

Administrative Agreement on the Canada Community-Building Fund (CCBF)

Outcomes Report 2023

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Letter of Transmittal

July 14, 2023

Alison O'Leary
Assistant Deputy Minister
Communities and Infrastructure Programs
Infrastructure Canada
1100 - 180 Kent Street
OTTAWA ON K1P 0B6

Dear Ms. O'Leary:

On behalf of the Government of Saskatchewan's Ministry of Government Relations, I am pleased to provide Outcomes Report 2023 under the Administrative Agreement on the Canada Community-Building Fund (CCBF) (formerly Gas Tax Fund). The report provides an analysis on projects completed between January 1, 2017 and December 31, 2021, the impact of the CCBF as a predictable source of funding, and the progress made on asset management.

Sincerely,



Sheldon Green
Assistant Deputy Minister
Municipal Relations

Executive Summary

As part of the reporting requirements under the federal Canada Community-Building Fund (CCBF) (formerly the federal Gas Tax Fund program or GTF), the Government of Saskatchewan will provide outcomes reports to the federal government that report on:

- The beneficial impacts on communities of completed projects funded by the program;
- The enhanced impact of CCBF as a predictable source of funding; and
- The progress made in improving local government planning and asset management.

Under the original GTF, the Government of Saskatchewan completed three outcomes reports for projects completed between April 1, 2005, and March 31, 2014. The last report finalized the outcomes reporting under the original agreement.

The first report under the renewed agreement was for March 31, 2018, and analyzed projects completed between April 1, 2015, and December 31, 2016. This is the second report and analyzes projects completed between January 1, 2017, and December 31, 2021. It provides an overall summary of the results, as well as for each project category and demonstrates how these projects support the national objectives of productivity and economic growth, a clean environment, and strong cities and communities.

In this report, Saskatchewan is reporting on 1,570 projects in 622 municipalities. The total cost of the completed projects is \$618.9 million, of which \$319.9 million, or 51.7 per cent, is funded through the CCBF. Sixty-six point four per cent of the projects were fully funded by municipalities using their Canada Community-Building Funds. Fourteen per cent of the projects used less than 50 per cent CCBF funding towards the total project cost, relying on funding from the municipality's own means or other funding sources for the balance.

Under the renewed agreement, the project categories were expanded from seven to 18, enabling municipalities to invest in many diverse types of infrastructure to meet local needs and support national objectives. In 2021, a fire hall category was added. Projects under the original categories continue to be the most popular, accounting for 1,445 or 92 per cent of the total projects completed. In fact, of the total CCBF funding, the largest amount (58 per cent) went to Local Roads and Bridges with 750 projects completed using \$185.5 million in CCBF funds.

The aggregated results show that significant investments have been made into projects that contribute to the national objectives, with 47.8 per cent (47.5 in 2018 report) of the projects supporting productivity and economic growth; 40.9 (46.9) per cent supporting a clean environment; and 11.3 (5.6) per cent supporting strong cities and communities.

Highlights from the completed projects include:

- Eleven of the 19 project categories were utilized;
- Local Roads and Bridges is the most popular category overall with recreation the most popular of the new categories;
- More than 22,000 metres of culverts installed;
- Increase of more than 11,000 cubic metres daily of treated water, a reduction of 192 drinking water advisories, and an increase of more than 101,000 premises with improved water quality;
- Increase of more than 28,000 cubic metres per day wastewater treatment capacity;
- Increase of more than three million metric tonnes of landfill capacity;
- 193,766 kilowatt-hours/year of electricity savings annually;
- Increase of 77,945 users per year of Cultural, Recreational, Sport, and Tourism Infrastructure; and
- More than 800 square metres of land area protected or at reduced risk from disasters.

In addition to the outcomes on completed projects, municipal and provincial spending from 2015 to 2019 was analyzed to determine if CCBF funding is incremental to municipal and provincial expenditures on capital infrastructure. The results confirm that both municipal and provincial spending continues to increase, and that the CCBF is not replacing existing sources for capital infrastructure.

To demonstrate the CCBF as a predictable source of funding, municipal spending for all municipalities currently participating in the CCBF program was reviewed. At the end of December 31, 2021, 269 municipalities (or 35 per cent) had borrowed \$15.53 million against their future CCBF allocations to March 2024. In addition, more than 60 per cent of the municipalities indicated their project.

would not have been completed at this time without the availability of Canada Community-Building Funding. Municipalities are also thinking long term with more than 79 per cent (up from 70 per cent in 2017) incorporating their project into their capital plan, which clearly shows that municipalities anticipate receiving the CCBF into the future.

This report also shows the progress made on improving local government planning and asset management in our municipalities. A baseline survey was developed and sent out to municipalities in 2016, and a second 'check-in' survey was sent out in 2017 to measure the progress made by municipalities in developing and implementing asset management. In 2022, an asset management questionnaire was distributed for municipalities to self-declare their status of asset management planning. The results showed an increase in the total that have started to implement, from 402 in 2016 to 589 in 2017 and 601 in 2022. As well, the number that did not plan to implement declined from 120 in 2016 to 68 in 2017 and 25 in 2022. The number of staff and council members trained in asset management also increased significantly with 2022 having almost three times the number reported in 2016 (i.e. 141 were trained in 2016 while 413 municipalities had trained staff in 2022).

The CCBF is permanent and indexed at two per cent annually. Saskatchewan's allocation over the first five years of the renewed agreement from 2014-15 to 2018-19 was \$292.7 million and for the final five years from 2019-20 to 2023-24 will be \$324.2 million. The renewed CCBF is providing predictable, long-term, stable funding for Canadian municipalities to help them build and revitalize their local public infrastructure while creating jobs and long-term prosperity. Municipalities continue to appreciate the flexibility of the program, being able to pool, bank and borrow against the funding, providing them with greater opportunity to utilize their funding. In addition to the stable funding, the federal government provided an additional \$1.2 million of legacy funding in March 2017 and two top-ups of \$61.9 million and \$62.57 million in July 2019 and July 2021 respectively were added to address short-term priorities for municipalities. The additional funding is considered in this report.

Strategic Plan

The CCBF provides a permanent, predictable and stable source of federal funding for municipal infrastructure.

An Administrative Agreement between the Government of Canada (Canada) and each province and territory (P/T) establishes the terms on which the CCBF is distributed, used and managed within each jurisdiction. While similar, each P/T agreement may reflect individual circumstances in the arrangements.

All agreements are based on five principles: respect for jurisdiction; a flexible approach; equity between jurisdictions; long-term solutions; and transparency.

The flexibility of the CCBF is a key benefit. Under the current parameters of the program in Saskatchewan, local governments decide how best to direct their CCBF funds to address local priorities. Municipalities, subject to terms and conditions, can choose to:

- Invest funds in the construction, enhancement or renewal of local infrastructure and improve long-term planning through the development and implementation of asset management planning;
- Share funding to provide infrastructure with a beneficial impact on multiple municipalities;
- Invest in single or multiple projects and one or more project categories (19 available); and/or
- Bank funds to support future projects, use funds as received or borrow against future funding to allow for immediate need.

Historically, municipal projects under the CCBF are primarily in the local roads and bridges, drinking water and wastewater categories. These categories are also provincial priorities.

Presently Saskatchewan aligns with Canada on the distribution of the CCBF. Canada distributes funding to P/Ts and First Nations on a per-capita basis.¹ Saskatchewan also distributes CCBF funding to municipalities and the unincorporated areas of the province on a per-capita basis. While this provides for some funding to be received by all municipalities, given the number of municipalities with low populations (more than 130 with a population less than 100 in the 2016 census), the amount received may not be sufficient relative to the municipality's capital requirement nor to provide the incentive to participate in the program and meet the terms and conditions.

Future consideration to removing maximum federal contribution limits on various funding programs to allow municipalities to use their CCBF funds would assist municipalities that may need to choose one project or program over another due to limitations on their financial resources to support multiple projects.

As the province prepares for the renewal of the CCBF program in 2024, a review of key areas of the program will be completed including the current municipal allocation formula. Federal requirements, such as those that may relate to housing and asset management, will also need to be assessed for impact.

The CCBF continues to be a critical source of funding to Saskatchewan municipalities. This outcome report shows how it supports in Saskatchewan the key national objectives of boosting productivity and economic growth, creating a cleaner environment, and building stronger cities and communities.

¹ The CCBF is allocated to provinces, territories and First Nations on a per-capita basis but provides a base funding amount – equal to 0.75 per cent of total annual funding – to Prince Edward Island and each territory.

CCBF Program Background

Program Overview

The CCBF was introduced in 2005 as a predictable source of infrastructure funding support for municipalities. The original agreement provided Saskatchewan municipalities \$372 million over nine years, ending in 2013-14.

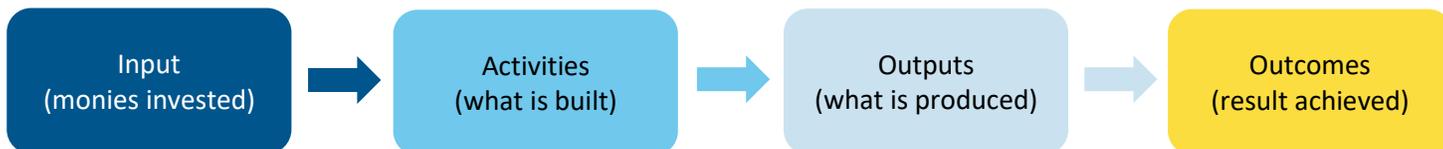
In 2014, Saskatchewan and Canada entered into a new agreement, the Administrative Agreement on the Federal Canada Community-Building Fund (the Agreement), renewing the program for a 10-year term from 2014-15 to 2023-24. The CCBF is now permanent and will be indexed at two per cent annually, applied in \$100 million increments. Saskatchewan's allocation over the first five years of the new program from 2014-15 to 2018-19 was \$292.7 million, based on 2011 Statistics Canada Census figures. For 2019-20 to 2023-24, Saskatchewan's allocation is \$324.2 million based on 2016 Statistics Canada Census data. The federal government also provided legacy funding of \$1.2 million in 2016-17 and temporary top-ups of \$61.9 million to supplement the 2018-19 allocation and \$62.6 million to double the 2020-21 commitment.

All Saskatchewan municipalities are eligible to receive funding on a per capita basis for their infrastructure and capacity building projects. Funds can be pooled, banked and borrowed against, providing significant financial flexibility.

The funding is provided up front, twice a year to the province who, in turn, flows this funding to the municipalities to support local infrastructure priorities. In 2020-21 and 2021-22, Canada provided the funding in a single transfer which Saskatchewan passed along to the municipalities to assist with short-term infrastructure priorities due to COVID-19.

To access funding, municipalities enter into an agreement with the province and submit an Infrastructure Investment Plan (IIP) to ensure projects are eligible. A municipality submits an IIP for each project it intends to undertake using CCBF funding.

Performance measure indicators help to establish the expected result of a project by setting out output and outcome targets. At the beginning of a project, when an IIP is completed by a municipality and submitted for Ministerial approval, the IIP is expected to outline the investment and activities required to complete the project, the expected direct product or service of the project (the output), and the related benefit a community will receive as a result of completing the project (the outcome). This logical flow of a project funded by the CCBF is depicted in the following diagram:



Nineteen project categories enable municipalities to invest in many different types of infrastructure that meet local need and support the national objectives of increased productivity and economic growth, clean environment, and strong cities and communities. Table 1.1 shows the primary national objective for each category.

Table 1.1: National Objectives

Primary National Objective	Eligible Project Categories
Productivity and Economic Growth	Broadband Connectivity Highways Local Roads and Bridges Public Transit Regional and Local Airports Short-line Rail Short-sea Shipping
Clean Environment	Brownfield Redevelopment Community Energy Systems Drinking Water Solid Waste Wastewater
Strong Cities and Communities	Capacity Building Cultural Infrastructure Disaster Mitigation Fire Halls Recreational Infrastructure Sport Infrastructure Tourism Infrastructure

Approach/Methodology for Collecting Data on Beneficial Impacts

As part of the New Building Canada Plan, the renewed CCBF supports three outcomes:

- Investing in community infrastructure;
- Providing municipalities with access to a predictable source of funding; and
- Supporting and encouraging long-term municipal planning and asset management.

Under the terms of the renewed agreement, the Ministry of Government Relations (the Ministry) is required to provide Outcomes Reports to the federal government by March 31, 2018, and March 31, 2023, to report in aggregate on the degree to which investments are supporting the progress of Saskatchewan towards achieving the following program benefits:

- Beneficial impacts on communities of completed eligible projects;
- Enhanced impact of CCBF as a predictable source of funding including incrementality; and
- Progress made on improving municipal planning and asset management.

For the 2018 report, each province and territory established their own outcomes to identify the beneficial impact of completed projects based on a list of potential performance indicators provided by Infrastructure Canada. In 2016, Saskatchewan finalized its performance measure indicators based on the new national objectives. Other factors, such as the types of projects approved, indicators from other jurisdictions and existing information already collected or readily available to municipalities, were also reviewed. The completed document, *Performance Measure Indicators for Saskatchewan*, was approved by the Oversight Committee (OC) co-chairs in May 2017.

For the 2023 report, Infrastructure Canada proposed example outcomes and indicators based on 2018 reports from signatories. As a significant portion of data was collected for this report prior to the requirements being known, Saskatchewan is reporting based on the 2018 indicators. Where possible, the proposed 2023 indicators have been identified.

Based on the approved 2018 performance measure indicators, the ministry developed online forms for each eligible project category to collect output and outcome data from municipalities on projects completed between January 1, 2017, and December 31, 2021. Municipalities report on the status of their projects annually when they complete their annual expenditure report. There were 1,570 projects in 622 municipalities reported as complete. Of the 19 eligible project categories, 11 were used. No projects were completed under the categories of Broadband Connectivity, Brownfield Redevelopment, Fire Halls, Highways, Public Transit, Regional and Local Airports, Short-sea Shipping or Short-line Rail.

Municipalities were sent outcome reporting forms for each project that they reported as complete. The forms were pre-populated with information about the project including project title, project description, start and end dates, total project cost and total Canada Community-Building Funding. The forms were sent to the municipalities and included definitions and frequently asked questions to help them in completing their reports. Samples were also developed for some categories.

Each form contained multiple output and outcome choices. Municipalities were instructed to select at least one output and one outcome performance indicator that best describes the primary intent of the project. They were also able to select 'other' and provide an open response if no output or outcome indicators were applicable to their project. Additional indicators were encouraged to be completed if data was available and there was local capacity.

