

Administrative Agreement on the Federal Canada Community-Building Fund 2025 Outcomes Report

March 2026

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Letter of Transmittal

March 31, 2026

Jeff Waring
Assistant Deputy Minister
Communities and Infrastructure Programs
Housing, Infrastructure and Communities Canada
1100 – 180 Kent Street
OTTAWA ON K1P 0B6

Dear Mr. Waring:

On behalf of the Government of Saskatchewan's Ministry of Government Relations, I am pleased to provide the Outcomes Report for the Administrative Agreement on the Federal Canada Community-Building Fund. The report provides outcomes on projects reported by municipalities as completed between January 1, 2024, and December 31, 2024.

Sincerely,

A handwritten signature in blue ink that reads "Bonnie Chambers". The signature is written in a cursive, flowing style.

Bonnie Chambers
Assistant Deputy Minister
Municipal Relations Division
Ministry of Government Relations

Program Administration in Saskatchewan

The Canada Community-Building Fund (CCBF) is a federal infrastructure program administered by the province. It has provided a permanent, predictable and stable source of federal funding for municipal infrastructure since 2005. Aligning with Canada's approach for the distribution of the CCBF funding to provinces and territories, Saskatchewan municipalities received funding on a per capita basis for their infrastructure and capacity-building projects. The funding is provided to the province up front twice a year to then distribute to municipalities to support local infrastructure priorities.

As of December 31, 2025, Saskatchewan municipalities received approximately \$1.2 billion in transfers under the program. Canada plans to invest an additional \$210 million before 2029.

To access funding, municipalities enter into an agreement with the province and submit an Infrastructure Investment Plan (IIP) to ensure projects are eligible. Municipalities are required to report expenditures, interest earned and status of their project(s) undertaken using CCBF funding. Once municipalities report on the completion of their projects through the Municipal Annual Expenditure Report (MAER) process, they are required to report on final outputs and outcomes.

As of February 15, 2026, 761 out of 762 eligible municipalities have signed the 2024-2034 Municipal Funding Agreement and are considered participating. This includes: 16 cities, 147 towns, 234 villages, 43 resort villages, 296 rural municipalities, 23 northern municipalities, the Northern Saskatchewan Administration District and the Flin Flon Boundary Area.

This report includes data for projects identified as being completed before December 31, 2024, as part of the 2024 MAER process. The project-specific final reporting was requested for these projects in July 2025 and the municipality's responses received by February 17, 2026, are captured in the results below. While efforts were made to compile outcomes for all municipalities reporting completed projects, some had not finalized their reporting in time to include their data in this analysis.

Any outcome data received by the Ministry of Government Relations (GR) after February 17, 2026, will be included in future outcomes reports as municipalities are still required to provide this information to fulfill their reporting requirements under the CCBF agreement.

Summary of Completed Projects

Saskatchewan municipalities reported outcomes on 444 projects – 421 were identified as completed in the 2024 MAER process while 23 were from the 2023 MAER process as they were finalized after the 2024 Outcomes Report submission in March 2025. These projects utilized 13 of the 19 project categories available under the program. Projects under the local roads and bridges and drinking water categories are consistently the most popular, accounting for 298 projects or 67 per cent of total projects completed.

Table 1.1: Summary of Completed Projects Reporting Outcomes

Project Category	Number of Projects Completed	Total Cost of Completed Projects	Total CCBF Contribution per category	Percentage of CCBF Funding (%)
Capacity Building	14	\$576,305.99	\$526,355.99	0.40
Community Energy Systems	36	\$4,243,793.89	\$2,220,246.90	1.71
Cultural Infrastructure	4	\$39,470.38	\$38,574.38	0.03
Drinking Water	84	\$29,602,038.07	\$16,849,809.59	12.96
Fire Halls	2	\$790,000.00	\$266,381.40	0.20
Local Roads and Bridges	214	\$202,237,647.08	\$97,215,854.27	74.77
Public Transit	1	\$1,746,000.00	\$1,500,000.00	1.15
Recreational Infrastructure	31	\$5,156,119.44	\$3,607,245.31	2.77
Resilience	2	\$238,209.72	\$238,209.72	0.18
Solid Waste	4	\$9,357,455.38	\$1,292,827.31	0.99
Sport Infrastructure	10	\$2,989,337.32	\$1,034,912.34	0.80
Tourism Infrastructure	4	\$98,657.26	\$86,676.05	0.07
Wastewater	38	\$6,870,789.84	\$5,149,754.30	12.96
Total	444	\$263,945,824.37	\$130,026,847.56	100.00%

