



# **EXECUTIVE COMMITTEE**

**Wednesday, July 18, 2012  
11:45 AM**

**Henry Baker Hall, Main Floor, City Hall**



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Office of the City Clerk

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**Public Agenda  
Executive Committee  
Wednesday, July 18, 2012**

**Approval of Public Agenda**

**Minutes of the meeting held on June 20, 2012.**

**Communication**

EX12-31 Regina & Region Home Builders' Association

**Recommendation**

That this communication be received and filed.

**Administration Reports**

EX12-24 Acquisition of South East Lands from Saskatchewan Housing Corporation

**Recommendation**

1. That the purchase of the land described in this Report from the Saskatchewan Housing Corporation be approved.
2. That City Manager or his designate be authorized to negotiate and finalize the details of the land sale agreement.
3. That the City Solicitor be instructed to prepare the land sale agreement and the City Clerk be authorized to enter into the agreement on behalf of the City.
4. That the City Manager or his designate be authorized to request that the Saskatchewan Housing Corporation release the funds held in trust, from the Windsor Park Phase IV development agreement to the Social Development Reserve.
5. That the \$7.825 million purchase price be funded by way of \$7.3 million from the Social Development Reserve and the remainder of \$525,000 be funded from the General Fund Reserve.
6. That revenue realized from the development of this land be used to meet the commitments of the Social Development Reserve.



EX12-25      Downtown Transportation Study (DTS) Phase One

**Recommendation**

1. The segment of 12<sup>th</sup> Avenue between Lorne Street and Scarth Street known as City Square plaza be partly opened to westbound, non-through vehicle traffic as illustrated in Appendix A to this report. The reintroduction of traffic would occur in the Fall of 2012, when the number of programmed full closures is expected to lessen.
2. The improvements identified as “Short-Term” in Appendix B to this report be designed and implemented in 2012.
3. That the \$525,000 in funding provided in 2012 for the installation of left-turn arrows on 11<sup>th</sup> Avenue be used to fund the “Immediate” improvements and any remaining funds be used to fund future improvements from Phase Two of the study, including changes to signal operations.
4. More comprehensive solutions to improve walking, cycling, driving and bussing to, from and within the Downtown continue to be developed in Phase Two of the DTS, the Transportation Master Plan, and a Downtown and area parking strategy that is proposed for this summer.
5. The City Solicitor be directed to prepare the necessary amendments to *The Regina Traffic Bylaw No. 9900* as required to support the proposed operation of City Square plaza as outlined in this report.

EX12-26      Housing Incentives Policy Implementation and Administration Bylaw Amendment

**Recommendation**

1. That a maximum of \$2.2 million drawdown be approved from the Social Development Reserve to provide the grants approved under the interim Housing Incentives Policy (Appendix A) in 2012.
2. That the City Solicitor be instructed to amend the Social Development Reserve provisions of Schedule A of Bylaw No. 2003-69 being *The Regina Administration Bylaw* to allow funding for affordable capital contributions provided pursuant to Council's approved housing incentive policy.



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Office of the City Clerk

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EX12-27      Strategic Review of Parking Services and Downtown and Vicinity  
Parking Strategy

**Recommendation**

That up to \$90,000 from the General Fund Reserve for a parking study be made available to complete the Strategic Review of Parking Services and undertake a Downtown and Vicinity Parking Strategy.

EX12-28      Sale of City Property at 263 Lewvan Drive

**Recommendation**

1. That the sale of the subject property to Habitat for Humanity Regina Inc. be approved under the terms and conditions shown in the body of this report.
2. That the City Manager or his designate be authorized to finalize the terms and conditions of the legal sale documents.
3. That the City Clerk be authorized to execute the legal sale documents as prepared by the City Solicitor.
4. That this report be considered by City Council on July 23, 2012 after public notice has occurred.