For each project category, a spreadsheet was created to record the responses, allowing the ministry to aggregate information to provide overall results. The responses were reviewed and analysed using criteria such as reasonability, reliability and comparison. Clarification was sought if required. Information on immeasurable general project benefits is summarized in each project category section, if received.

This report identifies both the CCBF funds used on the project and the total project costs. Providing information on total project costs provides context for the scale of the projects and the portion supported by the CCBF. The work completed is not prorated based on the amount of CCBF funding used for the project. For example, if the CCBF covered 50 per cent of a \$5 million, 10 kilometre road project, the report will reflect \$2.5 million CCBF and 10 kilometres.

In addition to output and outcome information on the beneficial impact of the completed project, each form also contained specific questions to assist in demonstrating CCBF as a long-term predictable funding solution.

Further information on the approach and methodology used to collect data for asset management and incrementality is included in those sections of this report.

Reporting Period

This outcomes report includes data for projects identified as being completed between January 1, 2017, and December 31, 2021. Compiled information shows the beneficial impact on communities of the completed projects.

While efforts were made to compile outcomes for all municipalities reporting completed projects in 2021, there were a number that had not finalized reporting in time to obtain outcome reports for their completed projects and include them in this analysis. These projects will be reported on in future outcome reports.

Outcome data received by the ministry after January 18, 2023, is not included in this report. Municipalities that have not submitted their data are still required to provide this information to the ministry to fulfil their reporting requirements under the agreement.

Detailed information on the categories of completed projects is available in the 'Summary of Completed Projects'.

Summary of Completed Projects

Saskatchewan municipalities reported outcomes on 1,570 projects completed between January 1, 2017, and December 31, 2021. These projects utilized 11 of the 19 project categories available under the program. Projects under the original categories continue to be the most popular with six of the original categories used, accounting for 1,445 or 92 per cent of the total projects completed. These six categories also make up 92 per cent of the “Total CCBF Contribution to Completed Projects” and 96 per cent of the “Total Cost of Completed Projects”. This information is summarized in Table 2.1.

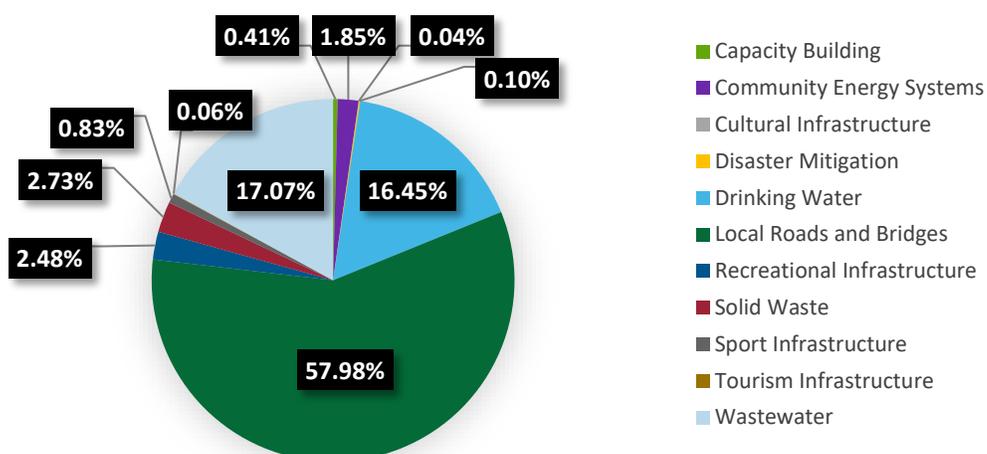
Table 2.1: Summary of Completed Projects Reporting Outcomes

Project Category	Category Type*	No. of Completed Projects	Total Cost of Completed Projects	Total CCBF Contribution to Completed Projects																				
Capacity Building	Original	52	\$ 1,538,885.78	\$ 1,307,373.08																				
Community Energy Systems	Original	127	11,330,802.07	5,931,419.94																				
Cultural Infrastructure	New	8	141,884.86	123,995.99																				
Disaster Mitigation	New	2	409,822.92	322,423.58																				
Drinking Water	Original	314	71,939,215.71	52,643,896.29																				
Local Roads and Bridges	Original	750	384,713,402.65	185,498,984.71																				
Recreational Infrastructure	New	87	35,327,369.06	7,932,078.92																				
Solid Waste	Original	30	27,118,064.17	8,747,355.95	Sport Infrastructure	New	16	13,717,802.44	2,646,681.39	Tourism Infrastructure	New	12	184,322.88	177,355.45	Wastewater	Original	172	72,477,801.73	54,596,607.39	Total		1570	\$618,899,374.27	\$319,928,172.69
Sport Infrastructure	New	16	13,717,802.44	2,646,681.39																				
Tourism Infrastructure	New	12	184,322.88	177,355.45																				
Wastewater	Original	172	72,477,801.73	54,596,607.39																				
Total		1570	\$618,899,374.27	\$319,928,172.69																				

*'Original' references eligible categories under the original Canada Community-Building Fund agreement from 2005 to 2014. 'New' refers to expanded categories under the renewed Canada Community-Building Fund agreement.

Figure 2.1 illustrates the percentage of CCBF funding used on the completed projects by eligible category.

Figure 2.1: Percentage of CCBF Funding Utilized by Eligible Category



In addition to the 1,570 that reported outcomes, a further 10 projects were completed but the municipality failed to submit their outcomes information at the time of compiling this report. Table 2.2 provides information on these projects. Municipalities that do not submit their outcomes report are subject to the Municipal Compliance Strategy and have their funding withheld until they become compliant. If they remain non-compliant, they are removed from the program.

Table 2.2: Outcome Reports Not Received

Project Category	No. of Completed Projects	Total Cost of Completed Projects	Total CCBF Contribution to Completed Projects
Broadband Connectivity	1	\$ 10,600.00	\$ 10,600.00
Community Energy Systems	1	5,572.78	5,572.78
Drinking Water	2	639,849.89	639,849.89
Local Roads and Bridges	4	972,050.39	543,904.30
Wastewater	2	8,153.45	8,153.45
Total	10	\$1,636,226.51	\$1,208,080.42

Additionally, there were 75 projects that were reported as complete in 2021 that did not receive outcome reports to complete. The annual expenditure reports for these projects were analyzed after the cut-off date of August 15, 2022. 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 March 2023 reporting. These projects will be included in the next outcomes report.

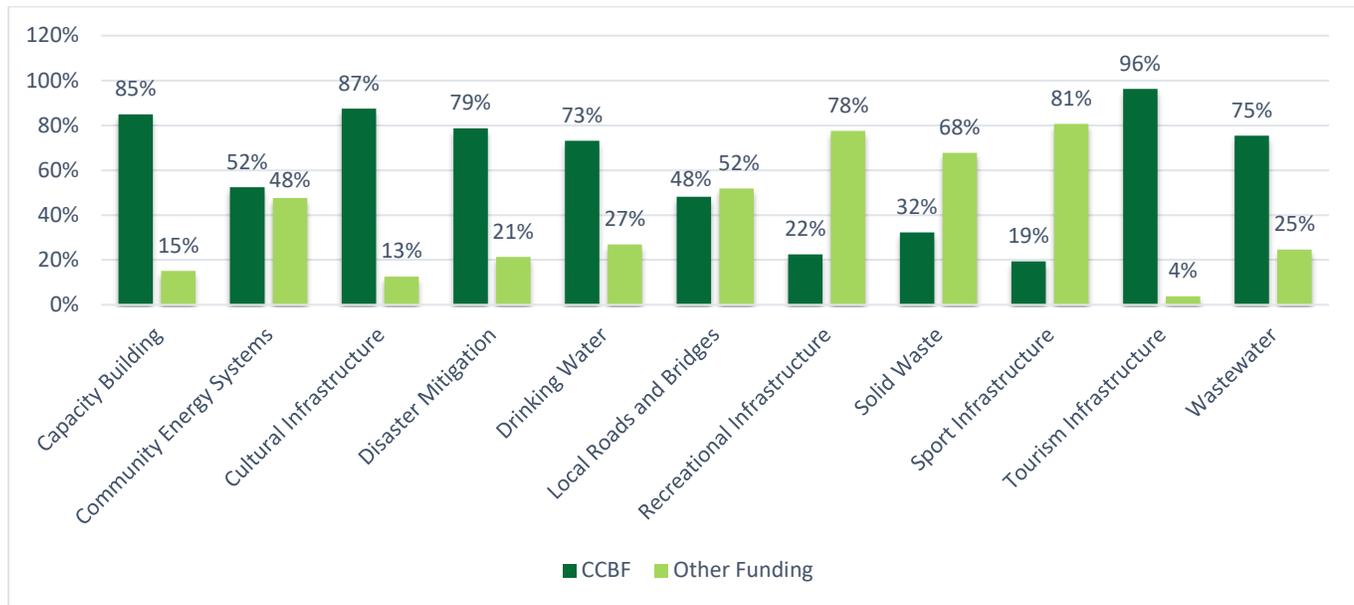
Table 2.3 provides information on these projects.

Table 2.3: Projects Complete in 2021, Reported Complete After Outcome Cut-off

Project Category	No. of Completed Projects	Total Cost of Completed Projects	Total CCBF Contribution to Completed Projects
Broadband Connectivity	1	\$ 41,389.45	\$ 8,668.35
Capacity Building	1	19,332.00	19,332.00
Community Energy Systems	3	69,173.58	69,173.58
Cultural Infrastructure	2	22,708.70	22,708.70
Drinking Water	11	693,744.12	644,670.90
Local Roads and Bridges	38	21,640,782.92	4,599,773.78
Recreational Infrastructure	9	2,658,542.05	1,021,156.72
Tourism Infrastructure	4	101,348.20	101,348.20
Wastewater	6	181,359.38	181,359.38
Total	75	\$25,428,380.40	\$6,668,191.61

Figure 2.2 illustrates for each eligible category the relationship between CCBF funding and other funding for the project. There were four categories where the other contribution exceeded the CCBF: Local Roads and Bridges; Recreational Infrastructure; Solid Waste; and Sport Infrastructure. For individual projects, CCBF contributions ranged from 1.32 per cent to 100 per cent of the total eligible project costs. Overall, for every dollar of CCBF spent, there was a further \$0.93 spent from other sources (primarily municipal funding).

Figure 2.2: CCBF Funding to Other Funding on Completed Eligible Projects



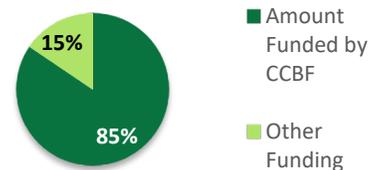
Of the 1,655 completed projects, outcomes for 85 projects are not included in this report. Beneficial impacts of the 1,570 projects reported on, representing 97.6 per cent of the total CCBF contributions and 95.8 per cent of the total project costs, can be found in the project category tables beginning on page 10.

Beneficial Impact on Communities of Completed Eligible Projects

The following tables demonstrate the outputs and outcomes realized from the 1,570 completed projects that reported outcomes by category.

Project Category: Capacity Building
National Objective: Strong Cities and Communities

Total Projects Reporting 52
Total Project Costs \$1,538,885.78
Total CCBF Funding \$1,307,373.08



The Capacity Building category under the renewed agreement relates to strengthening the ability of municipalities to improve local and regional planning including capital investment plans, integrated community sustainability plans, life-cycle cost assessments and asset management plans. Expenditures may include developing and implementing studies, strategies or systems related to asset management, which may include software acquisition and implementation; training directly related to asset management planning; and long-term infrastructure plans.

Table 3.1: Capacity Building Outputs

Output PM Indicator	Data
Long-term infrastructure planning sessions (number)	16
Studies and strategic assessments conducted (number)	20
Individuals who completed training related to asset management or municipal long-term planning (number)	25
Software/system acquired (number)	31

Table 3.2: Capacity Building Outcomes

Outcome PM Indicator	No. of Projects	Result
Asset Management Plan(s)/Community Plan(s)/Regional Community Plan(s)*	52	4 initiated 14 progressed 27 completed 7 implemented

*Outcome proposed by Infrastructure Canada

Projects included purchasing asset management software, attendance at training sessions, developing condition rating criteria, and developing asset management policy and strategy. They also included engaging technical support to assist in determining life cycle costing, completing condition assessments and developing schedules for maintenance and replacement of assets.

CCBF Dollars at Work

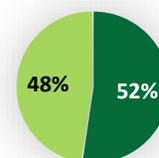
The Village of Rush Lake participated in a regional work program designed to assist with the creation of an asset management policy, strategy and plan. Their participation was to assist the Village in aligning with the asset management benchmarks and help actively manage the Village's assets.

The project enabled the Village to build a comprehensive database of its assets in which each asset can be tracked by condition, age and cost. This allowed the Village to see the current picture of all assets, and accurately predict when renewal or replacement of assets is needed so they can budget accordingly.

The municipality stated, "The services provided to the Village residents depend on our assets and precisely managing these assets will keep the Village infrastructure healthy and operational for many years to come."

Project Category: Community Energy Systems
National Objective: Clean Environment

Total Projects Reporting 127
Total Project Costs \$11,330,802.07
Total CCBF Funding \$5,931,419.94



■ Amount Funded by CCBF
 ■ Other Funding

Projects in the Community Energy Systems category include infrastructure that generates or increases the efficient usage of energy.

Investment Type	Count
Acquisition	2
Enhancement/Renovation/Upgrade	76
New construction	4
Replacement	45
Grand Total	127

Table 3.3: Community Energy Systems Outputs

Output PM Indicator	Data
Energy efficient streetlights installed (number)	3
Buildings retrofitted (doors, windows, roofing, insulation, energy efficient lighting, heating and cooling systems installed) (number)	135
Buildings retrofitted (doors, windows, roofing, insulation, energy efficient lighting, heating and cooling systems installed) (total square metres)	156,102.10
Wind/solar/thermal/geothermal energy systems installed (number)	4

Table 3.4: Community Energy Systems Outcomes

Outcome PM Indicator	No. of Projects	Result
Decrease in energy usage (propane, heating fuel) (litres/year) *	3	12,236.3
Decrease in energy usage (natural gas) (cubic metres/year) *	39	43,550.30
Decrease in energy usage (electricity) (kilowatt-hour/year) *	52	193,766.70
Decrease in greenhouse gas (GHG) emissions (metric tonnes)	2	51.00
Operational savings due to energy conservation (Canadian dollars/year)	63	\$51,045.02
Energy generation		
Decrease in greenhouse gas (GHG) emissions (metric tonnes)	2	100.00
Operational savings due to the use of alternative energy sources (Canadian dollars/year)	1	\$791.97

*Outcome proposed by Infrastructure Canada

One hundred and thirty-five buildings totaling more than 156,000 square metres were modified with items such as doors, windows, roofing, insulation, lighting and heating and cooling systems to increase energy efficiency. The resulting outcomes demonstrate a marked decrease in energy usage for natural gas and electricity, as well as cost savings of more than \$51,000 per year.