In addition to the 444 completed projects that reported outcomes, a further 11 projects were completed but the municipality failed to submit their outcomes information by February 17, 2026, when analysis of the data began. These results will be captured in next year's outcomes report. Municipalities that do not submit their outcomes report are subject to the Municipal Compliance Strategy and have their funding withheld until they become compliant.

Additionally, there were 64 projects that were reported as complete in 2024 that did not receive outcomes reports to complete as their MAERs were analyzed after June 30, 2025. This cut-off was established to allow for the collection of the output and outcome information from municipalities in time to be analyzed and compiled for the 2026 Outcomes Report submission in March 2027. These projects will also be included in next year's outcomes report.

Output and Outcome Benefits

The following tables demonstrate the outputs and outcomes reported per category. Each project is represented in only one category, but multiple indicators could have been reported for a project.

Project Category: Capacity Building

This category supports communities in developing and reinforcing the skills, instincts, abilities, processes and resources necessary for municipalities to establish long-term infrastructure management and planning practices and community housing needs assessments.

Projects eligible for funding in this category include plans, studies, asset management systems and training that support infrastructure and housing.

National Objective: Strong Cities and Communities

Table 1.2: Capacity Building Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
New or improved asset evaluations, assessments and reports (number)	18	10
New or improved capacity-building assets (e.g. software, training) (number)	11	8

Table 1.3: Capacity Building Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Change in Plan Status		
<ul style="list-style-type: none"> • Initiated • Progressed • Completed • Implemented 	1 5 5 3	14

Project Category: Community Energy Systems

Community Energy Systems are tools for meeting energy needs through sustainable practices such as utilizing renewable energy sources or high-efficiency cogeneration methods. By fostering such projects, communities can advance toward a more sustainable and resilient energy future.

Projects in this category encompass the development, improvement or renewal of infrastructure dedicated to energy generation or efficiency enhancement. Eligible initiatives include the design and implementation of district energy systems, the installation of solar panels for electricity generation, the construction of cogeneration plants, various energy-efficient installations and the installation of vehicle charging stations.

National Objective: Clean Environment

Table 1.4: Community Energy Systems Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved facilities and installations	42	36

Table 1.5: Community Energy Systems Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Decrease in energy usage – electricity (kilowatt-hours per year)	74,304.57	12
Decrease in energy usage – natural gas (cubic metres per year)	93,831.87	10
Decrease in energy usage – propane, heating fuel (litres per year)	4,010.00	2
Operational savings due to conservation (Canadian dollars per year)	20,792.71	25

Project Category: Cultural Infrastructure

This category supports assets that facilitate the experience, participation and exhibition of culture. Eligible projects include infrastructure supporting the arts, humanities and heritage, such as the expansion of libraries and community centres, the restoration of heritage sites and buildings and the construction of theatres, art galleries and performing arts centres. This support contributes to the enrichment and preservation of diverse cultural expressions within communities, fostering a vibrant and inclusive cultural landscape.

This category also supports opportunities to showcase the richness of Canada’s diversity, including facilities aimed at supporting off-reserve Indigenous population.

National Objective: Strong Cities and Communities

Table 1.6: Cultural Infrastructure Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved public buildings and installations (square metres impacted)	2,407	4
Increased or improved cultural linear infrastructure (kilometres)	0.06	1

Table 1.7: Cultural Infrastructure Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Increase in residents who benefit from the infrastructure (number)	210	3
Increase in users (number/year)	60	2
Increase in annual events (number)	2	1
Increase in facility availability time (hours per year)	4,465	1

Project Category: Drinking Water

Projects in this category collectively aim to enhance water conservation, collection, treatment and distribution systems, ultimately promoting the well-being of the community by providing reliable access to high-quality drinking water and contributing to increasing the supply and affordability of housing. This category can be used to replace watermains and service pipes, upgrade water treatment plans, install smart water meters, construct water towers and standpipes that provide alternative means to transport water where pipes cannot be installed.

