



# SASKATOON NORTH PARTNERSHIP FOR GROWTH (P4G)

## 2024 Annual Report

*Vision: Growing relationships for a prosperous future.*

*Mission: Cultivating local and global opportunities together,  
to provide value for the region.*



[www.partnershipforgrowth.ca](http://www.partnershipforgrowth.ca)

## ABOUT THE SASKATOON NORTH PARTNERSHIP FOR GROWTH

The Saskatoon North Partnership for Growth (P4G) includes political and administrative representation from the partnering municipalities of the R.M. of Corman Park, the Cities of Warman, Martensville and Saskatoon, and the Town of Osler.

The P4G was formed in 2014 to bring a collaborative and coordinated approach to growth of the region. The latest projections show the P4G region nearing a population of **500,000 within the next 20 years**, which reinforces the need for intermunicipal collaboration.

For information about the P4G, please visit: [www.partnershipforgrowth.ca](http://www.partnershipforgrowth.ca)

## THANK YOU TO PAST MEMBERS

In 2024, the P4G said 'goodbye' to a number of long-term committee members, including elected officials and senior administration, due to their retirement from municipal government, or as a result of the 2024 municipal elections.

The P4G thanks the following P4G members for their service to the region:

- Judy Harwood, former Reeve, Corman Park
- Bas Froese-Kooijenga, former Councillor, Corman Park
- Mike Cox, former Councillor, Martensville
- Susan Braun, former Councillor, Osler
- Charlie Clark, former Mayor, Saskatoon
- Lynne Lacroix, former general manager of community services, Saskatoon
- Shaun Cripps, former Councillor, Warman
- Bob Smith, former city manager, Warman

The P4G welcomes the following new committee members:

- Joe Hargrave, Reeve, Corman Park
- Wendy Trask, Councillor, Corman Park
- Brad Blixt, Councillor, Martensville
- Bill Ruskin, Councillor, Osler
- Cynthia Block, Mayor, Saskatoon
- Senos Timon, Councillor, Saskatoon
- Celene Anger, general manager of community services, Saskatoon
- Marshall Seed, Councillor, Warman
- Kevin Tooley, Councillor, Warman
- Marty Baroni, city manager, Warman

Additional information on P4G committee members is included in later sections.

## 2024 ACHIEVEMENTS

### ***P4G Strategic Plan Complete***

From September 2023 to May 2024, the P4G embarked on its first strategic planning process. The strategy map on the next page includes highlights on the strategic themes and priorities from the full [P4G strategic plan](#).



# P4G STRATEGY MAP - GROWING FORWARD TOGETHER



## VISION

Growing relationships for a prosperous future.



## MISSION

Cultivating local and global opportunities together to provide value for the region.

### VALUES



#### TRUST

We value strong relationships built on reliability, honesty, respect and open communication.



#### INNOVATION

We value fresh insights and innovative approaches that challenge our thinking and lead to bold action.



#### COLLABORATION

We collaborate internally and externally, focusing on collective goals, to achieve our shared vision as a region.



#### ACCOUNTABILITY

We take ownership of our regional objectives through transparent governance and reporting and promote proactive problem-solving and collaboration to achieve our shared goals.

### STRATEGIC THEMES



#### REGIONAL INFRASTRUCTURE COORDINATION

We focus on efficient infrastructure and transportation options to link different areas and to support regional growth.



#### PARTNERSHIP DEVELOPMENT

We nurture existing partnerships and seek to establish new ones that will benefit the region.



#### GOVERNANCE

We support efficient governance, collaboration and coordination to meet the needs of all partners to drive regional prosperity forward.



#### INTEGRATED REGIONAL ECONOMIC DEVELOPMENT

We promote innovation and entrepreneurship as a globally competitive region, that attracts investment and growth.

### STRATEGIC PRIORITIES

#### REGIONAL COST RECOVERY MODEL

Develop a regional infrastructure cost recovery model amongst the partners.

#### SERVICING APPROACH

Coordinate regional servicing strategies with infrastructure partners which enable growth within the region.

#### GOVERNMENT RELATIONS

Foster ongoing partnership development with the provincial, federal and Indigenous governments and other agencies to advocate for our vision.

#### RESOURCE COLLABORATION

Leverage shared resources, tools, and exchange information and best practices across all sectors to enhance capacity.

#### RECONCILIATION

Demonstrate a meaningful commitment to reconciliation, encompassing economic initiatives, with Indigenous communities and organizations with interests in the region.