Projects included energy efficient doors, windows, lighting, and heating and cooling systems; sealing the building envelope with roofing and additional insulation; installation of solar panels; upgrade to electrical grid; streetlights; and installation of low-emissivity ceilings.

CCBF Dollars at Work

The Village of Bracken completed upgrades on the 7.7 metre x 20 metre community building which involved upgrading the roof including OSB sheathing, underlay, and snap lock tin sheeting to provide for additional insulation and weather proofing; replacing the main entrance door and four windows with energy efficient units; and fitting the remaining door for efficiency.

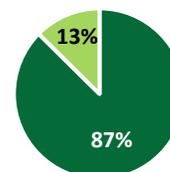
All the retrofits increased the energy efficiency of the building and reduced greenhouse gas emissions.



Photo courtesy of: Village of Bracken

Project Category: Cultural Infrastructure
National Objective: Strong Cities and Communities

Total Projects Reporting 8
Total Project Costs \$141,884.86
Total CCBF Funding \$123,995.99



■ Amount Funded by CCBF
 ■ Other funding

The Cultural Infrastructure category supports arts, humanities and heritage.

Investment Type	Count
Enhancement/Renovation/Upgrade	4
Replacement	4
Grand Total	8

Table 3.5: Cultural Infrastructure Outputs

Output PM Indicator	Data
Construction and renewal of museum (total number)	1
Construction and renewal of museum (total square metres)	192.00
Renewal of heritage site/building (total number)	5
Renewal of heritage site/building (total square metres)	486.79
Construction and renewal of library (total number)	3
Construction and renewal of library (total square metres)	395.03
Construction and renewal of hall/theatre (total number)	2
Construction and renewal of hall/theatre (total square metres)	94.00

Table 3.6: Cultural Infrastructure Outcomes

Outcome PM Indicator	No. of Projects	Result
Increase in residents that benefit from the infrastructure (number)	3	190
Increase in facility availability time (hours/year)	2	17
Increase in users (number/year) *	2	298
Increase in annual events (number)*	1	5
Increase in visitors to community (number/year)	2	50
Increase in permanent jobs (number)	1	0.5

*Outcome proposed by Infrastructure Canada

Projects in this category included upgrades to buildings including roofing, windows, doors, insulation, siding, and electrical; fencing to protect monuments in the cemetery; and accessibility upgrades.

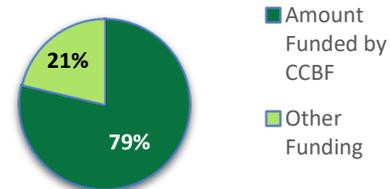
Some other benefits noted were economic benefits through attracting tourists and creating employment; improved comfort for those utilizing the buildings; protection of cultural heritage; and enhancement of social capacity.

CCBF Dollars at Work

The Town of Gravelbourg used some of its CCBF funding to improve accessibility to the Gaiety Theatre, a 75 year-old historical and cultural asset in the municipality. This project replaced the old door with a new electric door that is accessible. Now people of all ages and abilities can attend live performances and cultural events at this theatre. The municipality noted it “enhances the social capacity of our community by removing barriers.”

Project Category: Disaster Mitigation
National Objective: Strong Cities and Communities

Total Projects Reporting 2
Total Project Costs \$409,822.92
Total CCBF Funding \$322,423.58



Disaster Mitigation includes infrastructure that reduces or eliminates long-term impacts and risks associated with natural disasters.

Investment Type	Count
Enhancement/Renovation/Upgrade	2
Grand Total	2

Table 3.7: Disaster Mitigation Outputs

Output PM Indicator	Data
Construction/installation of dikes, berms, drainage ditches, culverts, fire breaks (total number)	2
Construction/installation of dikes, berms, drainage ditches, culverts, fire breaks (total metres)	1,421.00

Table 3.8: Disaster Mitigation Outcomes

Outcome PM Indicator	No. of Projects	Result
Increase in properties protected/reduced risk (number)	2	25
Land area protected/reduced risk (square metres) *	1	802.00

*Outcome proposed by Infrastructure Canada

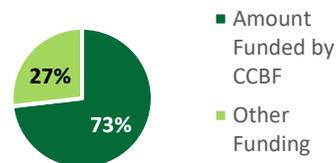
The projects completed under this category included construction of drainage basins and concrete swales to redirect water, and engineered erosion control through swales, bio-logs and netting to prevent siltation.

CCBF Dollars at Work

The Rural Municipality of Lac Pelletier No. 107 implemented erosion control to prevent further silting into Lac Pelletier Lake. Under the guidance of the Water Security Agency, the work included interim measures of closing the road, installing bio logs, netting and swales for erosion control. Permanent closure included swales and replanting back to prairie vegetation. This project protected approximately 802 square metres of land and reduced the risk of further siltation into Lac Pelletier Lake.

Project Category: Drinking Water
National Objective: Clean Environment

Total Projects Reporting 314
Total Project Costs \$71,939,215.71
Total CCBF Funding \$52,643,896.29



Drinking Water infrastructure continues to be an important category for Saskatchewan municipalities, supporting drinking water conservation, collection, treatment and distribution systems.

Investment Type	Count
Acquisition	12
Enhancement/Renovation/Upgrade	96
Expansion	14
New construction	32
Replacement	160
Grand Total	314

Table 3.9: Drinking Water Outputs

Output PM Indicator	Data
Drinking water treatment:	
Construction and renewal of water treatment plant(s) (total cubic metres)	20,847.00
Water treatment plant equipment acquired (number)	95
Filtration system and equipment acquired (number)	34
Drinking water distribution:	
Waterlines installed (metres)	37,952.71
Generators acquired (number)	31
Water meters installed (number)	3,483
Curb stops installed (number)	504
Water distribution equipment acquired (number)	149
Drinking water storage:	
Construction and renewal of new wells, water towers, reservoirs, dams (total number)	42
Other equipment acquired (number)	367

Table 3.10: Drinking Water Outcomes

Outcome PM Indicator	No. of Projects	Result
Drinking water treatment:		
Increase in volume of water treated (cubic metres/day)*	18	11,329.14
Decrease in volume of chemicals used to treat water (litres/day)	12	341.08
Decrease in drinking water advisories (over a period of time) (number)*	21	192
Decrease in concentration of contaminants to meet or exceed the <i>Guidelines for Canadian Drinking Water Quality</i> or provincial standards (number)	10	161.436
Increase in premises with improved water quality (number)	23	101,141
Increase in premises with protected water supply (number)	19	101,158
Drinking water distribution:		
Increase in connections made to or available to be made to drinking water system (number)	44	2,767
Decrease in water main breaks (number)	33	315
Decrease in average water consumption (cubic metres/day)	13	304.00
Decrease in average age of waterlines (in years)	87	34.71
Decrease in energy consumed (e.g., metering or energy efficiency pumps) (kilowatt hours/year)	15	134,313.98
Drinking water storage:		
Increase in premises served (number)	23	14,707
Increase in water storage capacity (cubic metres)	13	1,048,032.00

*Outcome proposed by Infrastructure Canada (volume – litres/day)

There is a broad range of projects completed under this category. Some of the projects completed include watermain looping, upgraded water meters, installation of reverse osmosis systems, development of rural tank fills, construction and upgrades of wells and water treatment plants, upgrading pumps and controls, waterline installation, upgrades of water towers and reservoirs, installation of pitless adaptors and pump house construction and improvement.

Due to the variability of projects in this category and limited specific outcomes, several municipalities identified other outcomes. Additional outcomes reported in this category include improved safety, improved efficiency, improved public health, improved access by rural users, improved billing and consumption monitoring, reduced disruption of service and improved fire protection.

CCBF Dollars at Work

The Town of Rose Valley completed two drinking water projects utilizing their CCBF dollars.

With new construction of a truck fill and related pumping, back-flow prevention and metering, the Town of Rose Valley built a bulk water filling station at the water treatment plant. The bulk water filling station provides a potable water source to users in rural areas. Up to 25 additional homes can now be served by the water system thanks to the filling station. These users have access to reverse osmosis-treated water, which meets or exceeds both provincial and federal quality standards, an improvement over the minimally-treated water quality from rural wells.



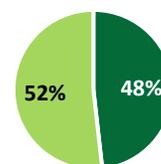
Photo courtesy of: Town of Rose Valley

The Town of Rose Valley's second project installed an energy recovery ventilator at the water treatment plant. The new ventilator prevents the buildup of corrosive gas that damages the electronic controls and distribution equipment. Preventing corrosion failure has resulted in fewer Precautionary Drinking Water Advisories and water distribution disruptions. Heat recovery has lowered costs and heat loss, which helps the system remain economically viable. The municipality added, "We recognize that CCBF funding is critical for continued health, safety and sustainability of local communities and this funding is deeply valued."

The Town of Watrous built a new pipeline and raw water supply to connect to the current water supply infrastructure. Costs include a hydrogeological study, a new 87.17 metre deep water well with 73.5 metre of 305 millimetre casing and 13.7 metre of 254 millimetre stainless steel 25 slot wire-wrapped well screen, a 4.27 metre x 4.27 metre x 2.44 metre building over a 2.5 metre x 3.5 metre deep precast concrete manhole and related mechanical, and installation of a 380 metre 200 millimetre HDPE DR 13.5 raw water supply line. The Town noted that the "project ensures a sufficient supply of raw water with redundancy, ensuring our ability to provide our community with clean, safe drinking water that satisfies or exceeds all drinking water standards and objectives."

Project Category: Local Roads and Bridges
National Objective: Productivity and Economic Growth

Total Projects Reporting 750
Total Project Costs \$384,713,402.65
Total CCBF Funding \$185,498,984.71



■ Amount Funded by CCBF
 ■ Other Funding

This category includes roads, bridges and active transportation infrastructure. Active transportation refers to investments that support active methods of travel and can include cycling lanes and paths, sidewalks, and hiking and walking trails.

Investment Type	Count
Acquisition	1
Enhancement/Renovation/Upgrade	450
Expansion	7
New construction	49
Replacement	243
Grand Total	750

Table 3.11: Local Roads and Bridges Outputs

Output PM Indicator	Data
Local Roads	
Widening of local road (metres)	946.08
Construction and renewal of local road (kilometres)	2,274.37
Installation of culvert(s) (total number)	1,558
Installation of culvert(s) (total metres)	19,705.84
Bridges	
Widening of Bridges (metres)	86.54
Construction and renewal of bridge(s) (total number)	115
Construction and renewal of bridge(s) (total metres)	3,829.15
Installation of culvert(s) (total number)	125
Installation of culvert(s) (total metres)	2,663.10
Sidewalks, cycling lanes, paths, hiking trails	
Construction and renewal of sidewalk, cycling lane, path, hiking trail (kilometres)	226.44

Table 3.12: Local Roads and Bridges Outcomes

Outcome PM Indicator	No. of Projects	Result
Local roads		
Increase in capacity (vehicles per day) *	121	8,131
Increase in capacity (load limit – tonnes)	82	1,491.96
Decrease in travel distance from point A to B (kilometres)	67	468.93
Decrease in average travel time from point A to B (minutes)	71	672.05
Average increase in estimated remaining service life of road (in years)	517	22.57
Bridges		
Increase in capacity (vehicles per day) *	26	2,684
Increase in load capacity (tonnes)	37	1,032.68
Decrease in travel distance from point A to B (kilometres)	29	305.93
Decrease in average travel time from point A to B (minutes)	23	345
Average increase in estimated remaining service life of bridges (in years)	134	31.81
Sidewalks, cycling lanes, paths, hiking trails		
Increase in public usage of the infrastructure (number)	52	3,798
Decrease in vehicle use (decrease in number of vehicles driven/day)	10	646

*Outcome proposed by Infrastructure Canada

Local Roads and Bridges continues to be the category most frequently used by Saskatchewan municipalities, accounting for 57.98 per cent of the total CCBF spent on completed projects.

With 750 projects completed in this category, there was a wide range of projects including sidewalk installation, subgrade stabilization, road resurfacing, road widening, upgrading to an all-season road, upgrading or construction of a bridge, culvert installation, development of pedestrian walkways, low water crossings, replacing a bridge with culverts and reconstructing roads to allow for a change to weight limits or standards.

Other outcomes reported in this category include improved safety, improved accessibility, improved efficiency, improved fitness and activity levels, reduced greenhouse gas emissions and economic spin-offs.

CCBF Dollars at Work

The City of Yorkton’s Darlington and Mayhew Reconstruction Project included a roundabout intersection and illuminated walkways. There also was road reconstruction on Mayhew Avenue from Morrison Drive South to Darlington Street and Darlington Street from Mayhew Avenue to Dracup Avenue. This work included installing new weeping tile, storm sewers, sidewalks, curbs, and gutters. Service life was increased by 30 years.

Cyclists now enjoy a separate multi-use pathway instead of competing with motor vehicles on the road, which is much safer.

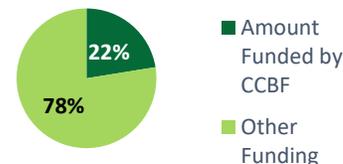
A local firm was contracted for the construction portion of the project and it then hired laborers, which increased the amount of work and job opportunities in the neighborhood.



Photo courtesy of: City of Yorkton

Project Category: Recreational Infrastructure
National Objective: Strong Cities and Communities

Total Projects Reporting 87
Total Project Costs \$35,327,369.06
Total CCBF Funding \$7,932,078.92



Recreational Infrastructure includes recreational facilities or networks.

