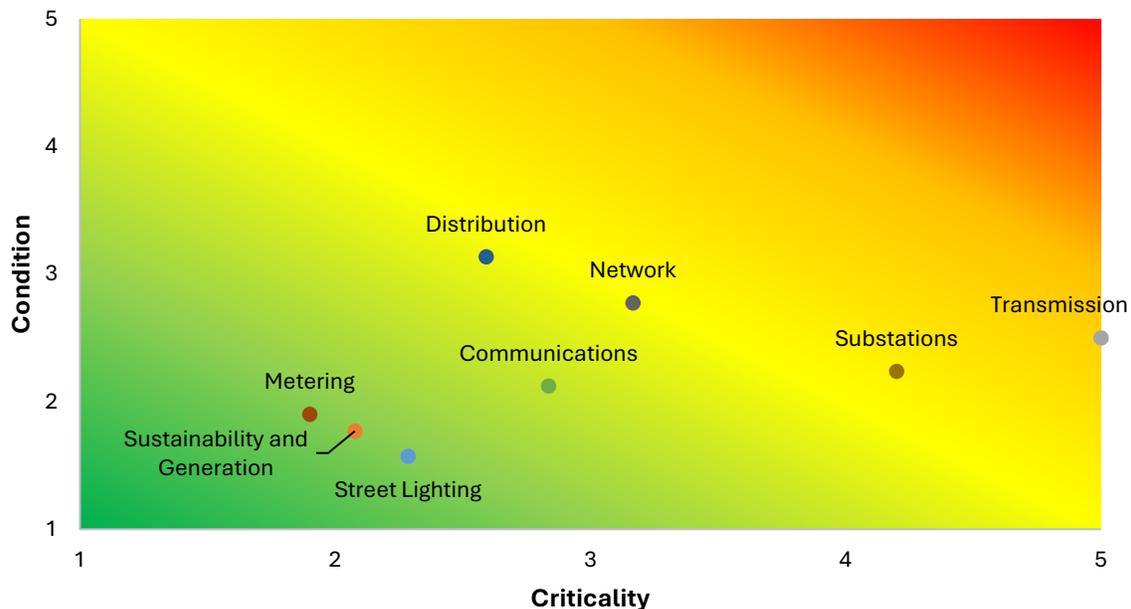
increased, current maintenance levels are insufficient to stabilize or reduce equipment-related outages.

## Asset Criticality & Risk

Risk score, which is calculated by multiplying average condition and criticality ratings, is the key method that is used in this report for comparing diverse asset types. Figure 6 shows how SL&P asset groups rank by condition and criticality across all sections.

Please see [Appendix B, Table 18](#) for a summary of risk scores. A detailed breakdown is also included for the key risks of categories with higher risk scores, along with current and planned resilience measures aimed at mitigating service impacts and improving long-term asset performance.

**Figure 6: Condition vs Criticality**



It is important to note that different asset categories have varying needs for asset condition. For example, Distribution assets are generally in worse condition than Communication assets, but Communication assets start to lose functionality at lower levels of deterioration; therefore, must be kept at a better condition rating.

As shown in Figure 6, Substation and Transmission assets have the highest criticality, reflecting the largest impact on SL&P levels of service. These two asset groups are somewhat distinct in that most of their assets are high cost, low quantity units, and most assets need to be ordered months or years in advance. Failures also typically result in large-scale power outages.

It's also important to highlight that Distribution assets have the poorest overall condition score, paired with moderate criticality. Underground cables are the primary contributor to these low condition scores and are a leading cause of power outages.

While some progress is being made to replace underground cables, the existing funding gap to meet asset management spending targets has not provided sufficient funding to keep pace with

rate of failures in the underground distribution neighborhoods such as College Park, Brevoort Park, Eastview, Westview, and Meadow Green.

### ***Climate Change-Related Risk***

Climate change is a growing concern for utilities across the world, and many new challenges are being presented. The primary climate change risks that are most likely to affect SL&P are the increase in frequency and severity of storms and the availability of certain types of power generation.

In 2023, the Prairie provinces experienced a prolonged drought and sustained high temperatures. This put a strain on power generation for SaskPower and Manitoba Hydro. SaskPower relies on natural gas, coal, and hydroelectric power, which is supplemented by purchasing hydro power from Manitoba. Both utilities were experiencing record summer consumption, as well as low hydro generation levels due to the lack of rain. As a precaution, SaskPower requested that SL&P develop a plan for rotating blackouts in case demand exceeded supply. Fortunately, SL&P has not yet had to implement this plan, but another severe drought could require it.

