



**SASKATOON NORTH  
PARTNERSHIP FOR GROWTH (P4G)**

**2025 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)

## 2025 ACHIEVEMENTS

### *All Council's Reunion*

On a regular basis, the P4G hosts an 'all council's reunion' to share progress on P4G initiatives, discuss opportunities or challenges in the region, build rapport and support implementation of the [P4G strategic plan](#).

The 2025 P4G all council's reunion was held on Thursday, June 12, 2025 at the Brian King Centre in Warman, SK.

The following reunion themes were developed to facilitate the agenda outcomes:

- 'Celebrate and inform'
- 'Deepen understanding'
- 'Build relationships'

All municipal Council members and senior administrative staff were invited to attend the reunion, beyond those who sit on P4G committees. Over 50 elected officials and senior administration from the five partner municipalities attended the 2025 reunion, with event facilitation and support provided by Rebecca Row, P4G Executive Director and Valkyrie Rouse, a student helper from the University of Saskatchewan.

Based on the recently approved P4G strategic plan, one of the key areas of focus for the 2025 reunion was 'government relations', particularly with the provincial government, with the following representatives in attendance at the reunion:

- Hon. Scott Moe, Premier of Saskatchewan
- Hon. Dave Marit, Minister of Highways & Minister of SaskBuilds and Procurement
- Hon. Ken Cheveldayoff, MLA Saskatoon Willowgrove (Minister of Advanced Education)
- Hon. Jim Reiter, MLA Rosetown-Delisle (Minister of Finance)
- Hon. Terry Jenson, MLA Warman (Minister of Social Services)
- Hon. Jamie Martens, MLA Martensville-Blairmore
- Mr. Barret Kropf, MLA Dakota-Arm River
- Mr. Kevin Kasun, MLA Prince Albert Carlton
- Jared Dunlop, Premier's Chief of Staff

- Derek Griffin, Executive Assistant to the Premier
- Matt Henry, Digital Media for the Premier
- James Cherewyk, Chief of Staff, Minister of Highways
- Whitney Friesen, Constituency Assistant, MLA Warman

The P4G invited the following federal representatives to attend the reunion:

- Kelly Block, MP Carlton Trail–Eagle Creek
- Josh Boyes, Executive Assistant, MP Block

As part of the reunion agenda, Premier Moe was invited to speak to the community partners regarding their collaborative efforts and highlight ways for the P4G to align with *Saskatchewan's Growth Plan for 2020-2030* to increase population, amplify job creation and increase investment.

Following Premier Moe's remarks, Corman Park Reeve Joe Hargrave moderated a question period discussion with the Premier and his officials.

A facilitated 'table talk' session was also held with municipal attendees to provide an informal opportunity for intermunicipal discussion on region topics.



***Image 1: Reunion attendees participate in facilitated table talk***





***Image 2: Premier Moe addressing the reunion attendees***

## ***Regional Servicing Hub***

The P4G is exploring the creation of a new regional servicing hub that would offer high-capacity wastewater, potable water and recycled water ('purple water') servicing in the region within the next 3-5 years.

The regional servicing hub will be designed to accommodate a range of strategic economic industries, from value-added agricultural to critical minerals processing. Completed economic analysis shows that, aside from high-capacity water and wastewater servicing, the P4G region has what is needed to attract investment such as:

- an approved regional future land use plan in place;
- a zoning framework that provides flexibility for large sites and/or building footprints;
- proposed connections to enhanced high capacity water and wastewater services;
- efficient logistics and transportation networks including road, rail and aviation linkages;
- access to abundant agricultural commodities or other raw materials;
- a well-educated workforce, with established education, research and innovation facilities; and
- access to ample natural gas and power.

Construction of the regional servicing hub provides for development opportunities to advance 16 out of the 30 goals outlined in *Saskatchewan's Growth Plan for 2020-2030*.

## ***Investment Readiness Strategy***

The P4G municipalities want to ensure that the region is ready for the expected employment growth associated with the availability of high-capacity water and wastewater infrastructure from the regional servicing hub, with a focus on accelerating the availability of 'development ready' lands in the region.