EX12-29      Amendments to Bylaw No. 2009-20 - *The Regina Regional  
Opportunities Commission Bylaw*

**Recommendation**

1. That City Council approve the Regina Regional Opportunities Commission's request to amend Bylaw No. 2009-20 as follows:
  - a. The word "annually" be removed from Section 10.
  - b. Change the term of office in Section 13 from three years to "up to three years".
2. That the City Solicitor be instructed to prepare the required bylaw amendment.



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Office of the City Clerk

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EX12-30      Amendments to Bylaw No. 2003-80 - *The Regina Downtown Business Improvement District Bylaw*

**Recommendation**

1. That City Council approve the Regina Downtown's request to amend Bylaw No. 2003-80 as follows:
  - a. Add the position of Finance and Administration Chair to the Executive Committee of the Board in Section 2.1.
  - b. Change the term of office in Section 3(c) from two years to "up to three years".
2. That the City Solicitor be instructed to prepare the required bylaw amendment.

EX12-32      Regina Revitalization Initiative - Non-Binding MOU

**Recommendation**

That City Council direct the Administration to develop definitive agreements with the parties, based on the provisions of the MOU, and subject to the future approval of City Council.

EX12-33      Regina Revitalization Initiative - Communications Plan

**Recommendation**

1. That Council approve the following as key elements for a communications plan for the Regina Revitalization Initiative (RRI):
  - a. That, as an immediate outcome, the communications plan focuses on creating awareness in the community of the facts and progress of the RRI;
  - b. That, as a long-term outcome, the communications plan attempts to build and maintain support for RRI in the community;
  - c. That public consultations regarding the stadium design consist primarily of informing the public of key decisions, milestones and information;
  - d. That a communications framework agreement be developed to ensure all partners are communicating effectively and consistently on the project.
2. That up to \$100,000 be allocated from the General Fund Reserve to provide the financial resources necessary to initiate the plan.

**Resolution for Private Session**



AT REGINA, SASKATCHEWAN, WEDNESDAY, JUNE 20, 2012

AT A MEETING OF THE EXECUTIVE COMMITTEE  
HELD IN PUBLIC SESSION

AT 11:45 AM

**These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.**

Present: Councillor Louis Browne, in the Chair  
Mayor Pat Fiacco  
Councillor Sharron Bryce  
Councillor Fred Clipsham  
Councillor John Findura  
Councillor Michael Fougere  
Councillor Terry Hincks  
Councillor Jocelyn Hutchinson  
Councillor Mike O'Donnell

Regrets: Councillor Wade Murray  
Councillor Chris Szarka

Also in Attendance: City Clerk, Joni Swidnicki  
City Manager, Glen Davies  
City Solicitor, Byron Werry  
Executive Director, Governance & Strategy, Jim Nicol  
Deputy City Clerk, Amber Smale  
Deputy City Manager, Community Planning & Development, Jason Carlston  
Deputy City Manager, Corporate Services, Brent Sjoberg  
A/Deputy City Manager, City Operations, Neil Vandendort  
Director, Assessment and Property Taxation, Don Barr  
Director, Community Services, Chris Holden  
Director, Development Engineering, Kelly Wyatt  
Senior Engineer, Scott Thomas

The meeting commenced in the absence of Councillor Bryce.

APPROVAL OF PUBLIC AGENDA

**Councillor Michael Fougere moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.**

ADOPTION OF MINUTES

**Councillor Fred Clipsham moved, AND IT WAS RESOLVED, that the minutes for the meeting held on June 6, 2012 be adopted.**

Administration Reports

EX12-21      EX12-21 Community Grants Program

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**Recommendation**

That the Community Grants Program, as outlined in the report prepared by Stratos Inc. in Appendix A, be approved in principle and that the Director of Community Services be authorized to prepare for implementation in 2013 by developing processes and grant application forms for the new program, and working with stakeholders and the community to build an understanding of the new program.