Severe storms, especially in summer, are a significant cause of power outages every year. Overhead infrastructure is especially susceptible to rain and wind pushing branches into lines and lightning strikes on poles, transformers, and cable. Underground infrastructure is less prone to weather-based outages, but it comes with a much higher installation and maintenance cost.

## INVESTMENT STRATEGIES & NEEDS

A 10-Year Asset Management Funding Plan was developed to assess whether current funding levels are adequate to support the following objectives:

- maintain existing asset classes at acceptable performance levels,
- renew assets approaching end of life,
- support growth through the addition of new assets to the SL&P network,
- address immediate and emerging capacity and contingency challenges within the system, and
- sustain current levels of electrical service.

The average annual target spending requirement is now **\$29.9 million (in 2025 dollars)**. This is an increase of 8.7% since the last reported value in 2023.

Based on the preliminary budget submission, capital provisions are projected to be \$18.7 million in 2026 and \$20.0 million in 2027. This assumes a 3% rate increase in each year.

Including funding from other sources (customer contributions), the result is an asset management funding gap of **\$7.4 million in 2026** and **\$6.1 million in 2027**.

### Service Trade-offs

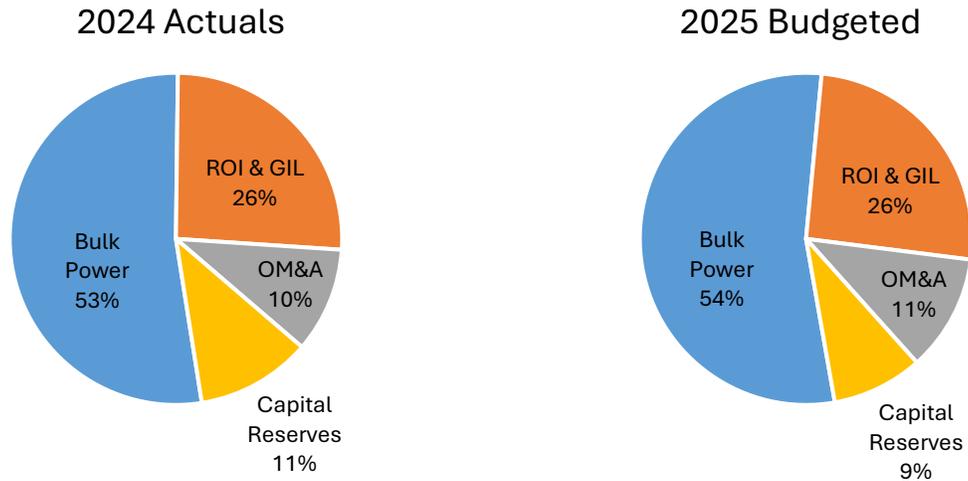
If a funding gap persists, it will eventually impact service levels, particularly in terms of reliability and asset condition. Customers may experience more frequent and prolonged outages, with a higher number of customers affected. Furthermore, new customer connection projects often take precedence over maintenance work, and limited labour availability contributes to project deferrals.

Strategies to mitigate this funding gap may include:

- developing a risk-based prioritization framework as a part of Asset Management Plans, and focusing on the most critical assets or asset groups of those sections,
- deferring low-risk renewal projects or programs in favour of high-risk assets or asset groups, or urgent capacity issues,
- applying for federal or provincial grants where possible,
- investing in generation initiatives that offset SL&P's purchase of bulk power from SaskPower, and
- adjusting return on investment levels to allow for investment in core electrical infrastructure.

### Lifecycle Programs & Analysis

SL&P's operating budget can be summarized into four main categories of expenses, including Purchase of Bulk Power from SaskPower, ROI and GIL (Return on Investments and Grants-in-Lieu), OM&A (Operating, Maintenance, and Administration), and Provisions to Capital Reserves. Figure 7 shows the actual allocations of funds in 2024, as well as the budgeted allocations in 2025. Funding is projected to change slightly to accommodate an increase in OM&A and bulk power purchase costs. For a more detailed financial summary, please see [Appendix C](#).

**Figure 7: Summary of Expenses**

As outlined in [Building a Better Electric Utility](#), SL&P aims to reduce overall renewal costs and extend asset life expectancy. With the establishment of a dedicated Asset Management group, work is now underway to develop Asset Management Plans for each SL&P asset category. These plans will introduce a risk-based prioritization framework to support more detailed and informed assessments of all SL&P-owned assets. This work is part of a multi-year initiative under the broader SL&P Asset Management Program Implementation Plan, which is aimed at advancing SL&P toward a more mature and fully integrated asset management program.