#### GROWTH APPROACH

Ensure P4G remains adaptive and responsive to change and opportunities in a timely manner.

#### COMMUNICATIONS

Implement a clear and comprehensive communication strategy that highlights our regional value proposition.

#### OPERATIONS

Drive innovation and efficiencies by optimizing internal and external processes wherever possible.

#### CONSTRUCTIVE DIALOGUE

Facilitate challenging conversations among partners and stakeholders with respect and an open-minded approach, acknowledging the uniqueness and strengths of each party involved.

#### ECONOMIC COLLABORATION

Strengthen economic collaboration with stakeholders and partners to leverage collective resources and expertise to drive growth within the region.

#### RESPONSIVE

Engage partners and stakeholders from the outset to maximize investment attraction and open doors to additional regional opportunities.

The P4G strategic planning process helped the municipalities:

- Set an intermunicipal vision and mission to focus energy and resources on regional priorities;
- Building consensus on future direction to ensure that the P4G members are working toward the same goals;
- Prepare to assess and adjust priorities when new information is available; and
- Guide decision-making and budget allocation to strategic priorities.

To achieve the regional vision, the P4G partners must work collaboratively with each other, and with others. Further rightsholder and stakeholder engagement will take place during implementation and annual reporting. The strategic plan is a living document, reflecting the P4G's commitment to evolve and adapt.

Grant funding for the strategic plan work was provided through the [Targeted Sector Support \(TSS\) initiative](#).

### ***Regional Market Study***

The P4G [regional market study](#) was undertaken to update employment projections, and validate baseline demographic and market information used in previous P4G work.

Data collection, as well as rightsholder and stakeholder engagement took place throughout July and August 2023, with an initial market findings summary presented to the P4G in November 2023. The project was complete in May 2024.

The market study forecasts consider 5-year increments over a 30 year time horizon for housing, commercial and industrial land use market demands across the P4G region, with an emphasis on the milestone population targets of 500,000 and 700,000; based on low, medium and high growth forecasts.

Future growth allocation is illustrated over a series of visual graphics to depict 'hot zones' throughout the region, as the population targets of 500,000 and 700,000 are reached.

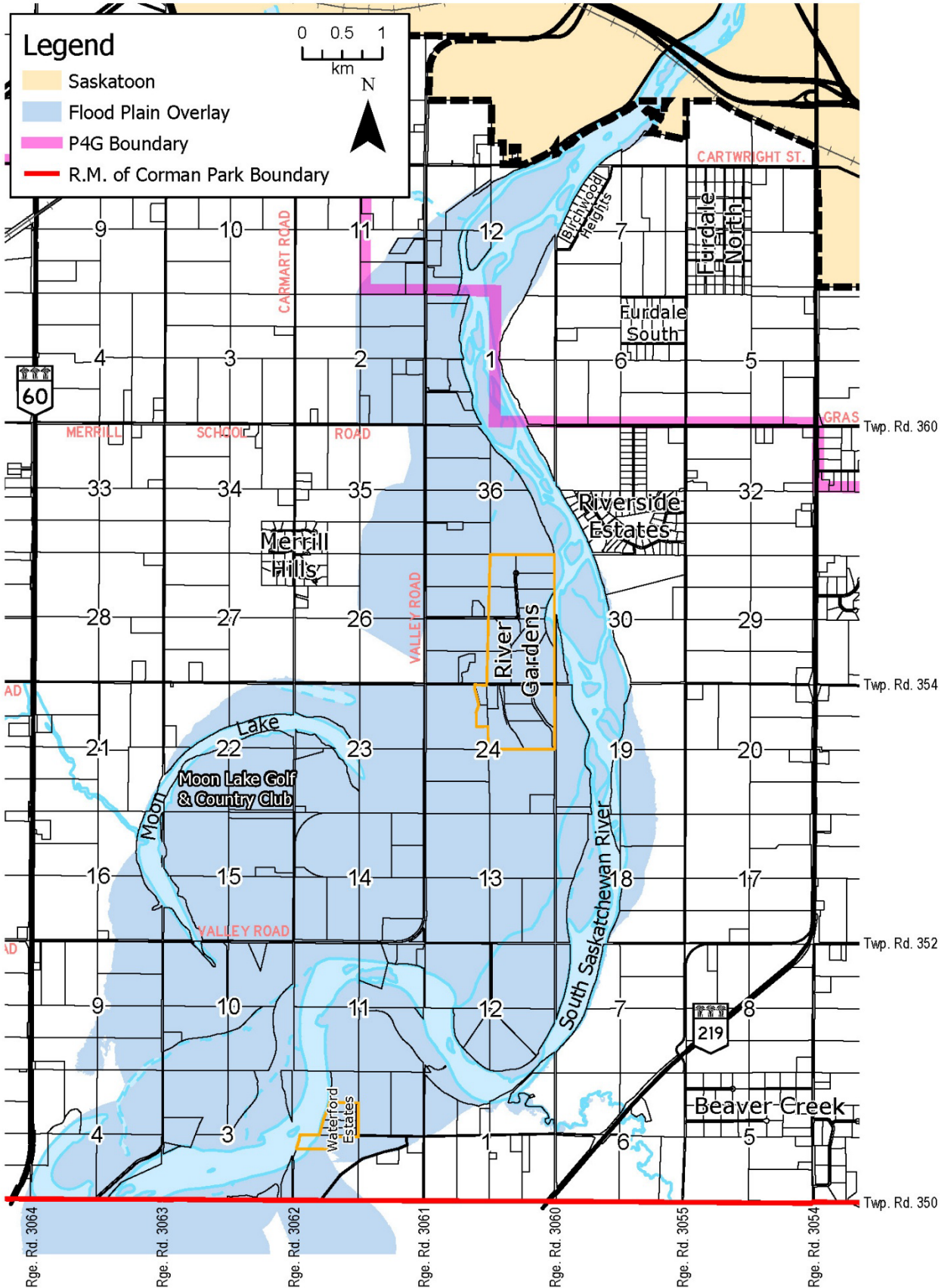
Grant funding for the regional market study was provided through the [Saskatoon Regional Economic Development Authority \(SREDA\)](#) and the [TSS initiative](#).