National Objective: Clean Environment

Table 1.8: Drinking Water Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved drinking water facilities and installations (number of assets)	3,707	77
Increased or improved linear drinking water infrastructure (metres)	10,196.27	24

Table 1.9: Drinking Water Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Decrease in average water consumption (cubic metres per day)	15,036.50	1
Decrease in concentration of contaminants (number)	11	4
Decrease in drinking water advisories (number)	60	22
Decrease in energy usage (kilowatt-hours per year)	64,089	9
Decrease in volume of chemicals to treat water (litres per day)	10	1
Decrease in water main breaks (number)	80.29	7
Increase in connections to drinking water (number)	41	4
Increase in average estimated service life – waterlines (years)	33.56	18
Increase or improvement in water service (number of premises/households)	2,259	32
Increase in volume of water treated (cubic metres per day)	75.90	4
Increase in water storage capacity (cubic metres)	20,110	5

CCBF Dollars at Work

Town of Rocanville

The Town of Rocanville installed a 50kW fixed natural gas back-up generator at their water treatment plant. This \$67,815 project was fully funded by CCBF and took approximately 19 months to complete. The town is now guaranteed to have access to potable water in emergency situations when the usual source of electricity is not available.



Project Category: Fire Hall

This category seeks to enhance the capabilities and readiness of fire stations, contributing to the overall safety and well-being of the communities they serve. This category supports the construction, material enhancement or renewal of fire hall infrastructure including constructing new fire stations, renovating existing facilities and expanding fire stations to better serve communities. Fire trucks have been included as eligible stand-alone investments in this category.

National Objective: Strong Cities and Communities

Table 1.10: Fire Hall Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved facilities and installations (square metres impacted)	280	1
Increased or improved rolling stock (number of assets)	3	2

Table 1.11: Fire Hall Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Decrease in response time (minutes)	7	2
Increase or improvement in emergency responses (number)	3	2

Project Category: Local Roads and Bridges

This category supports the construction, renewal or improvement of essential infrastructure such as roads, bridges, tunnels and active transportation systems that facilitate circulation and access to residences, businesses and nearby properties. It encompasses the creation of road or rail grade separations, the development of roads to bolster natural resource opportunities, the incorporation of Intelligent Transportation Systems to enhance road infrastructure and the construction of bridges, overpasses or underpasses for both vehicular and pedestrian use.

National Objective: Productivity and Economic Growth

Table 1.12: Local Roads and Bridges Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved support facilities and installations (number of assets)	76	49
Increased or improved roads, highways, bridges, tunnels and active transportation corridors (kilometres)	738.54	196

Table 1.13: Local Roads and Bridges Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Decrease in average travel time from Point A to B (minutes)	144.90	20
Decrease in travel distance from Point A to B (kilometres)	115.50	16
Increase in capacity – load limit (metric tonnes)	134	6
Increase in capacity – vehicles (per day)	1,820	40
Increase in average estimated service life (years)	23.10	201
Increase in public usage – paths/trails/sidewalks (number)	215	10

Project Category: Public Transit

This category aims to enhance the efficiency, accessibility and overall quality of public transit systems, contributing to sustainable and well-connected communities and to increasing the supply and affordability of housing. This category focuses on facilitating the movement of passengers within regional municipal settings through various modes of public transportation, including paratransit or specialized vehicles. Eligible projects include the construction of transit stations, stops and terminals, renovation of transit maintenance facilities, laying tracks for light rail vehicles, acquisition of new public transit vehicles and the implementation of Intelligent Transportation Systems.