SL&P currently operates a range of lifecycle programs across asset classes that address operations, maintenance, renewal, and replacement needs. The 10-year Asset Management Funding Plan for 2024-2033 outlines significant funding allocations for activities such as equipment upgrades, routine pole and cable replacements, condition-based inspections, and preventive work to prolong asset life. However, many O&M-related tasks, particularly reactive repairs and cable maintenance, are not always captured in capital plans and are instead absorbed within operational budgets.

Deferred maintenance is emerging as a key risk, especially where aging infrastructure exceeds industry-accepted service life without corresponding reinvestment. For instance, underground cable replacement is often postponed until failure occurs, and current funding only supports a fraction of the recommended wood pole replacements. These deferrals create cascading impacts on system reliability and service levels, increasing the likelihood of more frequent and prolonged outages.

Over time, this underinvestment in asset renewal may compromise SL&P's ability to sustain current performance targets, complicate long-term capital planning, and strain available labour resources, particularly as new customer growth projects continue to take priority over maintenance. Upcoming large-scale initiatives, such as the Bus Rapid Transit program and the anticipated new downtown arena, are expected to further intensify labour demands.

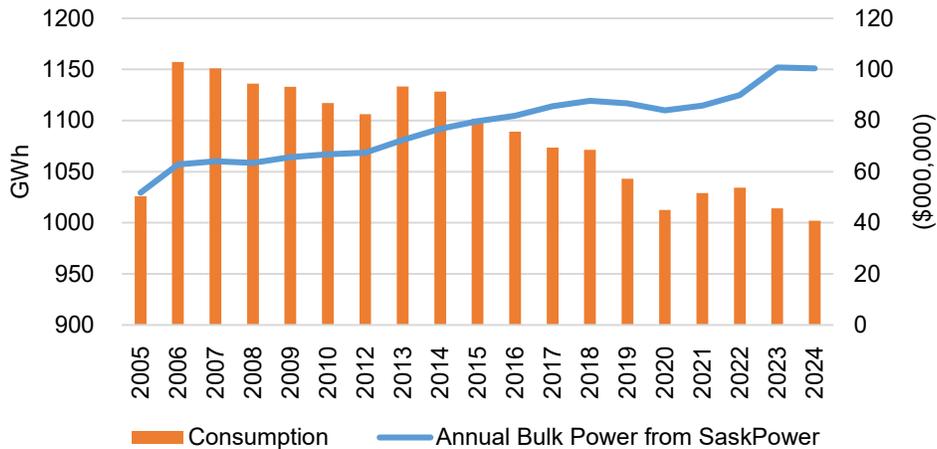
### Funding Requirements & Investment Strategies

SL&P is geographically constrained by the [franchise area](#) that was established in 1958, with all regions outside this boundary being served by SaskPower. As a result, system growth is

inherently limited by the confines of the franchise area, and is dependent on customer usage trends, infill development, and redevelopments. Lighting is not restricted by the franchise area.

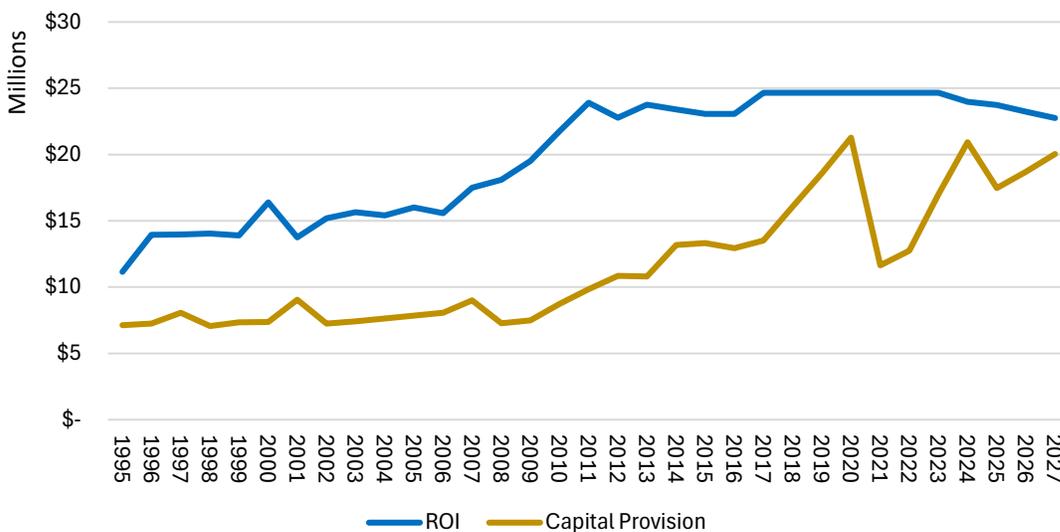
As of 2024, the total number of customers was 62,788, and the total number of streetlights and pathway lights powered by SL&P was 28,744.