Investment Type	Count
Acquisition	5
Enhancement/Renovation/Upgrade	35
Expansion	8
New construction	22
Replacement	17
Grand Total	87

Table 3.12: Recreational Infrastructure Outputs

Output PM Indicator	Data
Construction and renewal of facilities (community centers, arenas, pools, gymnasiums, sports fields, tennis, basketball, etc.) (total number)	25
Construction and renewal of facilities (community centers, arenas, pools, gymnasiums, sports fields, tennis, basketball, etc.) (total square metres)	13,404.58
Construction and renewal of public parks, campgrounds, golf courses (total number)	1
Construction and renewal of public parks, campgrounds, golf courses (total square metres)	373.00

Table 3.13: Recreational Infrastructure Outcomes

Outcome PM Indicator	No. of Projects	Result
Increase in residents that benefit from the infrastructure (number)*	45	20,338
Increase in facility availability time (hours/year)	27	57,676
Increase in users (number/year)	51	72,211
Increase in annual events (number)	33	1,274
Increase in visitors to community (number/year)	22	11,985
Increase in permanent jobs (number)	2	15

*Outcome proposed by Infrastructure Canada

This is the most popular of the new categories with 87 projects being completed. The types of projects completed include investments in curling rinks, ball diamonds, sportsgrounds, leisure centers, community halls, swimming pools, campgrounds, playgrounds, splash parks and public beach washrooms.

Other outcomes reported in this category include increased tourism, improved community spirit, increased revenue and decreased operating costs, improved accessibility, healthy living and improved energy efficiency.

CCBF Dollars at Work

The Town of Redvers built a spray park as part of a new zero entry pool. The splash pad is 82 square metres within a 141.5 square metres zone. This project meets the national objective of strong cities and communities by promoting healthy living through exercise, social interaction, relaxation and stress relief.

The municipality noted that, “Having an accessible entry pool allowed more users to be able to enjoy it.” The Town of Redvers is home to several wheelchair users and people with disabilities, as well as young families. The zero entry is key to ensuring accessibility for these users. The spray park being within the shallow end of the pool ensures that all users, of all ages and abilities, can enjoy the spray park.



Photo courtesy of: Town of Redvers



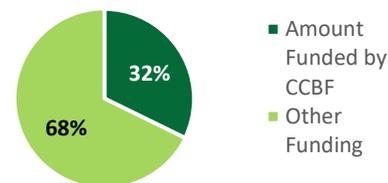
Photo courtesy of: Town of Burstall

The Town of Burstall used its CCBF funds to build the new Burstall and District Community Centre. The Centre, which has a floor area of 434.79 square metres, is intended to be used for a variety of events including dances, fund raisers, weddings, funerals and other social gatherings. It will also be used as a muster point in the event of a community emergency.

The council for the neighboring Village of Mendham, population 25, deemed the Centre would provide benefit to their municipality and used some of its CCBF funds to support the project.

Project Category: Solid Waste
National Objective: Clean Environment

Total Projects Reporting 30
Total Project Costs \$27,118,064.17
Total CCBF Funding \$8,747,355.95



Solid Waste infrastructure supports solid waste management systems, including the collection, diversion and disposal of recyclables, compostable materials and garbage.

Investment Type	Count
Acquisition	3
Enhancement/Renovation/Upgrade	4
Expansion	2
New construction	13
Other ⁴	4
Replacement	4
Grand Total	30

⁴ Other includes landfill decommission/closure and reclamation.

Table 3.14: Solid Waste Outputs

Output PM Indicator	Data
Solid waste diversion:	
Equipment acquired (number)	4
Recycling bins acquired (number)	17
Construction or expansion of recycling transfer station (number)	7
Solid waste collection:	
Construction or expansion of landfill (square metres)	647,480.00
Construction or expansion of solid waste transfer station (number)	8
Landfill remediation/reclamation/decommissioning (square metres)	131,955.00
Other equipment acquired (number)	14

Table 3.15: Solid Waste Outcomes

Outcome PM Indicator	No. of Projects	Result
Solid waste diversion:		
Increase in premises participating in recycling (number)	5	190
Increase in quantity of solid waste diverted from disposal (metric tonnes/year)	3	39,262.50
Solid waste collection:		
Increase in landfill capacity (metric tonnes)*	9	3,141,740.82
Decrease in non-compliance incidents (number)*	9	12

*Outcome proposed by Infrastructure Canada

Projects completed in this category included decommissioning landfills, constructing or upgrading landfills, installing perimeter fencing to meet regulations, developing transfer and recycling stations, and purchasing scales and a refuse collection truck. Five projects were identified as part of a regional solution for solid waste. Ten projects resulted in compliance with environmental regulations.

In addition to the outcomes identified above, other benefits reported include improved safety, public health, efficiency and environmental protection, as well as a reduction in gas emissions.

CCBF Dollars at Work

The City of Weyburn upgraded a landfill which included the construction of two new access gates, a new road alignment with access points to material drop offs, moving and upgrading the scale, installing a new scale building, constructing a Z-wall for waste drop off and installing U-bays.

This project allowed the City to segregate landfill usage which increased the landfill capacity and the amount of solid waste that was diverted from disposal. The project also ensured optimal land use, promoted user safety and decreased non-compliance issues.

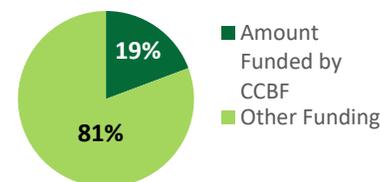


Photo courtesy of: City of Weyburn

Using \$168,785.37 of their CCBF funds, the Rural Municipality of Porcupine No. 395 constructed a transfer station. Residents of the municipal area now have a safe, secure and environmentally-sound alternative to dispose of waste. Prior to the transfer station collection site, users had to drive up to an open pit and throw their waste into a designated area. The area attracted wildlife and was odorous and unsightly. All ages can now easily access the finished construction site which is clean and safe.

Project Category: Sports Infrastructure
National Objective: Strong Cities and Communities

Total Projects Reporting 16
Total Project Costs \$13,717,802.44
Total CCBF Funding \$2,646,681.39



This category includes amateur sport infrastructure, excluding facilities that would be used as the home of professional sports teams or major junior hockey teams.

Investment Type	Count
Enhancement/Renovation/Upgrade	9
New construction	1
Replacement	6
Grand Total	16

Table 3.16: Sport Infrastructure Outputs

Output PM Indicator	Data
Construction and renewal of ice rink/arena (total number)	11
Construction and renewal of ice rink/arena (square metres)	26,111.00
Construction and renewal of other amateur sport facilities (total number)	10
Construction and renewal of other amateur sport facilities (total square metres)	43,200.00

Table 3.17: Sport Infrastructure Outcomes

Outcome PM Indicator	No. of Projects	Result
Increase in residents that benefit from the infrastructure (number)*	9	2,315
Increase in facility availability (hours/year) *	7	14,600
Increase in users (number/year)	12	1,895
Increase in annual events (number)	10	116
Increase in visitors to community (number/year)	6	1,160
Increase in permanent jobs (number)	1	6

*Outcome proposed by Infrastructure Canada

Projects under this category included upgrades to lighting, roofing, siding, fencing, rink dasher boards and installation of dressing rooms, bleachers, showers and concessions. There were also projects that involved the construction and improvement of a sports complex, curling rinks and arenas.

Other outcomes identified for this category are safety, improved community health and personal health, a place to gather and socialize, economic benefit from attracting events and improved accessibility.

CCBF Dollars at Work

The Town of Wynyard used \$1,598,091.68 in CCBF funding towards the \$12,326,159.72 total project cost of a new sports complex.

The complex is now home for 15 hockey teams in the community. It also houses the skating program, the summer program, school gym classes, the public skating rink, the golf clubhouse, the dressing rooms for the soccer and ball teams, a canteen and a walking area.

This project has increased the number of residents who use the complex, the number of yearly events, the number of visitors to the area and the number of permanent jobs.



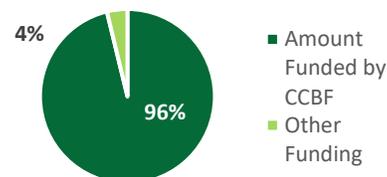
Photo courtesy of: Town of Wynyard

A [video of the sportsplex](#) is available on the Ministry of Government Relations' YouTube Channel.

The Rural Municipality of Montmartre No. 126 and Village of Montmartre completed a combined project of rebuilding and upgrading the dressing rooms, washrooms and lobby at the rink. In addition to removing mould and improving air quality, an upgrade to the roof and arch ribs was completed to stop the roof from leaking. As a result, the building will have a longer lifespan and be around for the community to use and enjoy for many more years. The arena offers a significant opportunity for individuals to stay active and maintain and/or improve one's health. The arena is also a place for social interaction.

Project Category: Tourism Infrastructure
National Objective: Strong Cities and Communities

Total Projects Reporting 12
Total Project Costs \$184,322.88
Total CCBF Funding \$177,355.45



Tourism Infrastructure attracts travelers for recreation, leisure, business or other purposes.

Investment Type	Count
Acquisition	1
Enhancement	4
New construction	5
Replacement	2
Grand Total	12

Table 3.18: Tourism Infrastructure Outputs

Output PM Indicator	Data
Construction and renewal of convention centers, visitor centers, exhibition hall-type facilities, swim platform (total number)	2
Construction and renewal of convention centers, visitor centers, exhibition hall-type facilities, swim platform (total square metres)	39.00
Construction and renewal of boat dock or launch (total number)	10
Construction and renewal of boat dock or launch (total square metres)	1,910.23

Table 3.19: Tourism Infrastructure Outcomes

Outcome PM Indicator	No. of Projects	Result
Increase in facility availability time (hours/year)	7	9,138
Increase in users (number/year) *	8	3,541
Increase in visitors to community (number/year)	6	1,925
Increase in permanent jobs (number)	2	3

*Outcome proposed by Infrastructure Canada – (per cent increase)

Ten municipalities (83 per cent) with completed projects in the tourism category used their CCBF funds to construct, renew and enhance their dock systems and boat launches. Other projects included construction of beach access and public washrooms at the beach.

Other benefits identified include improved access to water recreation and entertainment, increased recreational value of other amenities (e.g., campground) in the area, safer environment, economic growth and stronger community.

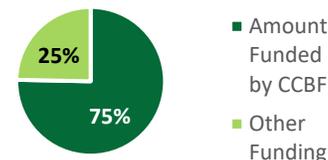
CCBF Dollars at Work

The Northern Village of Île-à-la-Crosse upgraded the boat launch at their campground. They removed the current 'permanent' dock and installed an aluminum floating dock. This project improved the safety of the boat launch and dock, which was previously damaged by ice and high winds. This new and improved dock is a main attraction to the campground resulting in an increase in visitors to the community.



Photo courtesy of: Northern Village of Île-à-la-Crosse

Project Category: Wastewater
National Objective: Clean Environment



Total Projects Reporting 172
Total Project Costs \$72,477,801.73
Total CCBF Funding \$54,596,607.39

Wastewater infrastructure supports wastewater and storm water collection, treatment and management systems.

Investment Type	Count
Acquisition	4
Enhancement/Renovation/Upgrade	88
Expansion	13
New construction	21
Replacement	46
Grand Total	172

Table 3.20: Wastewater Outputs

Output PM Indicator	Data
Wastewater collection:	
Construction/installation/upgrade of wastewater pipes (metres)	19,703.78
Installation/upgrade of force mains (number)	14
Construction and renewal of lift station (number)	44
Sewage lines installed (metres)	5,988.16
Septage receiving station (number)	4
Wastewater treatment:	
Installation/upgrade of sewage plant (aeration system, baffles, clarifier covers, etc.) (number)	9
Generators acquired (number)	8
Construction/expansion/rehabilitation of lagoon (total cubic metres)	114,022.82
Wastewater pumping:	
Pumps acquired (number)	23
Storm water management:	
Construction/installation/upgrade of pipes, culverts, and drainage ditches (metres)	9,828.20
Other:	
Other equipment acquired (number)	55

Table 3.21: Wastewater Outcomes

Outcome PM Indicator	No. of Projects	Result
Wastewater collection:		
Increase in connections made to or available to be made to sanitary wastewater system (number)*	22	662
Average increase in estimated service life of collection pipes (in years)	75	40.85
Increase in wastewater collection capacity (cubic metres/day)	22	35,350.46
Wastewater treatment:		
Increase in wastewater treatment capacity (cubic metres/day) *	13	28,050.35
Decrease in non-compliance incidents (number)	15	44
Decrease in untreated wastewater (cubic metres/day)	4	352.53
Wastewater pumping:		
Decrease in energy usage (electricity) as a result of using energy efficient pumps (kilowatt-hour/year)	6	9,967.35
Storm water management:		
Decrease in average volume entering storm drain system (cubic metres/day)	2	4.00
Increase in capacity to manage storm water (cubic metres/day)	13	49,773.40
Increase in premises with access to storm water infrastructure (number)	12	289

*Outcome proposed by Infrastructure Canada (volume – litres/day)

Projects in this category include: construction and upgrades of holding ponds, drying beds, sludge handling cells, lagoons, storm sewers, sewer lines, lift stations and sewage pumping stations, sewer force mains; installation of perimeter fencing to meet regulations; genset installation; installation of culverts and development of drainage ditches; upgrades to pumps; manhole and catch basin installation and replacement; and development of septage receiving stations.

In addition to the results presented above, 13 projects reported a positive change in the level of wastewater treatment and 15 projects identified they now met environmental, electrical and/or water security standards.

Other outcomes reported in this category include improved reliability, safety, efficiency, public health, emergency responsiveness and environmental protection. Improved removal of liquid waste from low-lying areas was also noted.

CCBF Dollars at Work

The main sewage lift station in the Town of Rosetown was built in 1950 and was insufficient for the current population and new residential developments. The Town used \$1,202,017.70 of their CCBF allocation to complete a \$2,973,363 project to rebuild the station. The wet well was enlarged, new pumps and electrical controls were installed and the building was renovated to better accommodate the necessary process and mechanical equipment.

The new force main provides system redundancy and additional capacity, which allows further growth and development of the community. Installation of backup power prevents the multiple failures which used to occur each year and required constant monitoring by staff to avoid basement flooding.

The municipality noted that these improvements “ensure that this facility is operating more efficiently and cleanly.”



Photo courtesy of: Town of Rosetown

Enhanced Impact of CCBF as a Predictable Source of Funding

Incrementality

Any Canada Community-Building Funding that Saskatchewan receives from Canada is not intended to replace or displace any existing sources of funding for municipal capital expenditures. As such, the average annual tangible capital expenditures by Saskatchewan and municipalities will not be less than the base amounts established in the Agreement.