Throughout 2025, the P4G continued work on an investment readiness strategy to support regional economic development, site selection and investment inquiries related to the provision of high-capacity servicing in the region.

Collaborative planning across the five community partners builds intermunicipal capacity by ensuring coordinated development, equitable benefits, and readiness for public and private investment.

The investment readiness strategy began in August 2024, including:

- case study profiling of similar regions and high-capacity developments across North America;
- creation of local and regional site selection criteria evaluations to review necessary competitive development standards against development concepts;
- engagements with First Nations and Métis communities, industry stakeholders, service providers and government entities;

- four development concepts were identified including a strengths, weaknesses, opportunities and threats (SWOT) analysis;
- selection of a preferred concept with detail on potential land uses, servicing, land acquisition and phasing;
- identification of governance and regulatory changes to reduce red tape and provide opportunities for 'development ready' lands in the region;
- industry sector/cluster research and funding resource research;
- completion of a final report; and
- hosting of numerous steering committee meetings, workshops and project team meetings.

The investment readiness study's recommendations are intended to provide outcomes for transforming serviced-ready land into investment opportunities by identifying bureaucratic and financial barriers. The investment readiness strategy will be a pre-cursor to further stages and studies such as tax sharing agreements, marketing and sales, site selection, procurement, property management and/or detailed servicing design.

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

### ***P4G Operations and Governance Review***

The P4G was formed in 2014 through Council approval of the P4G terms of reference, which were last updated in 2023 following creation of the new P4G planning district and hiring of a new P4G Executive Director.

At the time, the P4G strategic planning process was being initiated, and it was acknowledged that changes to P4G operational and governance structures may be required in the future to help implement the new regional vision, mission and priorities.

In fall 2025, a number of recommendations to improve P4G operations, governance and reporting structures were made to the Regional Oversight Committee (ROC). The ROC supported the changes, with direction provided to finalize a revised terms of reference, along with creation of an updated organizational chart and other internal policies required for implementation, such as a revised P4G committee chair policy.

At the December 11, 2025 ROC meeting, a new P4G terms of reference was approved, with direction that a copy be sent to the partnering municipal Councils for information and selection of new P4G committee appointments.

Revisions to the P4G terms of reference are not intended to change municipal autonomy, but rather provide more effective intermunicipal committee governance, reporting and operations. Changes to the P4G terms of reference include:

- Retention of the ROC, with two-person representation; one elected official as the primary voting member, with an additional alternate elected official who can attend meetings as necessary. The Mayor/Reeve does not have to be one of the two members, but quorum (4 out of 5 members) and voting (one vote per municipality) remain the same as before. The ROC reports to municipal Councils.

- Agenda management and ROC meeting support will be provided from a new ROC First Team, including the City Managers/Chief Administrative Officer (CAO) from the partnering municipalities. The ROC First Team reports to the ROC.
- The new ROC committee structure would mirror a typical Council/administrative report and presentation model that is outcome and action focused; additional municipal administrations beyond the ROC First Team would attend ROC for delegations or presentations only.
- The ROC First Team will be assisted by the P4G Executive Director with business and budget planning, committee meeting management, project guidance and resourcing for ad-hoc committees. The P4G Executive Director will report to the ROC First Team.
- Elimination of the Regional Oversight Executive Committee (REC) and Planning and Administration Committee (PAC) from the committee structure:
  - REC – while this committee was created to deal with activities such as human resources, committee credentialing, strategic plan monitoring and reunion event planning, the broad scope of the committee created confusion between what REC and ROC were responsible for.
  - PAC – while this committee served to support the initial planning work of P4G, the work of P4G has become more varied and covers a broader range of topics than just planning. Instead, the use of ad-hoc committees will support specific projects going forward.
- The use of ad-hoc committees is now included. These ad-hoc committees will support the various regional projects being undertaken, made up of staff that have knowledge in the field related to the project, appointed by the CAO/City Manager from each jurisdiction. For each project, a project charter will be created and a project management lead identified, with project reporting to the ROC First Team.
- Clarifications to the P4G organizational chart were made, including separation between the planning district and P4G administration to remove any confusion between the committees and their mandates.