National Objective: Productivity and Economic Growth

Table 1.14: Public Transit Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Public transit fixed assets receiving investment (number of assets)	157	1

Table 1.15: Public Transit Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Increase in ridership (average passengers per day)	993	1

Project Category: Recreational Infrastructure

Investments in this category seek to enhance recreational spaces and promote community well-being through accessible and upgraded facilities. This category includes the construction, improvement or renewal of recreational facilities or networks. Projects can include splash pads and playgrounds in public parks, recreation centres, paths, trails, boardwalks in conservation areas and multipurpose facilities such as community centres.

National Objective: Strong Cities and Communities

Table 1.16: Recreational Infrastructure Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved public buildings and installations (square metres impacted)	31,107.58	22
Increased or improved recreational rolling stock (number of assets)	18	8
Increased or improved recreational linear infrastructure (kilometres)	0.51	3

Table 1.17: Recreational Infrastructure Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Increase in annual events (number)	228	17
Increase in facility availability time (hours per year)	1,365	5
Increase in permanent jobs (number)	0.50	1
Increase in residents who benefit from the infrastructure (number)	7,518	15
Increase in users (number per year)	5,860	12

CCBF Dollars at Work

Town of Balgonie

The Town of Balgonie improved its ball diamonds by adding irrigation, fencing, backstops, dugouts, sod, shale and general landscaping to three softball diamonds and a baseball diamond. The CCBF contribution to the \$350,800 project was \$292,800 while \$58,000 was donated by local organizations. The project took approximately six months to complete and annual events have already increased by 35.



Project Category: Resilience

This new/expanded category builds on the previous disaster mitigation category and supports assets that increase a community's capacity to withstand, respond to and rapidly recover from damage and disruptions caused by changing climate conditions or other natural disasters. Eligible projects include new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure, including natural infrastructure that prevents, mitigates, or protects against the impacts of climate change, disasters triggered by natural hazards and extreme weather.

National Objective: Strong Cities and Communities

Table 1.18: Resilience Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Infrastructure equipped for climate change impacts (number of assets)	1	1
Linear infrastructure equipped for climate change impacts (metres)	4.5	1

Table 1.19: Resilience Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Increase in risks mitigated (number)	2.5	1
Land area protected/reduced risk (square metres)	6,452	1

Project Category: Solid Waste

Solid waste assets are essential for managing discarded materials that have fulfilled their purpose or are no longer useful. These projects contribute to comprehensive approaches to solid waste management benefiting community health and environmental sustainability. Eligible projects build, enhance or renew infrastructure that supports efficient solid waste management systems. These systems encompass the collection, diversion, treatment and disposal of recyclable and compostable materials and garbage. This could include the design and construction of material recovery facilities, installation of leachate collection systems in landfills and the expansion of transfer stations.

National Objectives: Clean Environment

Table 1.20: Solid Waste Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved solid waste facilities and installations or rolling stock (number of assets)	3	3
Additional solid waste management capacity built or expanded (tonnes)	25,500	1

Table 1.21: Solid Waste Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Decrease in non-compliance incidents (number)	1	1
Increase or improvement in solid waste service (premises/households)	2,002	2
Increase in solid waste diverted from disposal (metric tonnes per year)	2,800	1

Project Category: Sport Infrastructure

This category provides funding for amateur sport facilities (including training facilities for high-performance amateur athletes) for public use and benefit. Projects eligible for funding in this category range from designing, building and renovating indoor and outdoor facilities where people play their favourite sport like squash, hockey and soccer fields, as well as related investments such as bleachers and washrooms. Sport-related active transportation can also be included.

National Objectives: Strong Cities and Communities

Table 1.22: Sport Infrastructure Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved public buildings and installations (square metres impacted)	21,935.16	8
Increased or improved sport rolling stock (number of assets)	4	4
Increased or improved sport linear infrastructure (kilometres)	0.89	1

Table 1.23: Sport Infrastructure Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Increase in annual events (number)	26	2
Increase in facility availability time (hours per year)	1,746	3
Increase in permanent jobs (number)	2	2
Increase in residents who benefit from the infrastructure (number)	900	2
Increase in users (number per year)	292	3

CCBF Dollars at Work

Town of Imperial

The Town of Imperial undertook a roof replacement on their curling rink with their CCBF funding. It took approximately six months to complete the \$156,220 project with \$120,930 in CCBF funding. A new shield of 15.24 cm fibreglass insulation was installed over the purlins to increase the energy efficiency of the building, as well as to stop leaks.