**Councillor Mike O'Donnell moved that the recommendations contained in the report be concurred in.**

**Councillor Fred Clipsham moved, in amendment, AND IT WAS RESOLVED, that the recommendations be separated into three recommendations and read as follows:**

- 1. That the Community Grants Program, as outlined in the report prepared by Stratos Inc. in Appendix A, be approved in principle.**
- 2. That the Director of Community Services be authorized to prepare for implementation in 2013 by developing processes and grant application forms for the new program.**
- 3. That the Administration continue working with stakeholders and the community to build an understanding of the new program.**

(Councillor Bryce arrived at the meeting)

**The main motion, as amended, was put and declared CARRIED.**

EX12-22      EX12-22 2013 Reassessment Update

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**Recommendation**

1. That City Council adopt the guidelines and principles for consulting on commercial phase-in as outlined in this report.
2. That the Administration continue the consultation with the business community on the options for a phase-in of tax changes for commercial property due to the reassessment.
3. That a report on tax policy options be brought forward in the fourth quarter of 2012.

**Councillor Fred Clipsham moved that the recommendations contained in the report be concurred in.**

(Councillor Hincks temporarily left the meeting)

**The motion was put and declared CARRIED.**

EX12-23      EX12-23 Property Purchase for Future Widening of Saskatchewan Drive

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**Recommendation**

1. That the proposed purchase of 1672 Montreal Street (Plan Old 33, Block 245, Lot 22) (the “Property”) as outlined in the body of this report be approved.
2. That the Deputy City Manager of Community Planning and Development be authorized to resolve the final terms and conditions of the purchase agreements to purchase the Property as are outlined in this report.
3. That the City Clerk be authorized to execute the purchase agreement documents after review by the City Solicitor.
4. That the City of Regina provide \$120,000 for the purchase of the property as outlined in this report and an additional \$30,000 in order to facilitate demolition and clearing of the Property following the completion of the purchase (total funds of \$150,000 with \$127,500 from the SAF Roads Fund and \$22,500 from the General Fund Reserve).
5. That this report be forwarded to the June 25, 2012 meeting of City Council.

**Councillor Michael Fougere moved that the recommendations contained in the report be concurred in.**

(Councillor Hincks returned to the meeting)

**The motion was put and declared CARRIED.**

**RESOLUTION FOR PRIVATE SESSION**

**Councillor Bryce moved, AND IT WAS RESOLVED, that in the interest of the public, the balance of agenda items for this meeting be considered in private session.**

The news media was excused.

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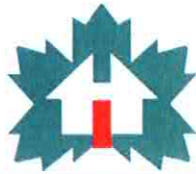
Chairperson

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Secretary



Regina & Region  
Home Builders'  
Association



100 - 1801 MacKay Street  
Regina, Saskatchewan  
S4N 6E7

F. (306) 569-9144  
[www.reginahomebuilders.com](http://www.reginahomebuilders.com)

July 16, 2012

Members,  
Executive Committee

Joni Swidnicki, Secretary  
Executive Committee  
Office of the City Clerk  
Queen Elizabeth II Court  
2476 Victoria Avenue  
Regina SK S4P 3C8

Re: Acquisition of South East Lands from Saskatchewan Housing Corporation

We received your letter dated July 12, 2012 advising our industry that the Executive Committee will be considering the item of the Acquisition of South East Lands from Saskatchewan Housing Corporation. The letter states that we would have an opportunity to attend and make a presentation at Executive Committee.

Receiving this letter would suggest that the Regina & Region Home Builders' Association (RRHBA), which represents the majority of Community Developers and New Home Builders in Regina, would be a stakeholder on this item and might have comments to present to Executive Committee prior to this decision.

The attachment states under the heading of COMMUNICATIONS states "consultation with the development industry will occur to identify the opportunities and to inform how the City intends to proceed with the development."

We are surprised on two points by receiving this letter. First of all receiving notification of this item on July 12, 2012 and only having until July 18, 2012 to consult with the industry, determine a position and prepare questions and comments to present to Executive Committee is an unrealistic time frame for a decision of this magnitude. This is especially difficult in July when several individuals who are important for the RRHBA to consult with are not available with only 5 working days' notice.