To help determine municipal incrementality, Saskatchewan prescribed reporting requirements in the municipal agreements. Municipalities with a population of more than 2,000 people are required to provide information on their capital infrastructure spending from their own sources and, net of any other grants or funding, for the five-year periods of:

- 2010 to 2014 (reporting due March 31, 2015) - Complete
- 2015 to 2019 (reporting due September 30, 2020) - Complete
- 2020 to 2024 (reporting due September 30, 2025)

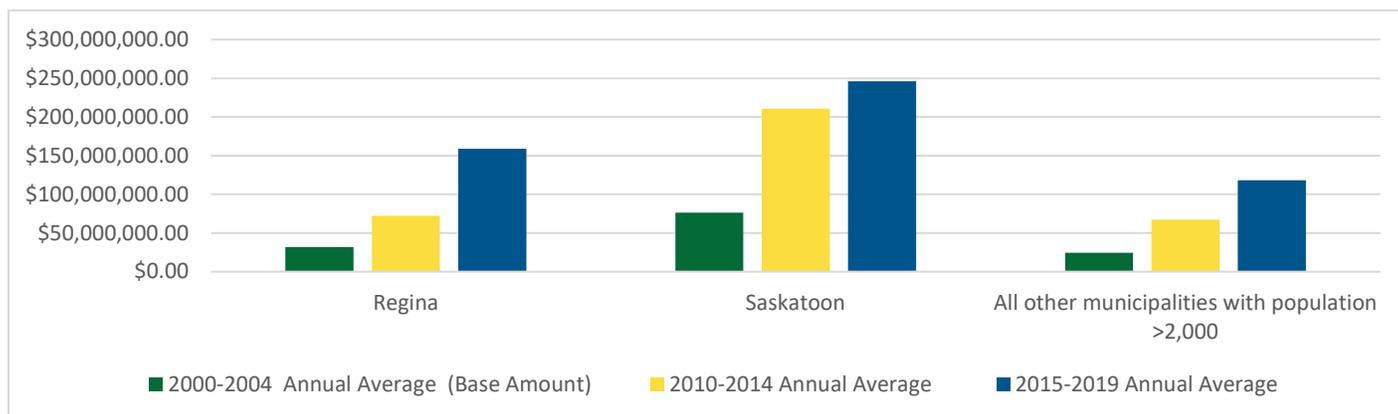
The base amount established for the years 2000 to 2004 used information from 37 municipalities with a 2001 Census population of more than 2,000 people. The 2010 to 2014 annual average was obtained using the same criteria; however, it was based on the 2011 Census. Due to population shifts in that census, 40 municipalities were required to report. The 2015 to 2019 annual average was also based on the 2011 Census population, requiring the same 40 municipalities to report again.

The information gathered for the years 2015 to 2019 is shown in Table 4.1. When compared to the base amount from 2000 to 2004 (see Figure 4.1), it confirms that municipal spending continues to increase and that Canada Community-Building Funding is not replacing existing sources of municipal spending on capital infrastructure.

Table 4.1: Annual Averages of Municipal Spending on Capital Infrastructure

Municipality	2000-2004 Annual Average (Base Amount)	2010-2014 Annual Average	2015-2019 Annual Average	Difference 2000-2004 and 2010-2014	Difference 2000-2004 and 2015-2019
Regina	\$31,800,000.00	\$72,072,934.40	\$158,825,201.97	\$40,272,934.40	\$127,025,201.97
Saskatoon	\$76,144,200.00	\$210,886,600.00	\$246,252,071.56	\$134,742,400.00	\$170,107,871.56
All other municipalities with population >2,000	\$24,605,909.40	\$67,012,492.33	\$118,267,496.14	\$42,406,582.93	\$93,661,586.74
Totals	\$132,550,109.40	\$349,972,026.73	\$523,344,769.67	\$217,421,917.33	\$390,794,660.27

Figure 4.1: Comparison of 2015 to 2019 Municipal Spending to Base Amount



To confirm provincial incrementality, information was gathered on capital infrastructure programs delivered to municipalities through the Municipal Infrastructure and Finance Branch of the Ministry. This approach is consistent with the one used in 2011-12 for the 2005-06 to 2009-10 report and in 2018 for the 2010-11 through 2014-15 report. This report focuses on the results for 2015-16 through 2019-20.

The results are shown in Table 4.2.

Table 4.2: Annual Averages of Provincial Spending on Capital Infrastructure

2000-01 to 2004-05 Annual Average (\$000s) (Base Amount)			
Program	Provincial	Federal	Total
Provincial Municipal Infrastructure	\$ 1,840	\$	\$ 1,840
Canada-Saskatchewan Infrastructure Program	8,289	8,653	16,942
Transit Assistance for the Disabled ¹	2,445		2,445
Municipal Infrastructure	920		920
Swift Current Chinook Parkway	31		31
Totals	\$ 13,525	\$ 8,653	\$ 22,178

2010-11 to 2014-15 Annual Average (\$000s)			
Program	Provincial	Federal	Total
Transit Assistance for People with Disabilities (capital) ¹	\$ 348	\$	\$ 348
Saskatchewan Infrastructure Growth Initiative	4,533		4,533
Provincial Municipal Support Program	680		680
Urban Development Agreements	188		188
Building Canada Fund	6,869	18,443	25,312
Municipal Rural Infrastructure Fund	797	797	1,594
Infrastructure Stimulus Fund	1,737	5,086	6,823
Provincial-Territorial Base Funding	743	8,357	9,100
Recreation Infrastructure Canada Program	441		441
Totals	\$ 16,336	\$ 32,683	\$ 49,019

¹ Transit Assistance for the Disabled has both capital and operating grants. In the base amount shown above, operating grants were included in the total. For the 2010-11 to 2014-15 period, only the capital portion was included.

2015-16 to 2019-20 Annual Average (\$000s)			
Program	Provincial	Federal	Total
Transit Assistance for People with Disabilities (capital) ¹	\$ 643	\$	\$ 643
Saskatchewan Infrastructure Growth Initiative	417		417
Provincial Municipal Support Program	2,065		2,065
New Building Canada Fund – National Regional Program	16,910		16,910
New Building Canada Fund – Small Communities Fund	5,014	5,013	10,027
Building Canada Fund – Communities Component	93	526	619
Clean Water and Wastewater Fund	8,803	17,605	26,408
Saskatoon North Commuter Park Bridge	10,000		10,000
Gordie Howe Bowl	300		300
Public Transit Infrastructure Fund		5,615	5,615
Investing in Canada Infrastructure Program	294	289	583
Totals	\$ 44,539	\$ 29,048	\$ 73,587

In addition to the programs listed above, the Municipal Infrastructure and Finance Branch also provides municipal revenue sharing grants to each Saskatchewan municipality to support the delivery of community services. Municipalities have the flexibility to use these funds for capital and operating purposes. The annual average of revenue sharing grants to municipalities for the period 2015-16 to 2019-20 was \$257.8 million, providing for further potential incremental capital spending. This compares to the annual average of \$67.1 million for 2000-01 to 2004-05.

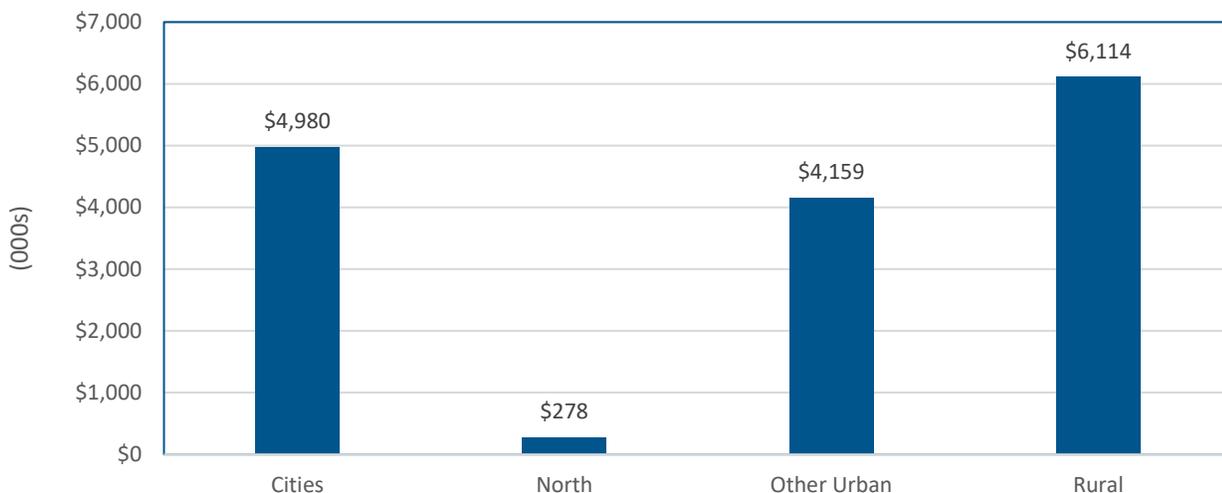
Predictable Funding

One of the principles of the CCBF Agreement is to provide predictable, long-term funding for communities, where communities choose projects locally and prioritize them according to their needs.

To demonstrate predictable funding, annual spending was analyzed to determine if Saskatchewan municipalities use their Canada Community-Building Funding in advance of receiving the funds. At the end of December 31, 2021, 269 municipalities had pre-spent \$15.53 million against their future CCBF allocations to March 2024. The breakdown by sector is shown in Figure 4.2.

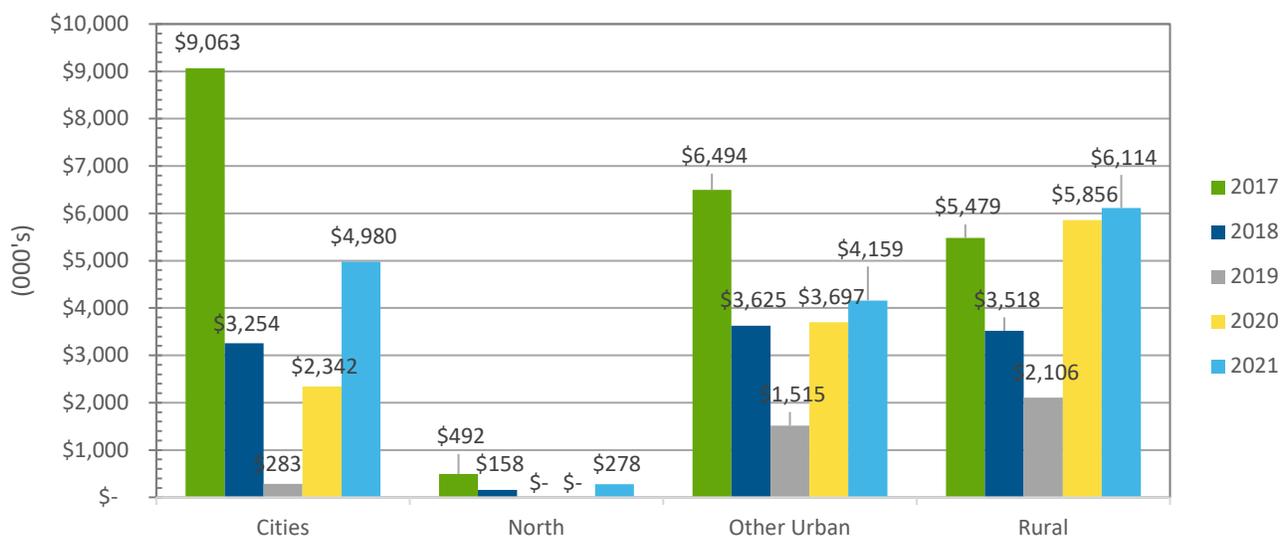
This is less than the \$30.3 million pre-spent in March 2019. This may be attributable to the two temporary top-ups that municipalities received during this period: \$61.9 million to supplement the 2018-19 allocation and \$62.6 million to double the 2020-21 commitment. This is reflected in Figure 4.3.

Figure 4.2: Advanced Use of CCBF Funding as of December 31, 2021



A year-over-year comparison of municipal borrowing against the CCBF is provided in Figure 4.3. Once advised of their five-year funding allocations, municipalities began to plan and receive approval for their infrastructure projects. The reduction in municipal borrowing for 2019 reflects the influx of the 2018-19 top-up.

Figure 4.3: Comparison of Municipal Borrowing against the CCBF, 2017 to 2021

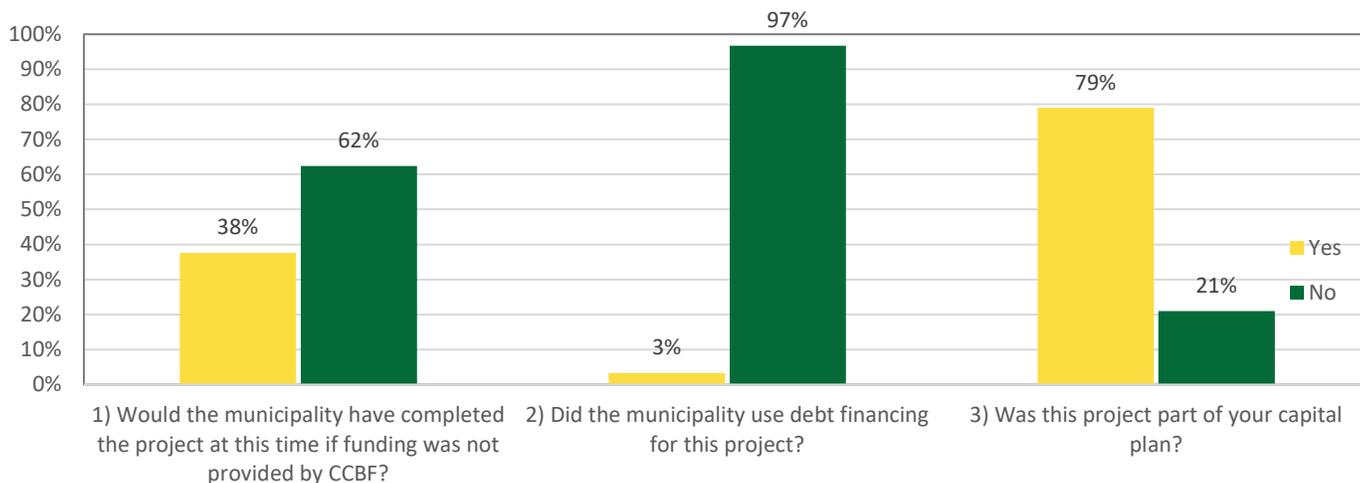


To obtain municipal input on the impact of CCBF as a predictable funding source, questions were added to each of the outcome surveys, including:

- Would the municipality have completed the project now if funding were not provided by the CCBF?
- Did the municipality use debt financing for this project?
- Was this project part of your capital plan?

The results are shown in Figure 4.4.

Figure 4.4: Predictable Funding



Consistent with information provided for the 2018 Outcomes Report, more than 60 per cent of the municipalities indicate their project would not have been completed at this time without the availability of Canada Community-Building Funding.