### ***South Saskatchewan River Valley Flood Plain Study***

In 2021, Corman Park contracted Stantec to undertake an update to the flood plain policies within the R.M. and P4G Official Community Plan and Zoning Bylaw, to ensure an appropriate policy framework to regulate existing and future development within the South Saskatchewan River flood plain that meets [The Statements of Provincial Interest](#).

Through implementation of *The Statements of Provincial Interest*, the province has adopted a 1:500-year event as the standard representing a significant flood event. A flood plain is an area of land bordering a watercourse (river, stream, or creek) or water body (lake, pond, or slough) that could be flooded as a result of a significant flood event.

A map showing the South Saskatchewan River flood plain is on the following page.



Stantec's work included completion of targeted hydraulic modelling of the flood plain, focused on select candidate areas which were assumed to be available for development and/or subdivision. The intent of the modelling was to identify cumulative, upstream and downstream hydraulic impacts from additional development in the candidate areas.

A final report was completed by Stantec in April 2024, which is available on the [project website](#) along with information on frequently asked questions, previous stakeholder and rightsholder engagement, and additional mapping.

The next steps include drafting text and mapping amendments to the R.M. and P4G Official Community Plan and Zoning Bylaw to update the flood plain policies and mapping.

### ***Phase 3 Regional Drainage Mapping***

Completing regional drainage mapping was identified as a priority for the P4G, which included finishing the phase 3 drainage study for the west and southwest sector of the P4G region (Highway #16 west to Highway #219 south).

The [phase 3 drainage study](#) completed flood modelling during a one-hundred-year (1:100) return period storm event, and include culvert data, water flood depths, hazard classification, and water flow information.

The final report and drainage maps for the northern, eastern and southeastern portions are available on the [P4G website](#).

### ***P4G Regional Community Services Node Study***

ISL Engineering and Land Services Ltd. was retained by Corman Park, Martensville and Warman to undertake the P4G Regional Community Services Node study. The regional node is intended to facilitate the development of future community services for the benefit of all three municipalities, such as educational, health care and recreational facilities.

The two-phase study consisted of a comprehensive feasibility report, followed by the development of a conceptual planning process. The analysis of the study area included topography, drainage, water, wastewater, transportation and land use considerations.