**Figure 8: Annual Consumption & Bulk Power Costs**



Bulk power purchases from SaskPower have increased due to rate increases. SL&P currently pays **\$0.05121/kWh** (effective April 2023). At the same time, annual consumption has been trending downward, due to a combination of factors including but not limited to improved energy efficiency in appliances and buildings, increased adoption of distributed generation such as rooftop solar, greater consumer awareness around conservation, and the gradual electrification of heating and transportation systems.

**Figure 9: ROI & Capital Provision – 1995-2024 Actuals, 2025-2027 Projected**



SL&P intends on maintaining a healthy ROI for the City, while also increasing funding to the capital reserve fund. Under previous direction from City Council, a series of stepped decreases will be made to the ROI from 2025 (\$23.7 million) until 2029, when it becomes a flat rate of \$21.8 million. This direction was intended to address rapid increases in material costs in recent years. Further decreases to ROI will be necessary in order to eliminate the asset management funding gap.

## Recommendations & Action Plans

As shown in [Table 13](#), SL&P continually exceeds the Canadian Average Index of Reliability for urban utilities; however, SL&P exceeded the industry average by only 0.006% in 2024. When this marginal lead is considered alongside an identified annual funding gap of \$7.4 million in 2026 and \$6.1 million in 2027, and a rising trend in outages caused by defective equipment as observed in [Figure 5](#) primarily due to underground cable faults, there is a risk that SL&P may be unable to maintain its target of meeting or exceeding the industry average in future years. As reliability declines, customers could potentially experience more frequent and prolonged outages.

Funding gaps and deferrals are two distinct metrics that highlight different challenges, both of which can significantly impact asset lifecycles and long-term service delivery. A funding gap reflects insufficient financial resources to meet planned needs, while a deferral often indicates execution or resourcing constraints that prevent timely asset renewal.

Neighbourhood upgrade programs are highly effective at addressing multiple asset groups simultaneously and improving overall condition scores. These projects also enable SL&P to transition from older systems into more modernized and industry-standard systems. The renewal or replacement of nearly all assets within a neighbourhood has a significant impact on maintaining target asset lifespans, and results in reduced maintenance requirements in the years immediately following conversion. The Operations & Maintenance and Renewal, Rehabilitation and Disposal phases for these assets will be incorporated into future work and will be thoroughly documented as the Asset Management group completes comprehensive asset management plans for each asset category.

Targeted scheduled restoration, scheduled discard, on-condition, and run-to-failure strategies are used to proactively manage asset lifecycles. While conversion programs remain a top priority, it is equally important to understand and tailor maintenance strategies to each specific asset or asset group.

SL&P is part of a learning organization that is committed to continuous improvement. The next step toward program maturity involves consolidating this knowledge into comprehensive asset management plans. This includes conducting reliability-centred maintenance (RCM) analyses, identifying gaps or opportunities in maintenance and inspection activities, applying risk-based prioritization frameworks to guide decision-making, and developing lifecycle budgets based on these findings. SAP will continue to be used to develop additional maintenance plans, which builds on the plans that are currently in place. GIS and non-GIS data will be extensively audited by the Asset Management and GIS groups, in collaboration with SMEs, to further enhance reporting accuracy.