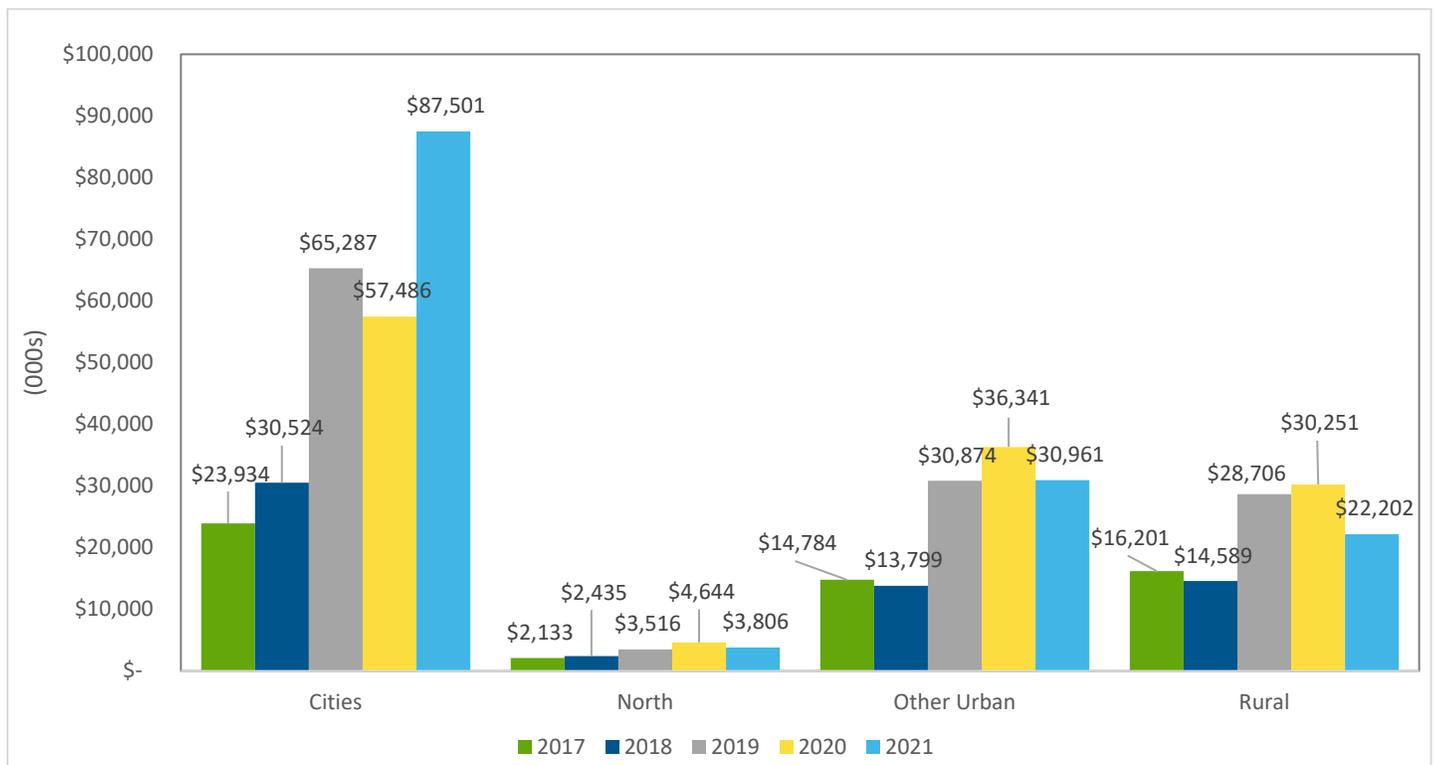
Almost 97 per cent of municipalities said that they did not use debt financing for their project. This speaks to the flexibility of the CCBF program and the benefit of not having to match dollars to receive the funding. The remaining three per cent (42 projects) reported using a total of \$24.2 million in long-term borrowing.

Municipalities are also thinking long-term with more than 79 per cent incorporating their project into their capital plan. This is an increase from 2018 reporting, when 70 per cent indicated they incorporated the projects in their capital plans.

Municipalities are clearly benefiting from permanent, predictable and flexible infrastructure funding through the federal Canada Community-Building Fund.

Figure 4.5 shows municipalities that received Canada Community-Building Fund dollars and banked them for future use. This funding may have been allocated to a project as of December 31, 2021, but had not been expended. Municipalities have timelines established within their Municipal Gas Tax Fund Agreement in which they must allocate and expend funding amounts or they will be non-compliant.

Figure 4.5: Banked Funding – December 31, 2021



Progress Made on Asset Management

Overview of Asset Management Approach

Participating municipalities must make progress towards developing and/or implementing an asset management plan under the terms and conditions of the renewed GTF agreement. 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, provincial and municipal governments, the municipal administrators associations and city managers. Responsibilities of the AMS include:

- Establishing a baseline against which to monitor the success of ultimate recipients in developing and/or implementing an Asset Management Plan;
- Creating of a tier system for setting asset management planning objectives;
- Developing and implementing a performance measurement strategy that includes guidelines for the preparation of periodic outcomes reports on progress made towards the development and/or implementation of an Asset Management Plan; and
- Providing advice to the OC on asset management issues, as requested.

Through workshops and meetings, the AMS created an *Asset Management Go Forward Plan* which addressed:

- Processes that will be used to assess progress;
- A plan for gathering baseline data upon which to measure progress;
- Development of short-term and long-term goals;
- Support required from the CCBF and others to achieve progress; and
- Reporting requirements of the progress measures to the municipal sector.

Following the OC co-chair's approval of the *Asset Management Go Forward Plan* in March 2016, CCBF staff sent a survey to all participating municipalities. The survey's purpose was to collect baseline data against which to monitor progress. A 100 per cent participation rate from municipalities was achieved. A detailed report *Federal Gas Tax Fund Saskatchewan Asset Management Baseline Survey 2016* was compiled, providing an analysis of the survey results.

The AMS held a workshop in November 2016 to review the survey results. The group made recommendations to the OC co-chairs for approval on tiers, targets and measures to assist municipalities with their asset management planning. The AMS developed a measurement approach that encourages municipalities to work through the entire asset management cycle for at least one asset class, referred to as their priority asset class(es). Using this approach allows participating municipalities to begin reaping some of the benefits of asset management, providing further support and momentum for comprehensive asset management planning across all asset classes.

The AMS developed a tiered structure with four tier levels (see Table 5.1) based on the 2016 population census to identify the targeted number of asset classes a municipality will need to complete initially.

Table 5.1: Asset Management Tiers

Tier	Population
1	1-500
2	501-1500
3	1501-5000
4	5001 or more

Progress will be measured using the metrics and objectives listed in Table 5.2.

Table 5.2: Asset Management Measures and Targets

Measures	Targets	Timeline
Education: (Number of municipalities with staff educated in asset management)	All Tiers: (All participating municipalities educated)	June 30, 2018
Policy/Strategy: (Number of municipalities with an asset management policy and/or strategy in place)	All Tiers: (All participating municipalities have an approved policy and strategy on how they will approach asset management)	June 30, 2018
Assets Owned: (Number of municipalities with comprehensive asset register)	All Tiers: (All participating municipalities have an asset register developed for all asset classes (this is a regulatory requirement under PSAB))	June 30, 2018
Current Condition: (Number of municipalities with asset condition information documented for one or more asset classes)	Tier 1 [1-500]: (Current condition information for 1 asset class) Tier 2 [501-1500]: (Current condition information for 2 asset classes) Tier 3 [1501-5000]: (Current condition information for 3 asset classes) Tier 4 [5001+]: (Current condition information for 4 asset classes)	June 30, 2019
Desired Condition: (Number of municipalities with desired asset condition information documented for one or more asset classes)	Tier 1: (Desired condition information for 1 asset class) Tier 2: (Desired condition information for 2 asset classes) Tier 3: (Desired condition information for 3 asset classes) Tier 4: (Desired condition information for 4 asset classes)	June 30, 2019
Funding Gap: (Number of municipalities with funding gap between current and desired condition documented for one or more asset classes)	Tier 1: (Funding Gap information for 1 asset class) Tier 2: (Funding Gap information for 2 asset classes) Tier 3: (Funding Gap information for 3 asset classes) Tier 4: (Funding Gap information for 4 asset classes)	June 30, 2020
Improving/Monitoring Asset Management Plan: (Number of municipalities with reports to council)	All Tiers: (75% of municipalities have reported back to council on improving/monitoring their asset management plan)	June 30, 2022

In establishing the measurement framework, it was acknowledged that failing to achieve a target is not a failure to progress.

In 2017, the OC co-chairs approved the tiers, targets and measures recommended by the AMS. Information on the requirements was provided to the municipalities by:

- Presentations on asset management at conventions held by the Saskatchewan Urban Municipalities Association, the Saskatchewan Association of Rural Municipalities, the Urban Municipal Administrators Association of Saskatchewan and Rural Municipal Administrators' Association;
- Development and distribution to all municipalities of a *Guide to GTF Agreement Requirements*. This guide summarizes the requirements and provides general guidance to the municipalities as they work towards achieving the targets and measures; and
- Development of an "[Asset Management: Making Progress](#)" page on the CCBF section of saskatchewan.ca and updating of the "Asset Management" resources page on the [Municipal Information Data portal](#) section of saskatchewan.ca.

A municipality might have more asset classes than those included in the targets for completion. As the intent is to measure progress through ongoing surveys, the AMS did not identify a timeline to complete additional asset classes beyond the tier targets. In late 2022, a survey was sent to establish if municipalities are achieving these goals. The survey results are included in this report.

The AMS will review the survey results to determine if municipalities have acquired momentum to complete the balance of their asset classes and to establish future targets and measures. These will be assessed considering terms and conditions that may be established with a renewed federal agreement.

This approach recognizes that progress will take time since asset management 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

Questionnaires have been sent periodically to assess the municipalities' progress on developing and implementing asset management plans. A comprehensive nine question baseline questionnaire was completed in 2016. A short, four question 'check-in' questionnaire was completed in 2017 to measure progress made since the baseline questionnaire. A comprehensive questionnaire, similar to the baseline, was completed in September 2018 and targeted the measures with a June 30, 2019, timeline.

In 2022, the Ministry developed a comprehensive asset management questionnaire that measured progress made by participating municipalities since the September 2018 survey.

The 2022 questionnaire was designed recognizing the following guiding principles:

- Use easy-to-understand terminology so that little municipal effort is needed to collect the data and complete the questionnaire;
- Measure progress on all asset categories, not just the 19 categories funded by the CCBF;
- Educate municipalities about asset management requirements;
- Recognize incremental progress;
- Recognize that municipalities may not only be at different stages in the asset management process but at different stages for different asset categories; and
- Measure progress on the process and tools needed to develop and implement asset management.

The questionnaire had eight major questions including sub-questions that aligned with the measures and targets:

1. Has your municipality made any progress in developing and/or implementing Asset Management since responding to the survey in September 2018?
 - a. If not, when does the municipality plan to begin or continue efforts to make progress in developing and/or implementing Asset Management?
2. Are there any barriers that exist and are preventing the municipality from moving forward or making progress and how could they be overcome?
3. What presently relates to Asset Management in your municipality?
 - a. What is the municipality's knowledge and awareness of Asset Management?
 - b. Does the municipality have an Asset Management Policy/Strategy in place to review its Asset Management Plan?
4. Does your municipality have an inventory of its assets (Asset Register)?
5. Which asset classes are a municipality's Priority Asset Class (PAC) level?
 - a. What is the status of the inventory for PAC and non-PAC levels?
 - b. What is the status of data collected for each PAC level identified?
 - c. Has the council established target service levels and what is the status of identifying and quantifying gaps for each PAC level?
6. What is the municipality's financial plan for future capital purchases?
 - a. When does the municipality refer to its Asset Management Plan?
7. Is the municipality reviewing and updating its Asset Management Plan on an ongoing basis?
8. Also, the municipality was given the opportunity to comment on the development and implementation of an asset management plan.

The Asset Management questionnaire was distributed to 748 municipalities participating in the CCBF in November 2022. The Ministry sent a pre-questionnaire email to municipalities, which included background information on asset management and a sample copy of the questionnaire. A few days later, a second email was sent by CCBF staff. The second email provided a unique link and password to the electronic questionnaire. Reminders followed in December 2022 and January 2023. Municipalities that have not submitted their survey are considered non-compliant with the terms and conditions of their agreement. In accordance with the compliance strategy, these municipalities are subject to withholding of funding and removal from the program.

Various cross-checks were built into the 2022 questionnaire built and distributed using the online survey software tool Alchemer. Municipalities self-assessed themselves. Municipalities are required to certify that the information provided in each questionnaire is a true and accurate representation of the status of the progress made by the municipality.

Apart from a review for consistent information, municipal responses were accepted as provided. Clarification was sought, if required.

CCBF staff exported answers provided from the questionnaire, The data was reviewed on a municipal basis and analyzed on both a municipal and aggregate basis. Detailed information by municipality was then entered into a Microsoft Excel spreadsheet to use over the long term to measure progress.

Results

Of the 748 municipalities who were sent the 2022 questionnaire, 718 municipalities submitted a complete report. Seven municipalities submitted a partially complete report; however, these are not included in the analysis for comparative consistency. There are 23 municipalities who have not responded to the questionnaire. These municipalities are non-compliant and subject to the compliance strategy.

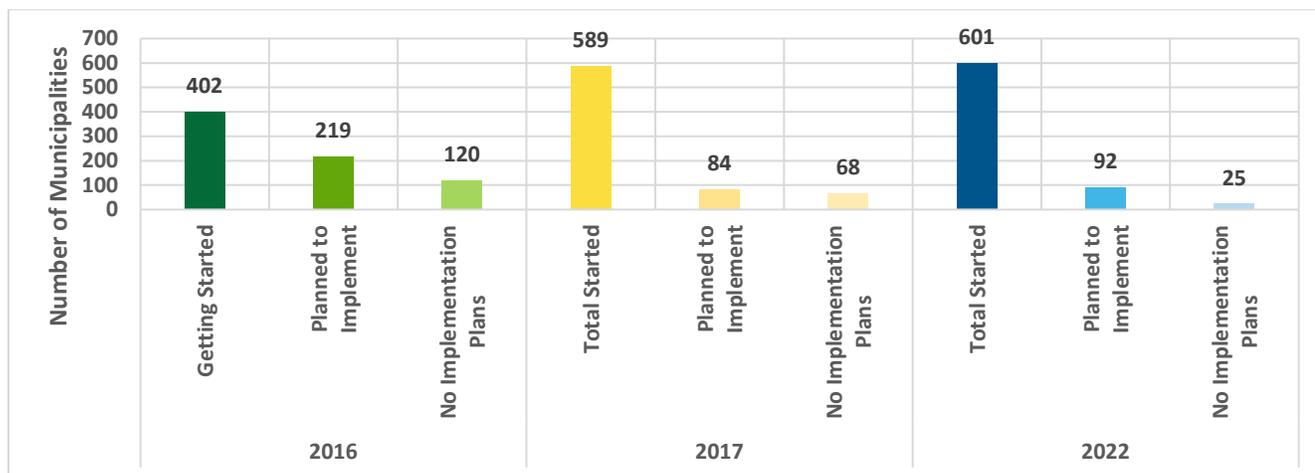
The analysis of results that follows uses graphs and tables that in most cases stratify the results of the eight questions by municipality, municipal sector, population size or PAC level.