Town of Ituna



This \$954,955 replacement project by the Town of Ituna included nearly \$300,000 in CCBF funding. This extensive 20-month project included dismantling the old arena and replacing the shell of the building structure to ensure the inside of the arena remained usable and in good condition.

Town of Nipawin

This \$1.67 million project by the Town of Nipawin received \$446,330 from CCBF and \$1.23 million from the Investing in Canada Infrastructure Program (\$669,411 federal; \$557,787 provincial) to complete. The Town of Nipawin's arena complex consists of two arenas: the Jubilee and Centennial.



This project included upgrades to the existing Jubilee Arena with the addition of four dressing rooms with a total area of approximately 445 sq m, construction of a corridor, referee's room, mechanical room, lobby, two public washrooms and a connecting passage to the Centennial Arena.

It took nearly two and a half years to complete and increased the number of users of the arena complex and enabled easier movement of spectators and players between the two facilities.

Project Category: Tourism Infrastructure

Tourism infrastructure can enhance the appeal of cultural destinations and contribute to the overall vitality of communities. This category supports infrastructure designed to draw travellers for various purposes such as recreation, leisure and business. Eligible projects encompass the construction, improvement or renewal of infrastructure aimed at attracting travellers, such as a scenic overlook, a zoo, a convention centre or an exhibition hall.

National Objective: Strong Cities and Communities

Table 1.24: Tourism Infrastructure Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved public buildings or installations (square metres impacted)	242.65	4

Table 1.25: Tourism Infrastructure Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Increase in facility availability time (hours per year)	550	2
Increase in users (number per year)	107	4

Project Category: Wastewater

Wastewater projects play a vital role in establishing infrastructure that safely manages the discharge of water generated within communities and contributes to increasing the supply and affordability of housing. Projects eligible in this category support wastewater and stormwater collection, treatment and management systems. Such projects include the replacement of sanitary or storm sewers, the separation of combined sewers, installation of pump stations and lift stations, design and construction of wastewater treatment plants, establishment of bioretention or biofiltration facilities and the restoration of wetlands or construction of stormwater management ponds.

National Objective: Clean Environment

Table 1.26: Wastewater Output Indicators

Output Indicators	Results	Number of Reported Projects Contributing to Indicator
Increased or improved wastewater facilities and installations (number of assets)	36	28
Increased or improved linear wastewater infrastructure (metres)	9,179.70	16

Table 1.27: Wastewater Outcome Indicators

Outcome Indicators	Results	Number of Reported Projects Contributing to Indicator
Decrease in energy usage – electricity (kilowatt-hours per year)	5,034	2
Decrease in non-compliance incidents (number)	5	5
Increase in connections to sanitary system (number)	29	3
Increase in average estimated service life of collection pipes (years)	36.1	21
Increase or improvement in service (premises/households)	1,444	10
Increase in wastewater collection capacity (cubic metres per day)	562.5	3

Housing Related Outcomes

To support housing outcomes, Saskatchewan has made the following commitments with progress summarized in the following table.