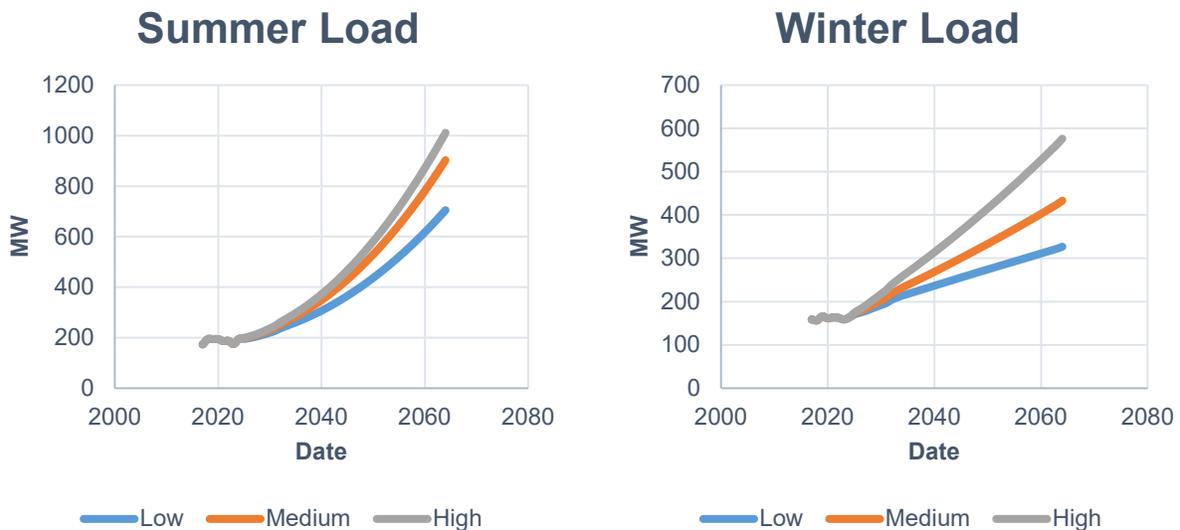
## FORECASTED STATE OF INFRASTRUCTURE

The Asset Management group has determined that SL&P's state of infrastructure is currently in **fair condition**, with essential levels of service currently being met. Due to the ongoing asset management funding gap that has been reported since 2018, the average asset age has been increasing and average asset condition has been deteriorating. This is an ongoing concern that needs to be addressed.

### Forecasted Load Growth

Projections from a recent planning study conducted by Extropic Energy Inc. outlines anticipated load growth scenarios for SL&P under varying assumptions of electrification and increasing demand. As illustrated in Figure 10, the following load growth scenarios are anticipated for SL&P. To ensure grid resilience, future-proof infrastructure investments, and alignment with electrification trends and evolving policy frameworks, the study recommends the medium-growth scenario as a planning basis, but load growth will be monitored regularly.

*Figure 10: Aggregated Load Growth Scenarios, 2017-2064, Extropic Energy Inc.*



Key influencing factors include population growth, electric vehicle (EV) adoption, solar panel integration, the electrification of school buses and municipal fleets, special loads like the construction of a new arena, and an anticipated shift from natural gas heating to electric heating.

As customer growth has remained modest at around 0.5% and 0.8% in recent years, and consumption is trending downward ([Figure 8](#)), the Asset Management group recommends an internal load-forecasting reassessment to be conducted annually. This will assist in determining whether key influencing factors are materially impacting consumption trends. A low-growth scenario should also be considered when budget planning to account for the potential of lower revenues, should these reassessments confirm continued low growth and a downward trend in consumption.

## APPENDIX A: KEY TERMS

Table 1 identifies the key terms and acronyms that are used throughout this report. These terms are intended to ensure clarity and consistency, and to support a common understanding among all readers, regardless of their familiarity with asset management practices:

*Table 15: Key Terms*

Term	Definition
<b>Advanced Metering Infrastructure (AMI):</b>	Electronic revenue meters that transmit customer demand and other relevant information to the Revenue Department for billing and to SL&P's Meter Shop for troubleshooting.
<b>Aggregate Life Expectancy:</b>	Refers to a weighted average life expectancy of a portfolio of assets within an SL&P category, calculated by factoring in the individual life expectancies of each asset and their relative proportion in the total portfolio.
<b>Capital Provisions:</b>	SL&P's annual contributions from its operating accounts to a capital reserve fund.
<b>Capital Reserves:</b>	Funds that are set aside by SL&P to finance future capital projects, asset replacements, or any unforeseen infrastructure needs.
<b>Distribution and Transmission Systems</b>	The transmission system is a high voltage circuit to distribute bulk power to the primary substations. The distribution system is a lower voltage grid that supplies power directly to customers.
<b>Grants-in-Lieu (GIL):</b>	A transfer paid to the City of Saskatoon's general revenue accounts from SL&P based on a fixed percentage of sales revenue.
<b>Network:</b>	An underground distribution network operating in the downtown area providing a higher level of service.
<b>OM&amp;A (Operating, Maintenance, and Administration):</b>	Includes the day-to-day costs of running the utility, such as system operations, asset maintenance, and corporate support functions. These expenses are recurring and are not tied to the acquisition of new assets.
<b>Return-on-Investment (ROI):</b>	A financial return paid to the City of Saskatoon by SL&P. ROI is determined during the budget process and is provided independent of the year-end financial outcome.
<b>Risk Score:</b>	A numerical score from 1 to 25 resulting from multiplying criticality by condition. A higher risk score denotes assets that have a high likelihood of failure and a large impact on levels of service. <i>Risk Score = Criticality · Condition</i>
<b>Subject Matter Experts (SMEs):</b>	Individuals with in-depth knowledge and specialized expertise relevant to asset management decisions.
<b>Substation:</b>	A facility that reduces voltages to useable levels, allowing the safe distribution of electricity from the Transmission network to local Distribution systems through transformers, switches and protection and control devices.