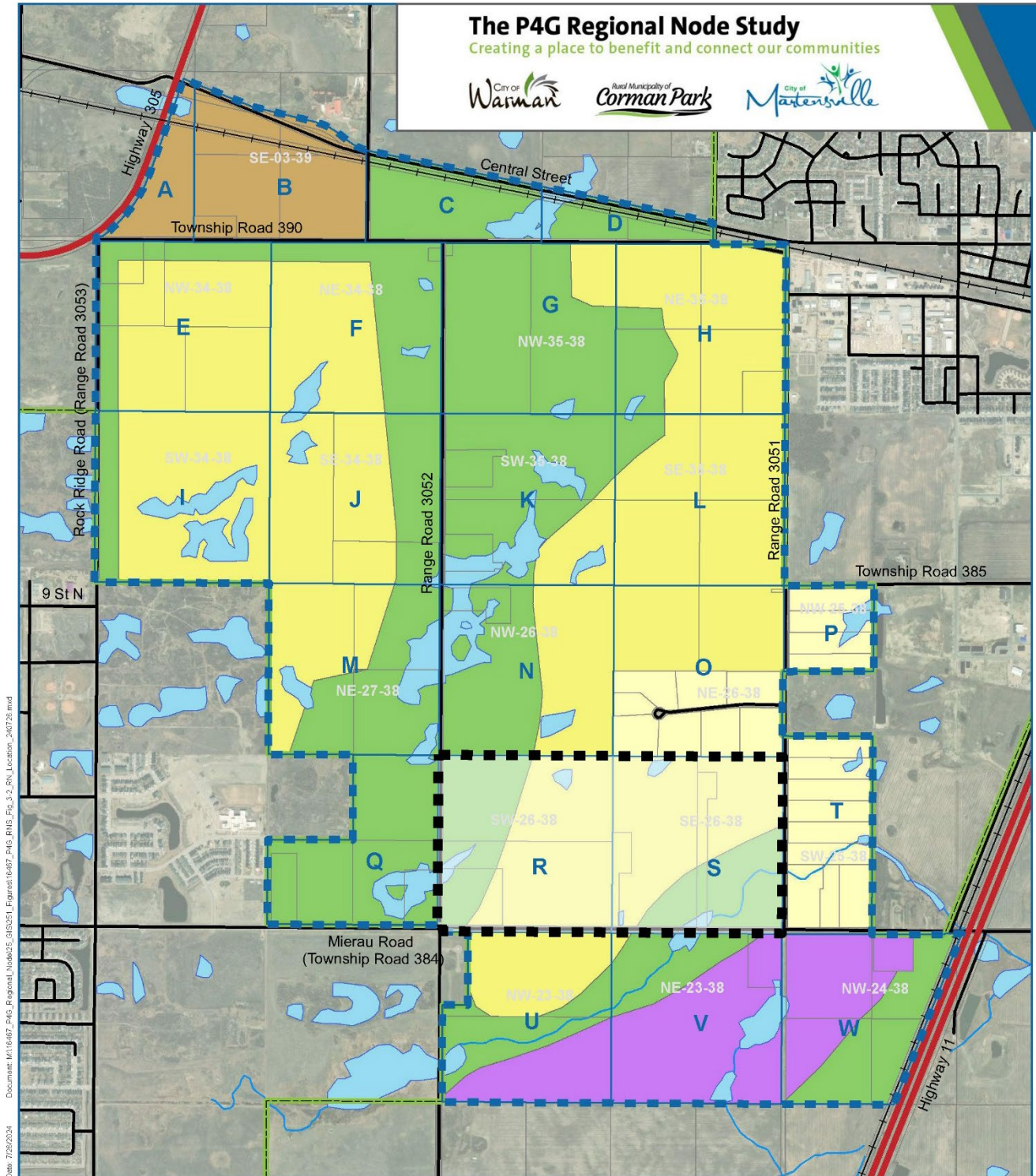
The project began on July 11, 2023, and was completed September 30, 2024. The [final report](#) is included on the project webpage, with the preferred location for the regional node shown on the following page.

The next steps in the project are to undertake bylaw amendments to the P4G Official Community Plan to include Regional Community Services Node policies, and key maps.

Grant funding for the study was provided through the [TSS initiative](#).