Table 1.28: Saskatchewan’s Commitments to Housing Outcomes

Commitments	Actions
<p>Create a process to identify communities with a present or expected future housing need.</p> <p>Work with municipalities and other stakeholders to determine local housing supply gaps.</p>	<p>The Ministry of Social Services engaged a consulting firm to develop a model to determine current and anticipated housing needs by community to guide future planning. This tool has been part of the metrics used to assess future provincial housing investments and conduct planning, including with our stakeholders.</p>
<p>Develop an inventory of unused provincial lands, focusing initially on urban centres with demonstrated housing needs.</p> <p>Determine the criteria to be used to assess the suitability of unused provincial land for housing development.</p> <p>Develop a process for making that land available for housing that prioritizes affordable and social housing, if potentially suitable land is found.</p> <p>Encourage municipalities to adopt a similar approach to the province in identifying and making municipal-owned land available for housing.</p>	<p>GR is working on a preliminary inventory of unused provincial lands for Regina, Saskatoon, Prince Albert and Moose Jaw.</p> <p>Next steps include determining the criteria to be used to assess the suitability of unused provincial land for housing. The province is also examining ways to encourage municipalities to make surplus lands available for housing. Some are doing this of their own accord, like Saskatoon, which stated in its Housing Needs Assessment (HNA): “Leverage city-owned land and offer financial incentives to promote the development of affordable housing.”</p>
<p>Support work to advance the use of modular and prefabricated housing in the province.</p> <p>Continue working with the federal government in the development and adoption of a housing design catalogue, where appropriate.</p>	<p>Saskatchewan has no provincial barriers that limit homeowners and contractors from utilizing modular and prefabricated housing. Saskatchewan will continue to empower owners and contractors to make choices that are appropriate to their building needs and goals.</p> <p>At this time, seven of the eight proposed housing designs for Saskatchewan and Manitoba have been published in the Canada Mortgage and Housing Corporation (CMHC) design catalogue. GR has completed a review of the preliminary design for the eighth building and provided comments back to CMHC. GR is also currently working on promotional communications that will include messaging and materials based on what has been published so far.</p>

Commitments	Actions
<p>Invest in Saskatchewan Housing Corporation (SHC) owned units to support people in Core Housing Need by maintaining existing social housing and increasing the availability of social and affordable housing in communities with a housing need.</p>	<p>SHC began work on major multi-year repair and renovation projects for 285 units in Regina, Saskatoon and Prince Albert. Construction work will commence following the completion of necessary planning and design work.</p> <p>As of the end of Q3 2025-26 (December 31, 2025), SHC has committed funding to repair approximately 3,400 units across the province, of which approximately 3,200 are under repair or completed. Investments largely target the repair and replacement of major building components (e.g. boilers, air and ventilation systems, windows, roofs, etc.) to ensure that units remain in service to serve households in Social Housing.</p>
<p>Encourage and facilitate increased access to affordable and supportive housing units in communities with a housing need through government development and partnerships with third party organizations.</p>	<p>In April 2025, SHC conducted an Expression of Interest seeking new projects for the Rental Development Program. Following this intake, SHC is currently working with third-party housing providers on eight priority projects at various stages of planning and construction. Once complete, these projects will offer new, affordable and supportive housing options for targeted clients.</p>

Municipalities did not report housing outcomes for projects identified as completed before December 31, 2024, which would otherwise be subject to outcome reporting.

Asset Management

Overview of Asset Management Approach

Under the terms and conditions of the 2024-2034 Administrative Agreement, municipalities participating in the CCBF program are required to make progress toward the development and/or implementation of an asset management (AM) plan. To help fulfill this condition, the CCBF Oversight Committee (OC) created the Asset Management Subcommittee (AMS). The AMS is made up of representatives from the federal and provincial governments, municipal associations, municipal administrator associations and city managers. This committee was reestablished in 2025 and is responsible for:

- Setting goals for municipalities to work towards in furthering their AM practices.
- Developing and implementing a performance measurement strategy that includes guidelines for the preparation of outcome reports on progress made towards the development and/or implementation of an AM plan.

- Providing advice to the OC on AM issues, as requested.

In March 2016, a survey was sent to all participating municipalities to collect baseline data. In 2017, the AMS created a set of goals to encourage municipalities to work through an entire AM cycle for at least one asset class of the municipality’s choice, referred to as their priority asset class(es). This approach allowed participating municipalities, which were divided into tiers based on population (Table 1.29: Municipal Tiers

), to begin experiencing some of the benefits of AM and provide further support and momentum for comprehensive AM planning across all asset classes.

In establishing the measurement framework, it was acknowledged that failure to achieve a target was not considered a failure to progress. Follow-up surveys were administered in 2017, 2018 and 2022 to measure progress. In May 2025, the AMS decided to maintain the same goals (set out in Table 1.30) until the next survey is administered in spring 2026.