The second point, the letter states this has strategic implication for the City of Regina. The letter fails to recognize the enormous impact this decision will have for the current Community Developers in Regina and in fact the entire housing industry and new home owners. Considering that the City of Regina has

clearly been working on this initiative for some time, it would have seemed more intuitive to us that Consultation with our industry would happen prior to the decision before you and not after the fact.

In the end, as an industry that can provide significant insight to the City of Regina on this item, we are struck with the dilemma of not being sure of whether to support this item or make argument as to why this would not be a good decision for the City to proceed in this manner. In fact there is a large continuum of perspectives in between those two points. The Acquisition of South East Lands from Saskatchewan Housing Corporation should create more questions than answers for Executive Committee. We know it certainly does for us.

We recommend that the City of Regina Executive Committee delays this decision until proper consultation can be conducted with the residential construction industry and stakeholders who are impacted by this item. This to ensure important questions that need to be answered, can be.

Respectfully submitted,



Stu Niebergall,  
Executive Director

July 18, 2012

To: Members,  
Executive Committee

Re: Acquisition of South East Lands from Saskatchewan Housing Corporation

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- JUNE 6, 2012**

1. That the purchase of the land described in this Report from the Saskatchewan Housing Corporation be approved.
2. That City Manager or his designate be authorized to negotiate and finalize the details of the land sale agreement.
3. That the City Solicitor be instructed to prepare the land sale agreement and the City Clerk be authorized to enter into the agreement on behalf of the City.
4. That the City Manager or his designate be authorized to request that the Saskatchewan Housing Corporation release the funds held in trust, from the Windsor Park Phase IV development agreement to the Social Development Reserve.
5. That the \$7.825 million purchase price be funded by way of \$7.3 million from the Social Development Reserve and the remainder of \$525,000 be funded from the General Fund Reserve.
6. That revenue realized from the development of this land be used to meet the commitments of the Social Development Reserve.

*EXECUTIVE COMMITTEE – JUNE 6, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report, after adding a recommendation #7 to read as follows:

7. That this report be referred to the Administration to include additional information on models for land development and next steps for return to the July 18, 2012 public meeting of the Executive Committee.

Councillors: Louis Browne, Sharron Bryce, Fred Clipsham, John Findura, Michael Fougere, Jocelyn Hutchinson, Wade Murray, Mike O'Donnell and Chris Szarka were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on June 6, 2012, considered the following report from the Administration:

### RECOMMENDATION

1. That the purchase of the land described in this Report from the Saskatchewan Housing Corporation be approved;
2. That the City Manager be authorized to negotiate and finalize the details of the land sale agreement;
3. That the City Solicitor be instructed to prepare the land sale agreement and the City Clerk be authorized to enter into the agreement on behalf of the City;
4. That the City Manager or his designate be authorized to request that the Saskatchewan Housing Corporation release the funds held in trust from the Windsor Park Phase IV development agreement to the Social Development Reserve;
5. That the \$7.825 million purchase price be funded by way of \$7.3 million from the Social Development Reserve and the remainder of \$525,000 be funded from the General Fund Reserve;
6. That revenue realized from the development of this land be used to meet the commitments of the Social Development Reserve; and

### CONCLUSION

The City of Regina has a partnership arrangement with Saskatchewan Housing Corporation (SHC) to acquire and develop land for housing. SHC has advised the City that it wishes to terminate the partnership. The City uses revenue from this land development agreement to fund housing programs through the Social Development Reserve. An option to wind down the partnership is for the City to purchase the land and continue the development of the land to continue the funding source for housing programs. This also is an opportunity to pursue an alternative revenue source for other City purposes. It is recommended that the City purchase the land and terminate the land holding and development agreement. A report will be forwarded to Executive Committee in the fourth quarter of 2012 outlining a recommended approach to the method of managing the development of these lands.

### BACKGROUND

The report was considered by the Executive Committee on June 6th with the request that the report be returned July 18th with additional information. This information is incorporated into the report. It is suggested that a further amendment to the recommendations is required to achieve the intention of the report. The additional amendment will provide clear direction on the termination agreement.