Status of Developing and/or Implementing Asset Management

Figure 5.1 indicates that in 2016, 402 municipalities had begun the implementation of asset management. By 2017 this number had grown to 589. The 2022 Asset Management questionnaire indicates further progress by municipalities with a total of 601 (83.7 per cent) of reporting municipalities developing and/or implementing asset management.

The 2016 baseline questionnaire indicated that 219 municipalities would begin implementing over the next four-year period and that 120 municipalities had no plan to implement asset management. In 2017, those numbers improved. Only 68 municipalities indicated no plans to implement. The most recent questionnaire in 2022 revealed that 92 still plan to implement within the next two years and 25 municipalities still have no plan to implement. Villages and resort villages accounted for more than 68 per cent of those not planning to implement.

Figure 5.1: Periodic Comparison – Asset Management Implementation Status



Of the 25 municipalities that said they had no plans to implement asset management in 2022, the barriers they cited include:

- Staff have no time to work on asset management;
- Staff turnover;
- No exclusive funding available for implementing asset management; and
- Asset management is not a council priority.

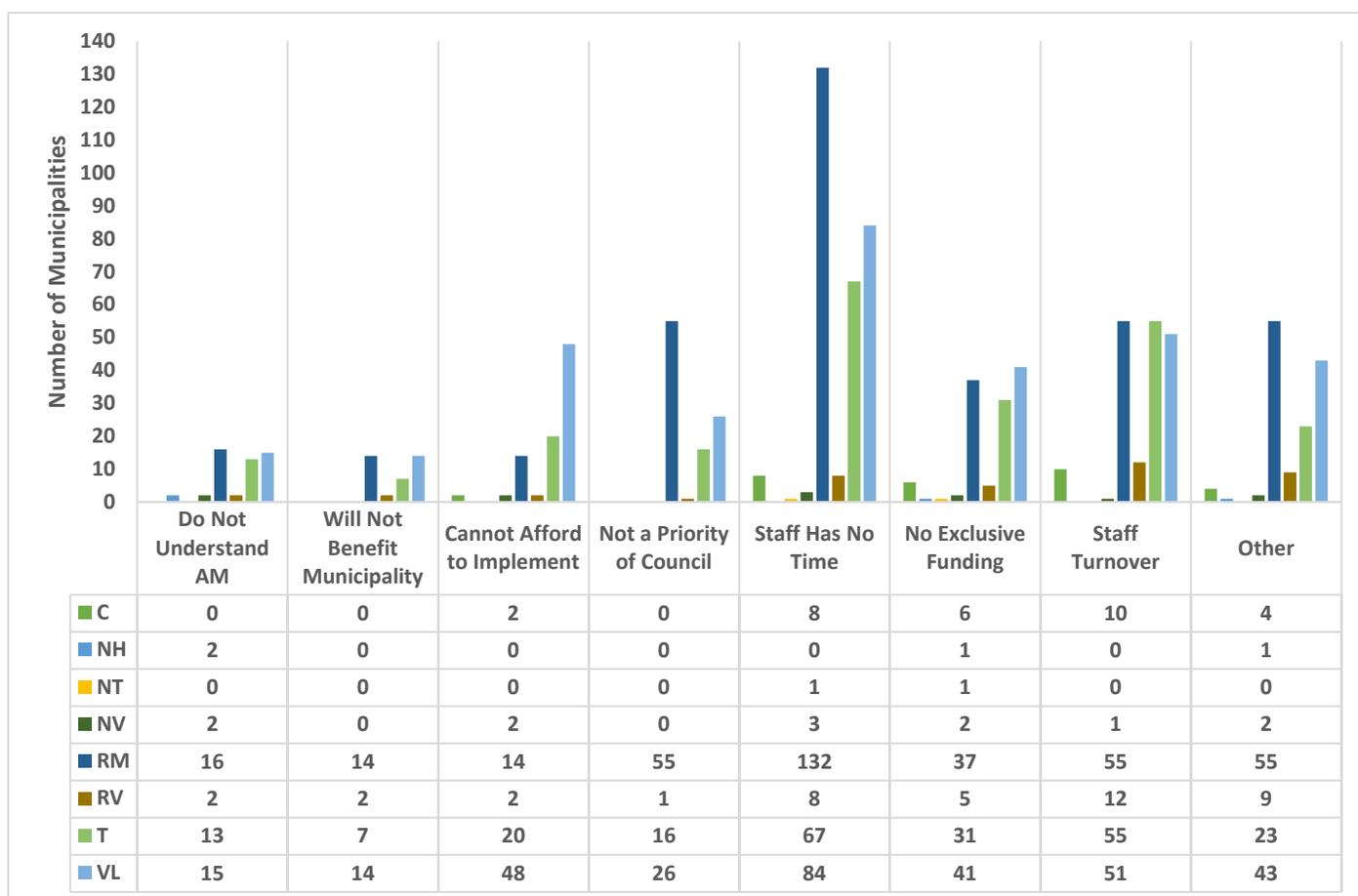
Other priorities and local elections were also identified as barriers.

Figure 5.2 illustrates the barriers municipalities face that prevent them from making progress on their implementation. This information was evaluated on a municipal sector basis. Throughout this section, the following acronyms for municipal sectors are used:

- | | | |
|-----------------------|-------------------------|---------------------|
| C – Cities | NH – Northern Hamlet | NT – Northern Town |
| NV – Northern Village | RM – Rural Municipality | RV – Resort Village |
| T – Town | VL – Village | |

The primary barrier was staff not having time, followed by staff turnover. Lack of funding and ability to afford to implement were significant barriers for those in the village sector. Rural municipalities had 55 municipalities (more than 25 per cent) that identified asset management was not a council priority.

Figure 5.2: Barriers Preventing Asset Management Progress by Municipal Sectors



Four hundred and thirty-two municipalities indicated their approach(es) to overcome these barriers: 41 per cent would take training; 38 per cent make asset management a higher priority; 35 per cent would get council support; 31 per cent would apply for funding; 15 per cent would collaborate with another municipality; and others would hire a consultant/staff or purchase asset management software.

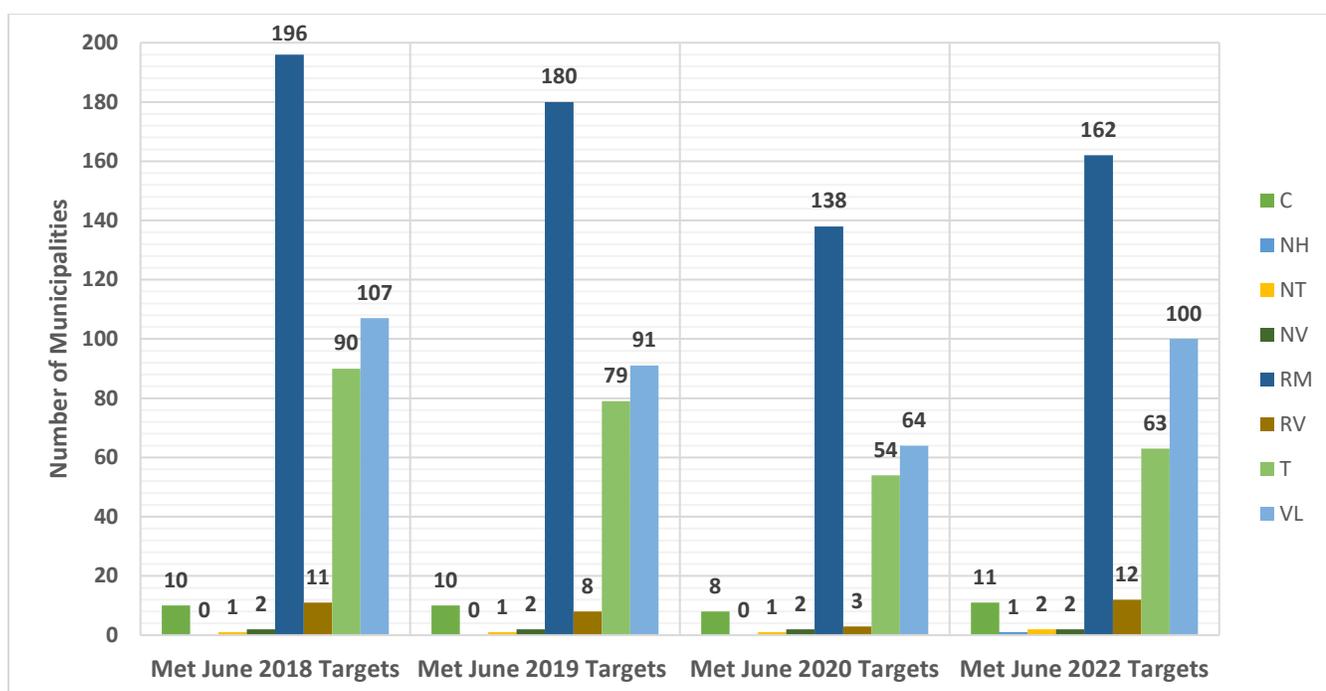
Status of Asset Management Measures and Targets Achieved by Municipal Sectors

As previously noted, and summarized below, the OC established the following measures, targets and timelines against which to measure municipal progress:

- Required by June 30, 2018
 - The municipal staff is educated in asset management.
 - The municipality has developed an asset management strategy and a policy.
 - The municipality has developed an asset management register for all asset classes.
- Required by June 30, 2019
 - The municipality has documented the current and desired condition of priority asset class(es) in their asset register.
 - The municipality has reported back to the Council on monitoring and improving the asset management plan.
- Required by June 30, 2020
 - The municipality has documented the funding gap between current and desired conditions for completed asset classes.
- Required by June 30, 2022
 - The municipality has reported back to the Council on monitoring and improving the asset management plan.

Two hundred and three municipalities indicated a 'yes' to completing each of the measures and target levels required by June 2018, June 2019, June 2020, and June 2022, as related to their priority asset classes (i.e., they had met all requirements). Some municipalities identified they did not complete an earlier target but completed one or more later in the process. It is unclear if municipalities interpreted the survey to only report the highest level achieved and therefore did not respond on the completion of earlier levels. This question will require refinement in future surveys. Figure 5.3 summarizes the responses received.

Figure 5.3: Asset Management Measures and Targets Achieved by Municipal Sectors

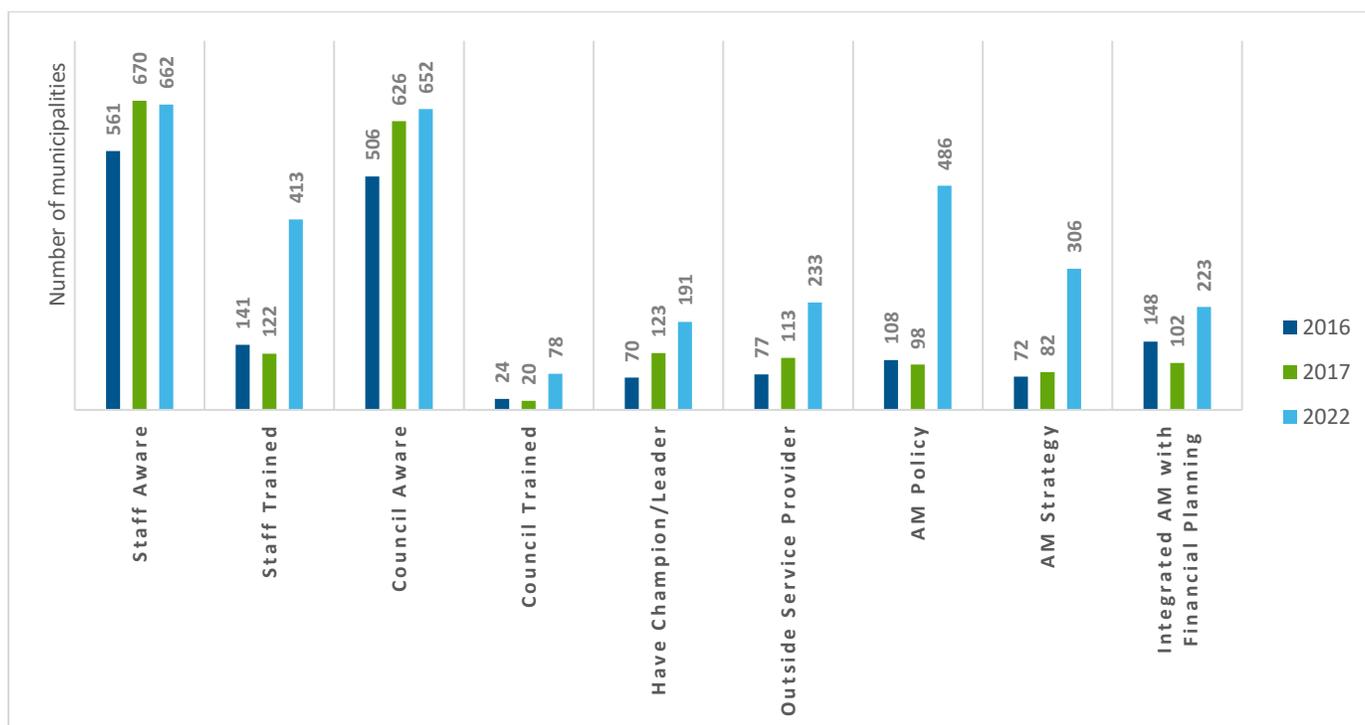


Knowledge and Awareness of Asset Management

Several factors were evaluated in the 2022 questionnaire to determine the level of knowledge and awareness of asset management and the level that municipalities had embraced asset management planning within their organization. Figure 5.4 shows the number of municipalities that indicated they met the stated criteria. It also shows the comparative periodic status of the level of knowledge and awareness regarding asset management the municipalities had in 2016 and 2017.