Table 1.29: Municipal Tiers

Tier	Population	Number of Participating Municipalities
1	1-500	499
2	501-1,500	191
3	1,501-5,000	42
4	5,001 or more	16
	TOTAL:	748

Table 1.30: Goals, Targets and Measures set by the AMS

Goal	Target	Measures
Education: Education of municipal staff and elected officials in asset management practices and their benefits in the process of local government decision-making.	All Tiers	The number of municipalities with staff and elected officials educated in AM.
Policy and/or Strategy: Develop and approve a policy and a strategy on how the municipality will approach asset management.	All Tiers	The number of municipalities with an AM policy and/or strategy in place.
Register of Assets Owned: Develop an asset register for all asset classes.	All Tiers	The number of municipalities with a comprehensive asset register.

Goal	Target	Measures
<p>Current and Desired Asset Condition: Maintain records of current conditions of assets in the asset register and document the desired condition of assets listed in the register.</p>	<p>Tier 1: for one asset class Tier 2: for two asset classes Tier 3: for three asset classes Tier 4: for four asset classes</p>	<p>The number of municipalities with current asset condition information documented for one or more asset classes.</p> <p>The number of municipalities with desired asset condition information documented for one or more asset classes.</p>
<p>Funding Gap: Identify the funding gap between the current and desired asset condition for completed asset classes.</p>	<p>Tier 1: for one asset class Tier 2: for two asset classes Tier 3: for three asset classes Tier 4: for four asset classes</p>	<p>The number of municipalities that have documented any funding gaps between the current and desired asset condition for one or more asset classes.</p>
<p>Asset Management Plan: Improvement and monitoring of the asset management plan, which may include:</p> <ul style="list-style-type: none"> • Regular progress check-ins with municipal council. • Reporting back to council on improving and monitoring the municipal asset management plan. • Incorporating the asset management plan and related financial planning documents (e.g. long-term financial plan) into municipal financial planning activities such as preparing the budget, capital purchase decisions and decisions to build and maintain municipal reserves. 	<p>All Tiers</p>	<p>The number of municipalities with reports to council.</p>

This approach recognizes that progress will take time since AM represents a major change in the approach to municipal planning and expenditures. It also supports municipal autonomy by giving municipalities the flexibility to initially focus on asset classes that reflect their unique circumstances.

Methodology

In 2025, information related to AM was requested from municipalities in the Outcomes Survey. The following questions were asked:

1. Was this project part of your capital plan?
2. Did your municipality utilize asset management practices in making the decision to complete this project?
3. If yes, describe how your municipality utilized asset management practices.
4. If no, explain why your municipality did not utilize asset management practices.

Municipalities also indicate whether a project is in the category of “Capacity Building,” which directly relates to developing competence in AM.

Scope

- 301 municipalities were surveyed, many with multiple projects
- 444 projects were analyzed:
 - 421 projects were specified as completed in 2025
 - 23 projects were late respondents to the previous outcomes survey

Results

Of the 444 projects completed:

- 364 projects, or 82 per cent, were part of the municipality’s capital plan.
- 391 projects, or 88 per cent, used AM practices to make the decision to complete the project.

14 projects, or three per cent, were related to capacity building. (

- Table 1.31: Capacity Building Projects Identified lists all 14 projects and describes how AM practices were used).
- Seven projects, or two per cent, represented new communities developing and implementing AM plans.
- Reasons for not utilizing AM practices, cited for 52 projects (12 per cent) include:
 - Failure of the asset/emergency repair or replacement – 17 (33 per cent)
 - Unknown – 15 (29 per cent)
 - Do not have an AM plan – eight (15 per cent)
 - Asset did not belong to the municipality – four (eight per cent)
 - Acquisition of an asset from another entity/new asset – two (four per cent)
 - Asset was not in the AM plan – two (four per cent)
 - Life expectancy of asset exceeded – two (four per cent)
 - Condition of asset could not be assessed one – (two per cent)
 - Council is still learning about AM – one (two per cent)