Should Council wish to adopt recommendations pertaining to the above paragraph the following motions would be required:

Recommendations #7 and #8 be added as follows:

7. That a further report be provided to Executive Committee in Q4 of 2012 outlining the potential models for developing these lands, including the risks, benefits, and the next steps.
8. That the City Solicitor be instructed to prepare the Land Acquisition and Holding Termination agreement and the City Clerk be authorized to enter into the agreement on behalf of the City.

The City entered into a partnership arrangement with the SHC in the early 1970s to acquire land holdings for future housing development. The land development partnership is governed by two layers of agreements. The higher level agreement is a “Land and Development Agreement” that deals with acquisition and holding of the land. The other agreements are multiple “Phase Development Agreements” that deal with development of a specific area and the allocation of costs and revenues.

SHC advised the City that it wishes to end the land development partnership and sell the land. The land is subject to agreements that entitle the City to revenue derived from the land. Discussions have been held with SHC administration and options to terminate the partnership have been identified. *The Administration Bylaw* requires City Council approval to proceed with the purchase of this land.

There are two parcels of land that are impacted by the Land and Development Agreement; the North West lands and the South East lands. The subject of this report is the South East lands as shown in Appendix “A”, and the purpose of this report is to consider the acquisition of this land from SHC.

The City has been involved in land development to some degree on an ongoing basis. The City is a partner in the land development of Windsor Park Subdivision and also is leading the development of industrial land in Ross industrial park.

## DISCUSSION

There is a “Land Holding and Development Agreement” for land in South East Regina and North West Regina. The Land Holding and Development agreement sets out the purpose of the agreement as the acquisition and holding of the land for housing and related purposes. In 1974, the Federal and Provincial governments purchased land for the dedicated purpose of building housing, and the City became a party to that agreement in 1976. Parcels of land were to be developed as appropriate through a separate agreement. As part of these two agreements, the Province owned and was on title for 95% ownership interest in the land; the City had a 5% ownership interest registered against the land.

The agreements specified that the City was to receive 25% of the net profits of development of the lands developed by SHC. This agreement was replaced by an agreement in 1995 that allowed for phasing of the development. The revised agreement had 75% of the net profit being provided to the City for specific housing projects and allowed SHC to recover interest costs.

In 2001, due to changes in federal and provincial funding for social housing, the City requested that the City's share of the revenue be committed to the Social Development Reserve. The City has since made annual requests for the funding required in order to meet the commitments of the Social Development Reserve. These commitments fund the City's social housing incentive programs.

The land holding and development agreement does not allow the sale of the South East land without the agreement of the City. An amendment made in 1996, however, allows the North West land to be sold without the City's consent, but provides the City the first right of refusal. In report CR08-122, City Council was advised of the notification by SHC of intention to sell the North West land. City Council approved the decision to not exercise the option of first right of refusal and instructed that SHC be advised to proceed with the sale of the North West land holdings on the open market. SHC has not yet sold either the North West or South East lands that are subject to the land holding and development agreement.

The second layer of agreements is the "Phase Development Agreements"; these agreements were created for each phase of development and specified the land to be developed and the revenue-sharing formula. The profits from the developments were directed by SHC and the City to fund various projects. Over time, the parties amended these funding arrangements so that SHC would fund affordable housing initiatives in the City, and the City would fund the City's contribution towards the capital costs of affordable housing initiatives (e.g., Centenary Affordable Housing Program, etc.). While various other projects were funded in the past, in recent years the City's share of the funding has been allocated to the Social Development Reserve (SDR).

The Phase IV Agreement for Windsor Park was the last "Phase Development Agreement". The Phase IV Windsor Park development is complete and the province has made a payment of \$4 million in December 2011. The City has the remaining share of the revenue of approximately \$7.3 million held in trust by SHC. The Phase IV Windsor Park Development Agreement with SHC requires these funds to be used for housing capital projects requested by the municipality and approved by SHC.