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Term	Definition
<b>Supervisory Control and Data Acquisition (SCADA):</b>	A system of software and hardware that is used by SL&P System Operators to monitor and control field equipment at network vaults and substations.
<b>Transformer:</b>	An electrical device that is designed to convert high voltage into lower voltage to be distributed around the grid which is used by customers. Transformers exist in substations and on poles and pads throughout the distribution system.

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## APPENDIX B: RISK MANAGEMENT PLAN

### Key Risks

The following key risks have been identified for assets or asset groups that are deemed as critical within SL&P:

**Table 16: Key Risks**

Critical Asset(s)	Failure Mode	Impact
Substations	<ul style="list-style-type: none"> <li>Equipment failure (e.g., transformers, switchgear)</li> <li>Control system malfunction or failure</li> <li>Loss of SCADA or communication links</li> <li>Human error during switching or maintenance</li> <li>Vandalism, terrorism, or sabotage</li> </ul>	<ul style="list-style-type: none"> <li>Extended outages to large service areas depending on switching capabilities</li> <li>Loss of operational control</li> <li>Loss of revenue</li> <li>Worker or public injury/fatality</li> </ul>
Distribution	<ul style="list-style-type: none"> <li>Cable or splice failure</li> <li>Equipment failure (e.g., poles or pole arms, cutouts, transformers, switches)</li> <li>Tree contact or wildlife interference</li> <li>Vehicle collisions to equipment</li> <li>Extreme weather events</li> <li>Overload or thermal stress</li> <li>Vandalism, terrorism, or sabotage</li> </ul>	<ul style="list-style-type: none"> <li>Localized outages affecting one or more neighborhoods</li> <li>Possible loss of service to critical customers</li> <li>Loss of revenue</li> <li>Worker or public injury/fatality</li> </ul>
Transmission	<ul style="list-style-type: none"> <li>Structural failure of towers or poles</li> <li>Conductor or insulator failure</li> <li>High voltage switch failure</li> <li>Loss of SCADA or communication links</li> <li>Extreme weather events</li> <li>Human error during switching or maintenance</li> <li>Vandalism, terrorism, or sabotage</li> </ul>	<ul style="list-style-type: none"> <li>Extended outages to broad sections of the service area depending on grid redundancy</li> <li>Major service disruption and regulatory implications</li> <li>Loss of revenue</li> <li>Worker or public injury/fatality</li> </ul>
Network	<ul style="list-style-type: none"> <li>Equipment failure (e.g., network protectors, transformers, MVIs)</li> <li>Unauthorized access to vaults or manholes</li> <li>Cable failure in confined infrastructure</li> <li>Vandalism, terrorism, or sabotage</li> </ul>	<ul style="list-style-type: none"> <li>Sustained outages to portions or all the Central Business District depending on switching options</li> <li>Significant commercial impact</li> <li>Loss of revenue</li> <li>Worker or public injury/fatality</li> </ul>
SCADA	<ul style="list-style-type: none"> <li>Communication loss or latency</li> <li>Hardware or software failure</li> <li>Power supply or UPS failure</li> <li>GIS data integrity, sync. errors</li> <li>Cyberattacks or unauthorized access</li> <li>Vandalism, terrorism, or sabotage</li> </ul>	<ul style="list-style-type: none"> <li>Potential widespread outages due to loss of situational awareness or control</li> <li>Delayed response to field events</li> <li>Cybersecurity breach with operational or reputational consequences</li> </ul>

Additional risks will be addressed through reliability-centred maintenance (RCM) analyses as the Asset Management group undertakes more detailed reviews of each asset or asset group owned by SL&P. These RCM analyses will support the development of asset-specific management plans across each asset category of the utility and will include component

functions, functional failures, failure effects, RCM classifications, proposed tasks, and risk priority numbers prior to and after the implementation of proposed tasks.