Table 1.31: Capacity Building Projects Identified

Municipality	IIP Number	Plan Title	How Was AM Used
City of Swift Current	1415-003268	Asset Management Initiative	AM practices throughout multiple departments were often on spreadsheets or in paper files. We identified the need to centralize the AM system and provide a more sophisticated and user-friendly AM Plan for sustainability and reduction in overlapping work.
RM of Invergordon No. 430	1718-004406	Development of Official Community Plan and Zoning Bylaw in Support of Asset Management Planning	The RM utilized AM practices by recognizing that Zoning and Official Community Plans are essential tools for long-range planning. These documents help identify future needs for land, infrastructure (such as roads and buildings) and cultural assets. They support informed decision-making and ensure development aligns with asset capacity and community priorities.
Village of Bracken	1819-004544	Develop an Asset Management Plan	Development of an AM Plan.
Village of Netherhill	2122-006296	Develop Asset Management Plan	Completing our AM Plan will allow the village to prepare and plan for future infrastructure investment and budgeting.
Village of Borden	2223-006434	Develop Asset Management Plan	The purpose of this project was to strengthen our AM capacity and long-term planning practices. By investing in training, tools and planning resources, the municipality is better equipped to manage infrastructure lifecycles, prioritize projects and ensure sustainable service delivery that supports the community's long-term needs.
RM of Edenwold No. 158	2223-006460	Develop Asset Management Program	Executed a recommendation from the RM's AM Policy in the management of infrastructure assets.
RM of Mildren No. 286	2324-006634	Update Zoning Bylaw and Official Community Plan	We used the funding to update the Community Plan and Zoning Bylaw to help us plan and improve our long-term planning.
Village of Ridgedale	2324-006708	Update Zoning Bylaw and Official Community Plan	Long-term planning.

RM of Oakdale No. 320	2324-006876	Asset Management Plan	The project involved completing an AM Plan to assist the municipality with long-term planning.
RM of Reford No. 379	2425-007087	Development of Asset Management Plan	The long-term plans of the RM are supported by the project's outcome of AM and long-term planning.
Special Service Area of Kincaid	2425-007220	Develop Preliminary Plans for Water Treatment Plant Upgrade	To have an asset plan to know what is in the municipality's future for cost savings.
RM of Reford No. 379	2425-007227	Classify and Optimize Roadway Network	This project helped us standardize categorization of the RMs roads as per the Provincial Road Classifications.
Town of Dundurn	2425-007229	Capital Asset Management Software	The purchase of this software enables the introduction of AM for the town.
Village of Wilcox	2425-007308	Conduct UAV Drainage Survey	The drainage project used assessment practices to identify community needs, risks and resources, ensuring the project addressed issues like flooding and water flow effectively, while enhancing and extending the life of the ditches.

Conclusions

The majority (88 per cent) of CCBF projects completed in 2024 by Saskatchewan municipalities used AM practices to help achieve success. Fourteen projects were directly related to strengthening a municipality's AM practices and seven of those projects represented municipalities acquiring a new AM plan and starting on the AM journey.

Next Steps

The next AM survey will be conducted in the spring of 2026. This will provide more information on the specific areas where municipalities are making progress. Once the results have been analyzed, the AMS will meet to discuss next steps.

Conclusion

The benefits the CCBF provides to Saskatchewan municipalities are evident in the immediate and easily measured output results of the projects and the related outcome benefits a community will receive as a result of the 444 projects captured in this report. Of the \$263.9 million in total costs for these projects, more than 49 per cent or \$130 million was funded by the CCBF.

Many of these projects would not have been completed at this time without this funding. Municipalities reported that 270 or 60.8 per cent of these projects would not have been completed without the availability of CCBF funding. The flexibility of the program to not require municipalities to match dollars to receive the funding contributed to 96.4 per cent of municipalities reporting they did not use debt financing for their project. The remaining 3.6 per cent (16 projects) reported using a total of \$7.9 million in long-term borrowing.

The program also encourages municipalities to think long-term, with more than 82.2 per cent incorporating their projects into their capital plans.

With nearly 600 active projects as of December 31, 2025, the benefits from the CCBF to the citizens of Saskatchewan will continue.