The lands being considered in this report are 238.17 acres of land. Two recent real property appraisals have been completed on this land. The first appraisal is on the land that has a concept plan approved (the Towns) and valued 128.49 acres at \$77,309 per acre. The second appraisal is on land with a longer development time horizon and valued 109.33 acres at \$ 30,000 per acre. There is an additional parcel of .35 acres that was not included in the appraisal that is owned by SHC, and would be included in the sale. The total appraised value of the land being considered for purchase is \$13.224 million.

Should the land holding agreement with SHC be terminated, there are two options for disposal of the land holdings:

1. The City could provide consent for SHC to sell the land for market value, which is appraised at \$13.224 million. The City would likely negotiate a share greater than the 5% of interest registered on the title based on the profit-sharing arrangement in the land holding and development agreement. It would be reasonable to anticipate that the City could receive about 50% of the proceeds from the sale, or approximately \$6.6 million in a one-time payment.

2. The City could purchase the land and continue the land development and receive all the revenues from the land development. A purchase price of \$7.8 million for the 238.17 acres, or approximately \$32,750 per acre, has been negotiated. A recent appraisal estimates that there would be substantial positive net revenue in the range of \$70 million from the land development over the next 15 years. This revenue could be used to continue to fund the Social Development Reserve, but additional revenue could also be used for other purposes.

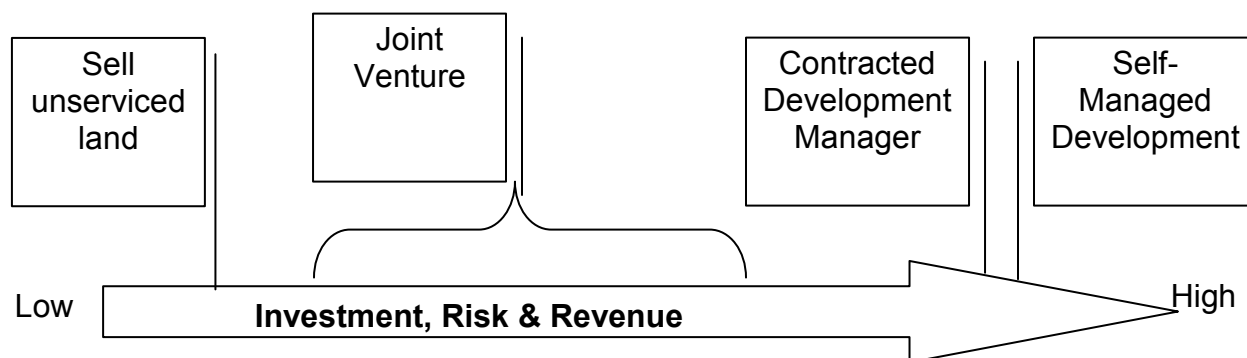
The termination agreement would have a “Fair Share” clause, stating that SHC agrees that neither the sale of the South East Land nor the termination of the holding agreement will exclude the City from participation in any future housing related funding provided by the Government of Saskatchewan.

The agreement provides SHC with a right of first refusal to buy the property should the City wish to sell the land rather than develop it. SHC requires this clause due to the discounted price at which the land is being offered to the City on the basis that the City continue the land development.

The Windsor Park Phase IV agreement requires that the City’s share of that development be used to fund capital projects approved by the Board of SHC. It is recommended that the City request that the remaining funds from the Windsor Park Phase IV Development being held in trust be transferred to the Social Development Reserve.

Should the purchase be approved the City would facilitate the land development. This would offer a way to continue to fund housing programs and would also offer additional revenue opportunities.

Should the recommendations in this report be approved there would be a range of options on how to proceed with development of the land. The following diagram demonstrates the continuum of options, and illustrates the connection between capital investment, risk and revenue.



1. Selling portions of land unserviced is low risk but would miss the opportunity to capture the value lift of servicing and subdivision.
2. In a Joint Venture, the City could take on a partner who would take on some risk by investing capital in return for a portion of the profit. The share of profit is related to the investment of capital and land by each party and there is a range of participation that could occur..