## Resilience Planning

The resilience of SL&P's critical infrastructure is vital to providing a reliable source of power to our customers. Current measures of resilience include:

**Table 17: Resilience Planning**

Threat / Hazard	Adaptation (Current Practice)	Resilience (Current State)	Improvements / Interventions
Equipment & System Failure: <ul style="list-style-type: none"> <li>• Equipment failure</li> <li>• Control system malfunction</li> <li>• Power supply or UPS failure</li> <li>• SCADA hardware or software failure</li> </ul>	<ul style="list-style-type: none"> <li>• Contingency plans exist for equipment failures, but they are not well documented</li> <li>• No offsite backup system on SCADA hardware or software failure, however all equipment can be controlled locally</li> </ul>	Moderate: <ul style="list-style-type: none"> <li>• Most feeders have one or more backups</li> <li>• Substations and feeders usually run well below max capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Develop contingency plans for major assets or asset groups</li> <li>• Move backup SCADA server to offsite location</li> </ul>
Operational Risks: <ul style="list-style-type: none"> <li>• Human error</li> <li>• GIS data integrity or sync issues</li> <li>• Overloads and thermal stress</li> <li>• Voltage fluctuations</li> </ul>	<ul style="list-style-type: none"> <li>• Learning modules</li> <li>• All staff covering System Operator position are provided training</li> <li>• Yearly infrared inspections to find hot spots and overloaded equipment</li> </ul>	Low to Moderate: <ul style="list-style-type: none"> <li>• Advanced changes to SCADA system can only be completed by a few employees</li> <li>• Substation transformers regulate voltage and AMI meters read voltage at the customer level</li> </ul>	<ul style="list-style-type: none"> <li>• Increase field checks to verify GIS data</li> <li>• Centralize data to reduce data silos</li> </ul>
Communication and Monitoring: <ul style="list-style-type: none"> <li>• Communication loss or latency</li> <li>• Loss of SCADA or communication links</li> </ul>	<ul style="list-style-type: none"> <li>• Spare parts and backups are available</li> <li>• Radio system kept as a backup to fibre</li> </ul>	Moderate: <ul style="list-style-type: none"> <li>• Radio backup for fibre</li> <li>• Fibre loop installed to reduce data bottleneck and increase redundancy</li> </ul>	<ul style="list-style-type: none"> <li>• Move backup SCADA server to offsite location</li> </ul>
External Interference: <ul style="list-style-type: none"> <li>• Vandalism, terrorism, sabotage</li> <li>• Unauthorized access</li> <li>• Cyberattacks</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient camera coverage at Brand Road Facility</li> <li>• Commissionaires utilized for Brand Road facility</li> <li>• Network and Substation sites are physically secured</li> <li>• All sites have sufficient lighting</li> <li>• Emergency Response Plans have been created for all facilities</li> </ul>	Moderate: <ul style="list-style-type: none"> <li>• Satellite facilities are more exposed</li> <li>• Substations, distribution and street lighting are prone to cable theft</li> </ul>	<ul style="list-style-type: none"> <li>• Regular audit of issued keys and keycard access</li> <li>• Enhancement of camera footage at substations, LFG Facility, Avenue N facility</li> <li>• Vault intrusion detection</li> <li>• Continued work with Corporate Security and IT</li> </ul>
Environmental and Climate-Related Events: <ul style="list-style-type: none"> <li>• Tree contact and wildlife</li> <li>• Vehicle collisions</li> <li>• Extreme weather</li> </ul>	<ul style="list-style-type: none"> <li>• Tree trimming program</li> <li>• Set poles and transformers back from major roadways</li> </ul>	Low: <ul style="list-style-type: none"> <li>• Underground infrastructure is less prone to wildlife or weather outages</li> <li>• Most infrastructure is susceptible to vehicle collisions</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive tree trimming program, dedicated crew and equipment</li> <li>• Add fused protection on lateral lines and pole-top reclosers to reduce outage area</li> </ul>