## 2026 INITIATIVES

In 2026, the P4G will be focused on:

- Implementing changes to P4G governance and operations including new committee reporting structures;
- Establishing internal standard operating procedures for P4G planning district processes (i.e. roles and responsibilities, timelines and application workflows); and
- Reviewing strategies for regional cost recovery and servicing.

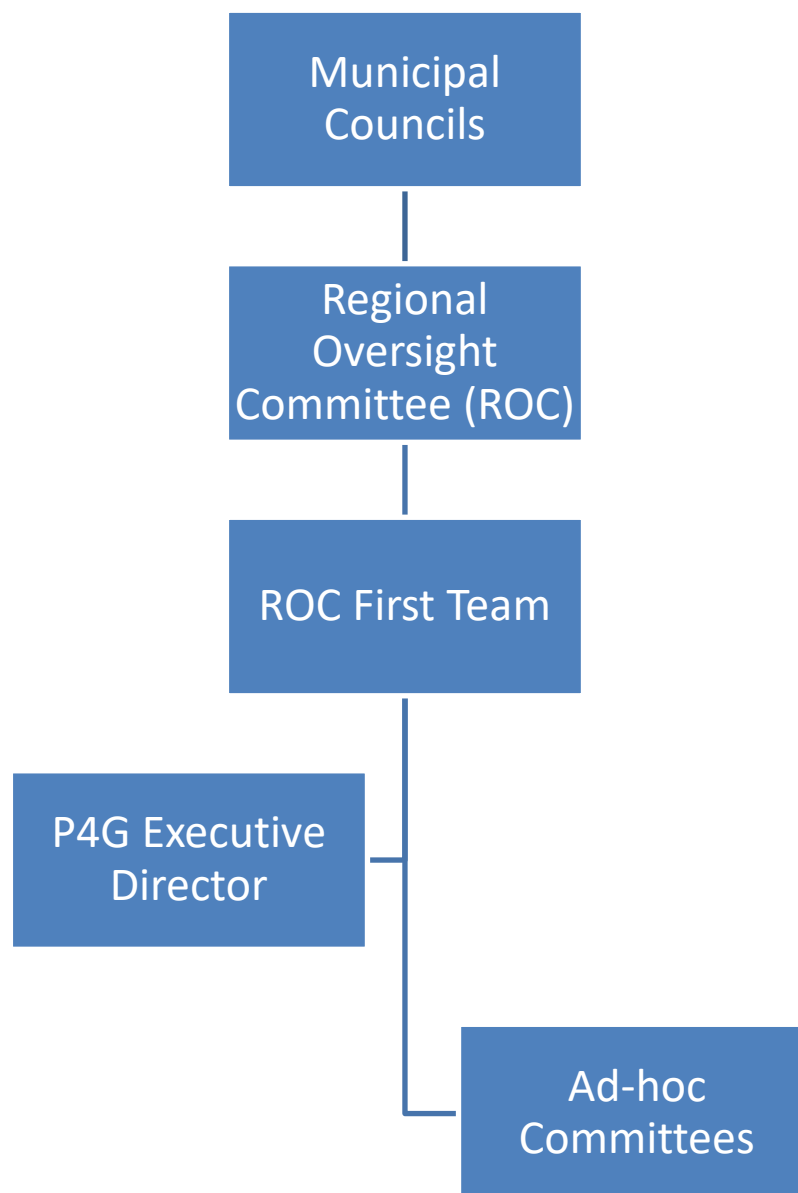
## P4G COMMITTEES

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.