3. The land could be developed using same model that the City and SHC used for the last phase of Windsor Park Subdivision, which was to hire a private sector company to manage the land development. To develop the land, the steps the development manager oversees includes: the creation of a concept plan; arrange for contractors to put in underground water and sewer infrastructure; arrange for contractors to put in surface works such as roads, sidewalks and street lighting; coordinate installation with other utilities such as SaskTel, Sask Energy, SaskPower and Access Communications; complete the subdivision application process; and market the lots.
4. The City could act as the project manager and oversee the coordination of the work to be done on the site.

The range of options and detailed information on the benefits, cost and risk of various approaches and a recommended approach will be provided in a further report to Executive Committee in Q4 of 2012.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

If the recommendations in this report are approved, the cost of acquiring the property would be \$7.825 million. This acquisition would be funded by: (a) the funds the Province is holding in trust for the City from the last phase of the land development in Windsor Park of \$7.3 million; and (b) a withdrawal from the General Fund Reserve of \$525,000. The total current appraised value of the land being acquired is \$13.224 million.

The City would realize the revenue from the land development activities over time. It is anticipated that a positive net return would be realized over 15 years, based on current lot market prices, interest rates, absorption rates, construction costs and development fees.

In order to acquire the subject land, the City is using the funds the Province is holding in trust for the City from the last phase of the land development in Windsor Park of \$7.3 million. Consequently, the City would be obligated to set aside \$7.3 million of any future revenues derived from the development of these lands to fund Social Housing initiatives.

The General Fund Reserve is in a position to partially fund this transaction and remain in a healthy position. The forecast 2012 year-end balance for the General Fund reserve is \$27.8 million.

On an interim basis the Social Development Reserve would be funded by way of a transfer from the General Fund Reserve on a year to year basis until the land development generates revenue to repay the social development reserve for the purchase funding.

#### Environmental Implications

There are no known environmental issues with the land being considered for purchase in this report.

### Strategic Implications

The City has used the revenue from the development agreements with SHC as a funding source for housing programs. If the recommendation in this report is approved, the funding of housing initiatives could continue to come from land development revenues over the long term. Additionally, there is an opportunity for the City to generate increased revenue in the future that is aligned with the Strategic Focus 2012.

Land development has been a strategic choice made by some cities to diversify revenue streams. Land development also can be leveraged to lead to more sustainable development that is inclusive of affordable housing.

### Other Implications

There is risk associated with land development. While housing demand has been strong in recent years, a downturn could impact the projected development timeframes and the revenue could be slower than anticipated, impacting the return on investment. While hard costs can typically be recovered, there are soft costs, such as interest on capital and capital opportunity costs, that need to be anticipated. These risks can be managed by phasing the development to match market demand.

If the City does not purchase the land SHC does not intend to develop the land so it would not be available in the near future to meet the demand for serviced land.

There are options on how to proceed with development of the land and different models can provide the City with different capital costs, risk and revenue opportunities. These need to be explored to determine the best process for the City to follow.

### Accessibility Implications

None with regards to this report.

### COMMUNICATIONS

Consultation with the development industry will occur to identify the opportunities and to inform how the City intends to proceed with the development.

### DELEGATED AUTHORITY

This report must be considered by City Council.