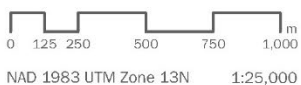
# The P4G Regional Node Study

Creating a place to benefit and connect our communities



Document: M:\16487\_246\_Regional\_Node\25\_012025\_1\_Figures\16487\_246\_RMS\_Fig\_3\_2\_NL\_Location\_240724.mxd  
 Date: 7/26/2024

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community



- Study Area
- Planning Unit
- Municipality
- Parcel
- Water Body
- Watercourse
- Railway
- Highway
- Roadway
- Agriculture
- Country Residential
- Urban Residential
- Rural Commercial/Industrial
- Green Network Study Area
- Recommended Node

**SASKATOON NORTH PARTNERSHIP FOR GROWTH: REGIONAL NODE STUDY**

**FIGURE 3.2: REGIONAL NODE LOCATION RECOMMENDATION**

## 2025 INITIATIVES

In 2025, the P4G will be focused on:

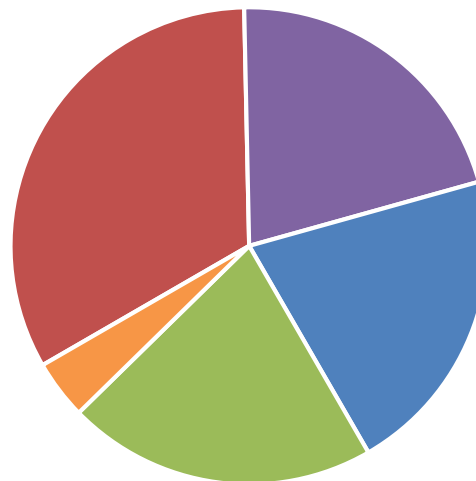
- Reviewing strategies for regional cost recovery and servicing such as legislative options, jurisdictional best practices, and next steps the P4G should consider;
- Hosting an all Council's reunion to build post-election rapport with the new municipal Councils;
- Completion of an investment readiness strategy to support regional economic development, site selection and investment inquiries;
- Constructive dialogue training including facilitated sessions on identified issues to provide a forum for intermunicipal debate and resolution;
- Creation of a P4G communication and government relations strategy, including optimization of the P4G website to make it more interactive, timely and relevant;
- Develop a resource plan to establish internal standard operating procedures for P4G planning district processes (i.e. define roles and responsibilities, track timelines and application workflows).

## P4G FUNDING

On an annual basis, the P4G endorses a budget which is forwarded to the member Councils for consideration during their individual municipal budget processes.

The five partnering municipalities fund the P4G operating and capital expenses according to the following funding model, unless a specific capital project requires other considerations, such as the omission of a P4G member due to the project scope:

- Saskatoon: 33%
- Corman Park: 21%
- Martensville: 21%
- Warman: 21%
- Osler: 4%



### ***Operating Expenses***

Operating expenses for the P4G encompasses two parts; first is the general governance, communication and administration expenses (i.e. Executive Director wages, various P4G committee expenses). The partners have been funding these operating expenses collectively since 2014.



Second, are the operating expenses for the P4G planning district, including meeting administration, member remuneration and the secretary role. All five partners started contributing to the planning district operational expenses in 2022.

**Capital Expenses**

The P4G members have been jointly funding a variety of capital projects since 2014, and consider a multi-year work plan for budgeting purposes. These capital projects are often planning or engineering related studies that help support regional growth, servicing and economic development.

The P4G capital expenses are offset by grant revenue sources when available.

**2024 MEMBER CONTRIBUTIONS**

The overall 2024 operating and capital portions, and total 2024 funding contributions for the municipalities are highlighted in the chart below:

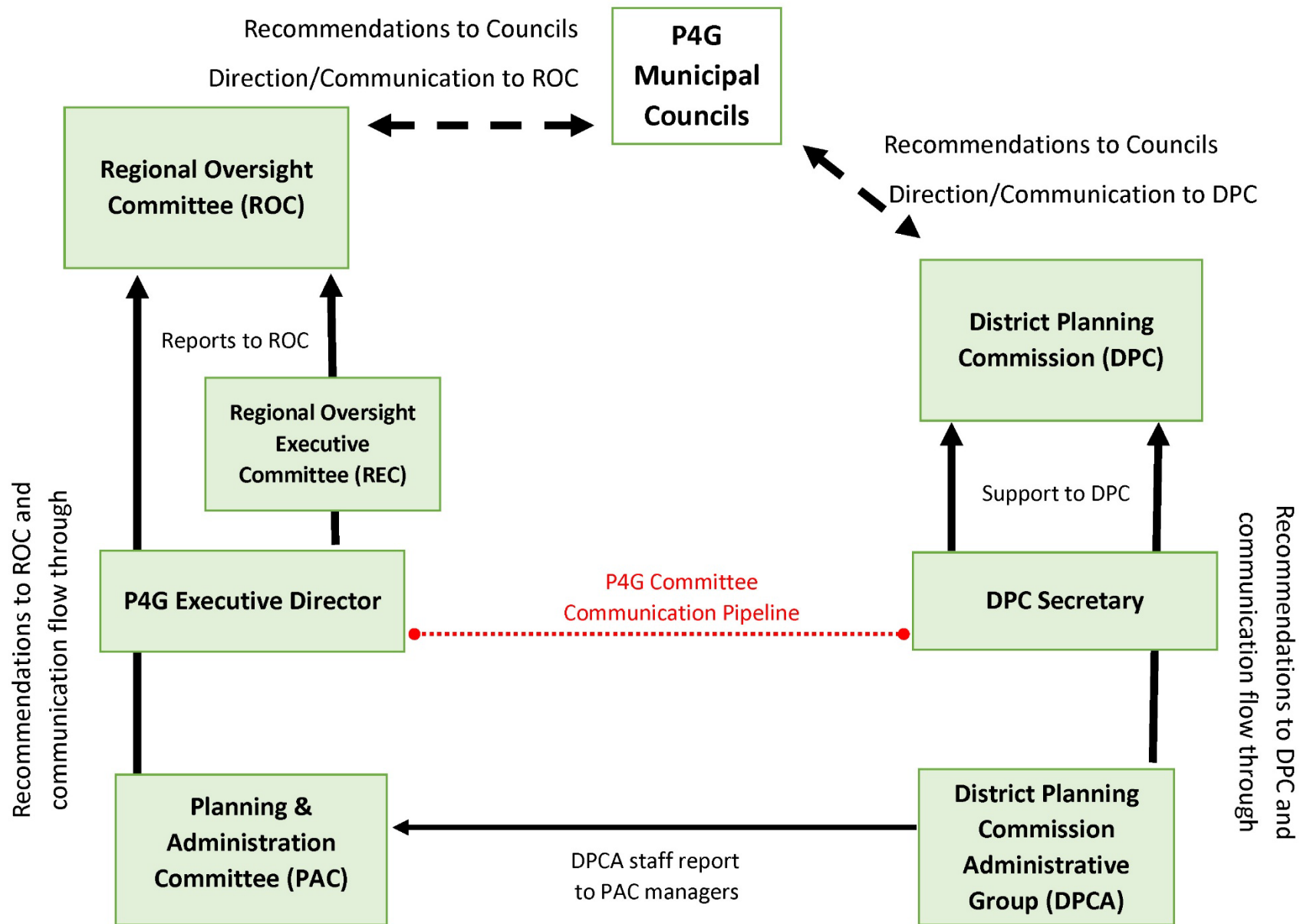
Municipality	Contribution to Capital	Contribution to Operating	Total Contribution
Corman Park	\$ 17,850.00	\$ 77,511.00	\$ 95,361.00
Martensville	\$ 17,850.00	\$ 77,511.00	\$ 95,361.00
Osler	\$ 3,400.00	\$ 14,764.00	\$ 18,164.00
Saskatoon	\$ 28,050.00	\$ 121,803.00	\$ 149,853.00
Warman	\$ 17,850.00	\$ 77,511.00	\$ 95,361.00
<b>TOTAL</b>	<b>\$ 85,000.00</b>	<b>\$369,100.00</b>	<b>\$ 454,100.00</b>

**P4G COMMITTEES**

The P4G utilizes a regional governance framework that includes a number of committees to discuss regional issues, and help ensure effective intermunicipal collaboration, which can recognize and respond to the most pressing needs of the region.

Depending on the municipality, the elected officials or municipal staff assigned to the various P4G committees may be the same, however their roles and responsibilities will differ based on the committee mandate.

A P4G organizational chart is included on the next page.



## ***Regional Oversight Committee (ROC)***

The ROC consists of political representatives and senior management from each of the five partner municipalities. The ROC sets priorities for the P4G, including the annual work plan and budget, and provides direction on matters of regional importance, particularly those involving strategic or financial commitments.

The ROC is a recommending body, responsible for reporting to municipal Councils.