As municipalities become more knowledgeable about asset management, there has been significant growth in the total number of municipalities with an established asset management policy and strategy when compared to 2016 and 2017. In 2023, there are 486 Saskatchewan municipalities that have established and implemented an asset management policy and 306 municipalities that have developed and implemented an asset management strategy.

Figure 5.4: Asset Management Planning Awareness



Inventory of Assets, Including Status and Information Contained

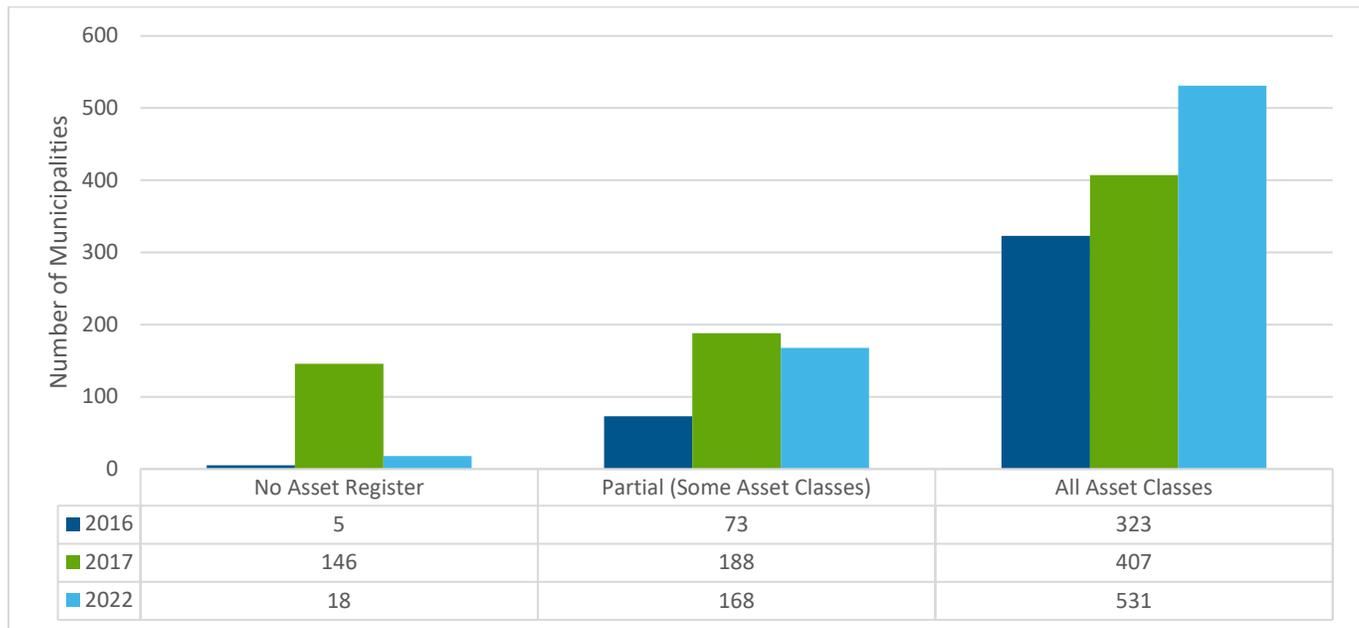
The 2022 Asset Management questionnaire considered three factors regarding a municipality's inventory of assets:

1. Does an asset register exist?
2. If so, is it for some or all asset classes? And does it cover some or all the priority asset class (PAC) levels and/or some or all the non-priority asset class levels?
3. What level of information is contained in the register?

These same factors were considered in the 2016 baseline and 2017 surveys.

The results in Figure 5.5 indicate that municipalities have worked to improve their asset registers over the past five years. There is a 30 per cent growth between 2017 and 2022 in the number of municipalities having all asset classes recorded in their asset registers and a 64 per cent change since the 2016 baseline. Current survey results also indicate almost 97 per cent of municipalities have an asset register for asset management purposes.

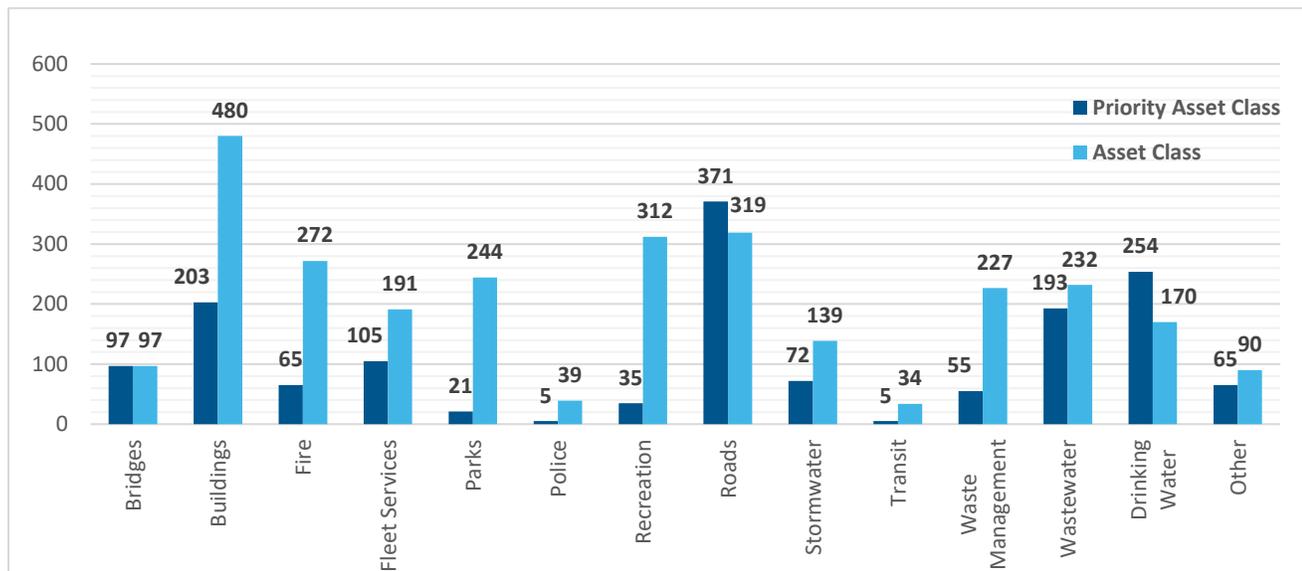
Figure 5.5: Status of Asset Register by Year



*In 2016, “Status of Asset Register” data was not collected for the 340 municipalities identified as not starting asset management planning.

Municipalities were asked to identify their priority asset classes and the overall asset classes. Figure 5.6 shows the distribution by number of municipalities. Roads, drinking water, buildings and wastewater are the top priority asset classes identified.

Figure 5.6: Asset Types Distributed into Asset Classes

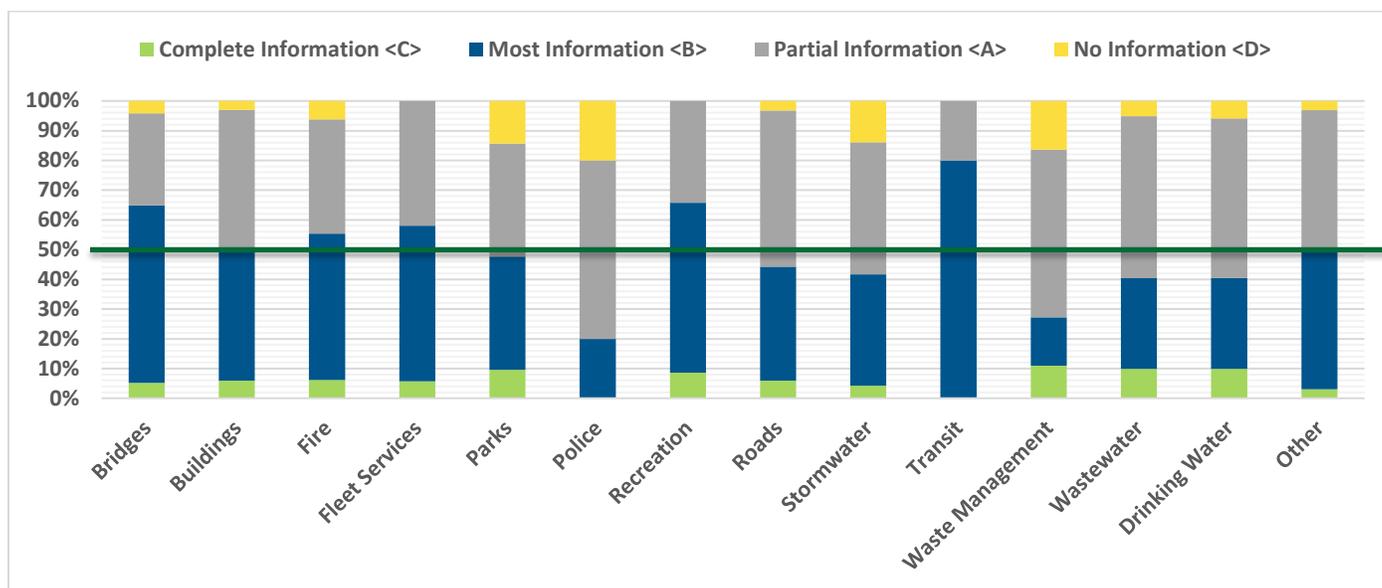


For each priority asset class, municipalities selected from the following four responses the one that most clearly reflected the status of information in their asset register:

1. Partial Information <A>
 - Asset type, location, quantity, size, type of construction, type of materials and expected useful life is documented. Some attribute information is not known for some of the assets and assumptions used.
2. Most Information
 - Information in A plus installation date and age and remaining life is documented. Most attribute information is known about the assets and has been verified.
3. Complete Information <C>
 - Information in B plus additional information such as components, capacity, maintenance history, performance data and replacement program is documented. Data is of high accuracy and completeness with no key attributes unknown or assumed.
4. No Information <D>

Figure 5.7 indicates most municipalities have made some progress and obtained at least partial information for their priority asset classes. However, there are several categories with 50 per cent or more having partial or no information. Transit, recreational, and bridge categories tend to have the most information available.

Figure 5.7: Priority Asset Class – Information Contained in Asset Register



The 2022 questionnaire collected information on the status of service level and asset condition. This information was not collected during the 2017 survey as the timeline for measurement was not until June 2019 and June 2020.

Overall, municipalities identified a total of 1,546 priority asset classes (see Figure 5.6 on previous page). Nine hundred and three (58 per cent) of these have target service levels established. Table 5.4 provides a summary of those municipalities who have taken it to the next level of asset management planning by comparing the service levels to the current asset condition and determining any funding gaps.

Table 5.4: Level of Service and Asset Condition for Priority Asset Class

Type of Assets	Target Service Level Established	Compared to Asset Condition	Not Compared to Asset Condition	Funding Gaps Determined
Bridges	61	24	19	18
Buildings	117	35	57	25
Drinking Water	146	44	63	39
Fire	40	16	11	13
Fleet Services	61	23	23	15
Parks	12	4	5	3
Police	3	1	2	0
Recreation	22	6	12	4
Roads	194	63	86	45
Stormwater	40	9	19	12
Transit	4	0	3	1
Waste Management	31	9	15	7
Wastewater	111	28	52	31
Other	31	13	13	5

Status of Financial Plan for Capital Assets

In 2019, the Infrastructure Investment Plan (application to use funding) and related guide were updated to ask the municipality: “Is the project aligned with the long-term plans of your organization?” This question’s intent was to help the municipality understand the benefits of asset management in managing their infrastructure needs.

Municipalities also answer a standard question in their outcome report for completed projects: “Did your municipality utilize asset management practices in making the decision to complete this project?” Of the 1,570 projects that reported for this outcomes report, 1,186 (75.5 per cent) responded they did use asset management practices. This has increased from the 2018 outcomes report when 415 out of 729 (56.9 per cent) projects were the result of decisions using asset management.

As part of the 2022 questionnaire, municipalities were asked whether they used their asset management plan for preparing the budget, making capital purchase decisions or making decisions to build reserve levels. Table 5.5 summarizes the number of municipalities that use their asset management to help them with financial planning.

Table 5.5: Use of Asset Management Plan in Financial Planning

Type of Financial Planning	No. of Municipalities Using AM
Preparing the budget	493
Making capital purchase decisions	471
Making decisions to build reserves	396

Strategy to Review/Update the Asset Management Plan

In the 2022 questionnaire, municipalities with an asset management plan in place were asked if they regularly review and update their plan on an ongoing basis. There were 274 municipalities that indicated their intent to do so.

Conclusion

The CCBF continues to provide substantial benefits to Saskatchewan municipalities, helping to address the municipal infrastructure deficit across the province. The 1,570 completed projects identified in this report meet local needs and contribute to the national outcomes of productivity and economic growth, clean environment, and strong cities and communities. Investments of \$319.9 million through the CCBF have resulted in total investments of \$618.9 million for projects that improve the quality of life in Saskatchewan communities.

This report demonstrates the CCBF's impact as a predictable source of funding, including incrementality. Funding under the CCBF is not intended to replace or displace any existing source of funding for municipal capital expenditures; incremental spending was confirmed through an analysis of both municipal and provincial funding sources. Municipalities indicate nearly four times the spending on capital infrastructure compared to the annual average in 2000-2004. The province's funding, through the Municipal Infrastructure and Finance branch funding programs, shows growth of 3.3 times during this same period.

This report also demonstrates that municipalities anticipate receiving Canada Community-Building Funding into the future, with 269 municipalities borrowing against their future CCBF allocations and more than 79 per cent incorporating their project into their capital plan. Municipalities appreciate the flexibility of the program. Being able to pool, bank and borrow against the funding provides them with greater opportunity to use the funds.

Progress is being made on improving local government planning and asset management in our municipalities. A baseline survey sent to municipalities in 2016 and a 2017 survey were compared to a 2022 questionnaire. The analysis showed that while 54 per cent of municipalities had started to implement asset management in 2016, 83 per cent had started by 2022. A further 13 per cent planned to begin to implement it over the next two years. More than 69 per cent of municipalities said they used their asset management plan in financial planning. This confirmed that municipalities' level of knowledge and awareness regarding asset management continues to grow.

The renewed CCBF provides predictable, long-term and stable funding for municipalities, helping them to build and revitalize their local public infrastructure while creating jobs and long-term prosperity. The federal government indicated its intent to renew the program after March 31, 2024. This renewal will provide a continuum to a critical source of infrastructure funding for Saskatchewan municipalities.