Due to governance changes in 2026, a number of existing P4G committees were disbanded. The new P4G organizational chart is included below:

### P4G Organizational Chart:





### ***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 2025, the ROC included the following elected officials:

- Reeve Joe Hargrave, Corman Park
- Councillor Wendy Trask, Corman Park
- Councillor Art Pruim, Corman Park (Alternate)
- Mayor Kent Muench, Martensville
- Councillor Spencer Nikkel, Martensville
- Councillor Brad Blixt, Martensville (Alternate)
- Mayor Abe Quiring, Osler
- Councillor Bill Ruskin, Osler
- Councillor Adam Humenuik, Osler (Alternate)
- Mayor Cynthia Block, Saskatoon
- Councillor Randy Donauer, Saskatoon; ROC Chair
- Councillor Zach Jeffries, Saskatoon (Alternate)
- Mayor Gary Philipchuk, Warman; ROC Vice Chair
- Councillor Marshall Seed, Warman
- Councillor Kevin Tooley, Warman (Alternate)

Throughout 2025, the following administrative staff contributed to the ROC:

- Rebecca Row, P4G Executive Director
- Kerry Hilts, Corman Park
- Doug Ramage, Corman Park
- Kylie Stumborg, Corman Park
- Tanya Garost, Martensville
- Bonnie Gorelitza, Martensville
- Matt Gruza, Martensville
- Jeff Jorgenson, Saskatoon
- Angela Gardiner, Saskatoon
- Celene Anger, Saskatoon
- Lesley Anderson, Saskatoon
- Tyson McShane, Saskatoon
- Galen Heinrichs, Saskatoon
- Amanda Rosenthal-Hiebert, Warman
- Brad Toth, Warman

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

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

The REC members for 2025 were:

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

Administrative support to REC was provided by:

- Rebecca Row, P4G Executive Director
- Kerry Hilts, Corman Park
- Tanya Garost, Martensville
- Jeff Jorgenson, Saskatoon
- Amanda Rosenthal-Hiebert, Warman

Due to governance changes in 2026, the REC will be disbanded and replaced by the ROC First Team.

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

The PAC was comprised of administration representatives from each of the community partners, responsible for providing advice to the ROC and P4G Executive Director on regional priorities.

In 2025 the PAC members were:

- Rebecca Row, P4G Executive Director; PAC Chair
- Doug Ramage, Corman Park
- Kylie Stumborg, Corman Park
- Bonnie Gorelitza, Martensville
- Tyson McShane, Saskatoon
- Jason Sick, Saskatoon
- Brad Toth, Warman

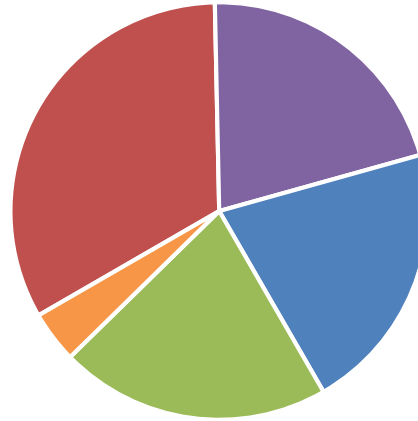
Due to governance changes in 2026, the PAC will be disbanded and ad-hoc committees will be used as necessary.

## **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 following funding model is typically used for P4G operating and capital expenses:

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



### ***Operating Expenses***

P4G operating expenses encompasses two parts; first is the general administration expenses (i.e. wages, business development, committee meeting 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 DPC 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.

## **2025 MEMBER CONTRIBUTIONS**

The approved 2025 operating and capital portions, and municipal funding contributions are highlighted in the chart below:

| <b>Municipality</b> | <b>Contribution to Capital</b> | <b>Contribution to Operating</b> | <b>Total Contribution</b> |
|---------------------|--------------------------------|----------------------------------|---------------------------|
| Corman Park         | \$11,058.60                    | \$102,466.64                     | \$113,525.24              |
| Martensville        | \$11,058.60                    | \$102,466.64                     | \$113,525.24              |
| Osler               | \$2,106.40                     | \$19,517.45                      | \$21,623.85               |
| Saskatoon           | \$17,377.80                    | \$161,019.00                     | \$178,396.80              |
| Warman              | \$11,058.60                    | \$102,466.64                     | \$113,525.24              |
| <b>TOTAL</b>        | <b>\$52,660.00</b>             | <b>\$487,936.37</b>              | <b>\$540,596.37</b>       |