In 2024 the ROC voting members were:

- Reeve Judy Harwood, Corman Park
- Councillor Bas Froese-Kooijenga, Corman Park
- Councillor Art Pruijm, Corman Park (Alternate)
- Mayor Kent Muench, Martensville
- Councillor Spencer Nikkel, Martensville
- Councillor Mike Cox, Martensville (Alternate)
- Mayor Abe Quiring, Osler
- Councillor Susan Braun, Osler
- Councillor Adam Humenuik, Osler (Alternate)
- Mayor Charlie Clark, Saskatoon
- Councillor Randy Donauer, Saskatoon; ROC Chair
- Councillor Zach Jeffries, Saskatoon (Alternate)
- Mayor Gary Philipchuk, Warman; ROC Vice Chair
- Councillor Shaun Cripps, Warman
- Richard Beck, Warman (Alternate)

Throughout 2024, the following administrative staff contributed to the ROC:

- Rebecca Row, P4G Executive Director
- Kerry Hilts, Corman Park
- Jim Charlebois, Corman Park
- Kylie Stumborg, Corman Park
- Vicky Reaney, Corman Park
- Tanya Garost, Martensville
- Bonnie Gorelitz, Martensville
- Lorie Foster, Osler
- Lynne Lacroix, Saskatoon
- Celene Anger, Saskatoon
- Angela Gardner, Saskatoon
- Lesley Anderson, Saskatoon
- Tyson McShane, Saskatoon
- Galen Heinrichs, Saskatoon
- Marty Baroni, Warman
- Brad Toth, Warman

### ***Regional Oversight Executive Committee (REC)***

The REC is a sub-committee of the ROC, and serves as an advisor to the P4G Executive Director and a liaison between the P4G Executive Director and the ROC.

The REC members for 2024 were:

- Reeve Judy Harwood, Corman Park
- Mayor Kent Muench, Martensville
- Mayor Abe Quiring, Osler
- Councillor Randy Donauer, Saskatoon; REC Chair
- Mayor Gary Philipchuk, Warman

Administrative support to REC is provided by the P4G Executive Director, Rebecca Row.

### ***Planning and Administration Committee (PAC)***

The PAC is comprised of administration representatives from each of the community partners, and is responsible for providing advice to the ROC and P4G Executive Director on regional priorities, and the municipal resources required to achieve the work plan.

In 2024 the PAC members were:

- Rebecca Row, P4G Executive Director; PAC Chair
- Jim Charlebois, Corman Park
- Kylie Stumborg, Corman Park
- Vicky Reaney, Corman Park
- Bonnie Gorelitz, Martensville
- Matt Gruza, Martensville
- Lorie Foster, Osler
- Tyson McShane, Saskatoon
- Jason Sick, Saskatoon
- Brad Toth, Warman

### ***District Planning Commission (DPC)***

The DPC reviews and provides recommendations on relevant planning and development applications in the P4G planning district to member Councils prior to land use decisions being made (i.e. rezoning, subdivision, bylaw amendments or discretionary use).

In 2024 the P4G DPC members were:

- Reeve Judy Harwood, Corman Park
- Councillor Bas Froese-Kooijenga, Corman Park
- Mayor Kent Muench, Martensville
- Councillor Spencer Nikkel, Martensville
- Mayor Abe Quiring, Osler; DPC Vice Chair
- Councillor Adam Humenuik, Osler
- Councillor Susan Braun, Osler (Alternate)
- Councillor Bev Dubois, Saskatoon
- Councillor Randy Donauer, Saskatoon

- Mayor Gary Philipchuk, Warman
- Councillor Richard Beck, Warman
- Brad Sylvester, Joint Member; DPC Chair
- John Mathison, Joint Member
- Trent Michelman, Joint Member

### ***DPC Administrative Working Group (DPCA)***

The DPCA consists of numerous municipal planning staff who meet monthly to discuss the active planning and development applications within the P4G planning district. The DPCA members are supported by their respective PAC members, and on more significant regional development files, the PAC may provide support and guidance to the DPCA.

In 2024 the DPCA members were:

- Shayden Brandt, Corman Park; DPC secretary
- Vicky Reaney, Corman Park
- Adam Toth, Corman Park
- Brett Kitchen, Corman Park
- Kristie Muzyka, Corman Park
- Natalia Pavuk, Corman Park
- Bonnie Gorelitz, Martensville
- Taylor Cabalt, Martensville
- Tanner Cantin, Martensville
- Lorie Foster, Osler
- Vanessa Wellsch, Saskatoon
- Jason Sick, Saskatoon
- Jordan Reimer, Saskatoon
- Ben Fawcett, Saskatoon
- Chris Hilash, Warman