## Asset Age Distribution and Condition

*Figure 11: Faulted Underground Cables*



## Asset Criticality & Risk

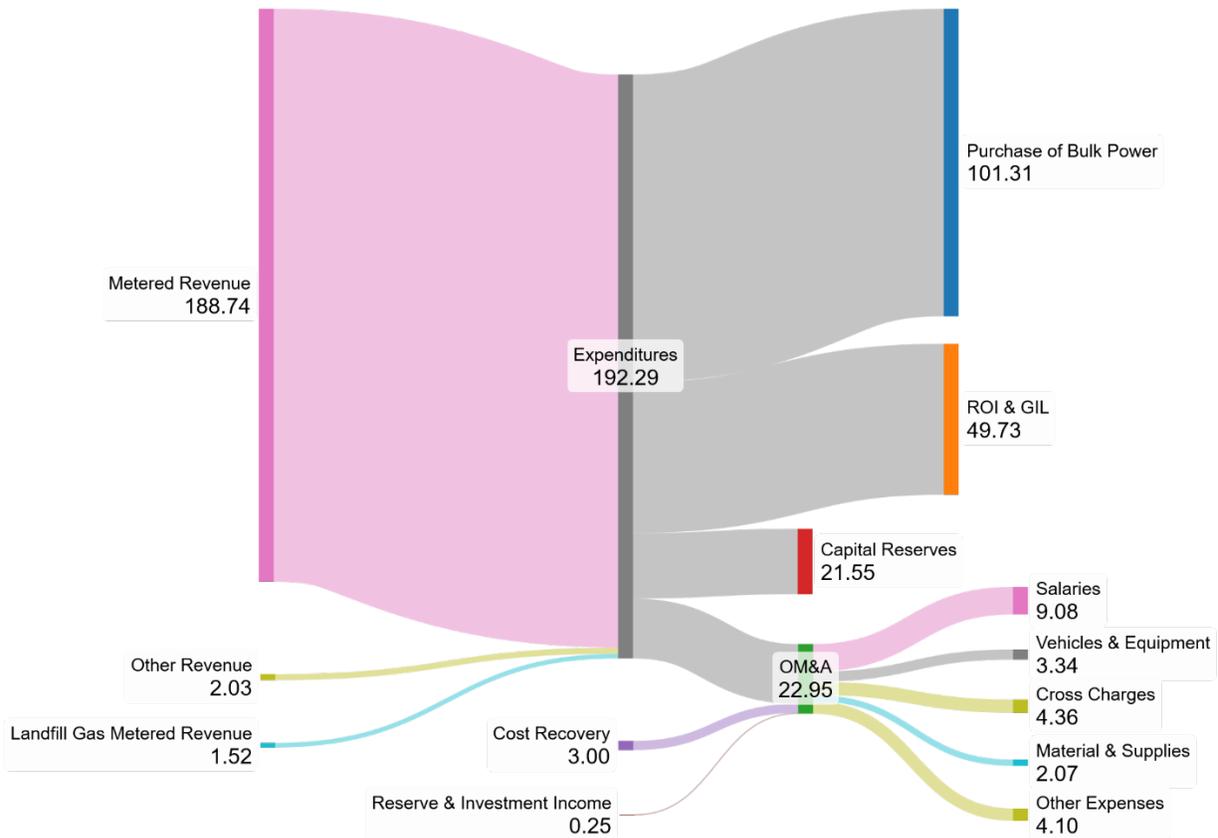
*Table 18: Criticality and Risk Scores*

Section	Condition	Confidence	Criticality	Risk Score
<b>Buildings and Grounds</b>	3.00	73%	2.00	6.00
<b>Communications</b>	2.12	99%	2.84	6.02
<b>Distribution</b>	3.14	84%	2.59	8.13
<b>Metering</b>	1.90	93%	1.90	3.61
<b>Network</b>	2.77	82%	3.17	8.78
<b>Street Lighting</b>	1.57	67%	2.29	3.59
<b>Substations</b>	2.24	95%	4.20	9.41
<b>Sustainability and Generation</b>	1.77	86%	2.08	3.68
<b>Trailers and Mobile Equipment</b>	3.00	90%	2.00	6.00
<b>Transmission</b>	2.50	88%	5.00	12.50

## APPENDIX C: FINANCIAL SUMMARY

In 2024, SL&P’s total revenue was **\$192.3 million**. Of that total amount, 53% went towards the purchase of bulk power from SaskPower, 26% went to ROI and GIL, 10% went to OM&A, and 11% went to Provisions to Capital Reserves.

Figure 12: SL&P 2024 Financial Summary (in millions)



In 2024, capital projects and programs were estimated to cost **\$22.3 million**. The spending was allocated by asset category as shown in Figure 13.

Figure 13: SL&P 2024 Capital Spending Summary