Respectfully submitted,

EXECUTIVE COMMITTEE

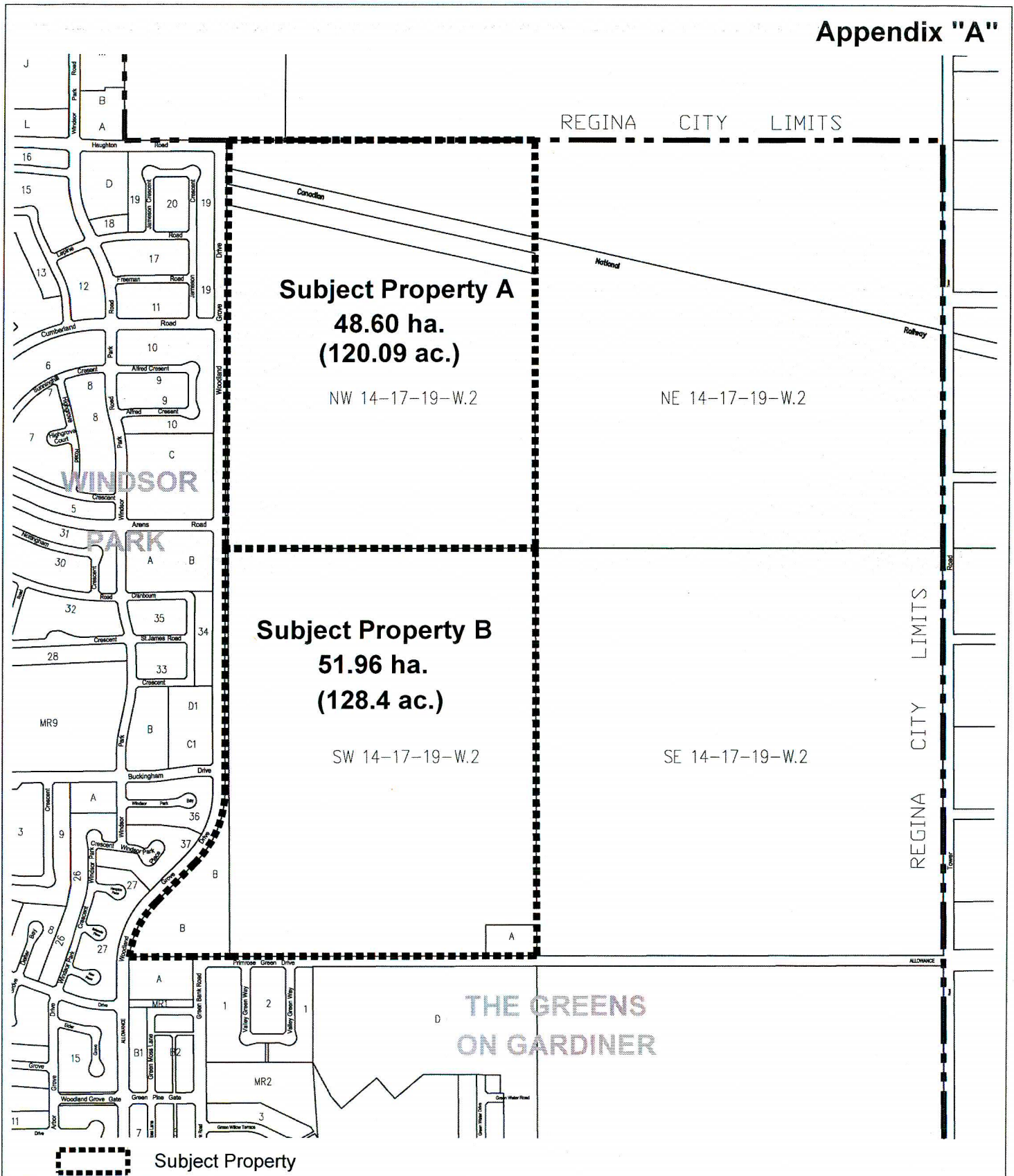



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Joni Swidnicki, Secretary



# Appendix "A"



 <p>Regina City of Regina</p>	<p align="center"><b>Real Estate Branch Planning &amp; Development Division</b></p> <p>Project <u>Lot Sale</u>    Civic Address/Subdivision <u>Portion of NW 14-17-19-W2M. And Part of SW 14-17-19-W2M.</u></p>
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July 18, 2012

To: Members,  
Executive Committee

Re: Downtown Transportation Study (DTS) Phase One

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### RECOMMENDATION

1. The segment of 12<sup>th</sup> Avenue between Lorne Street and Scarth Street known as City Square plaza be partly opened to westbound, non-through vehicle traffic as illustrated in Appendix A to this report. The reintroduction of traffic would occur in the Fall of 2012, when the number of programmed full closures is expected to lessen.
2. The improvements identified as “Short-Term” in Appendix B to this report be designed and implemented in 2012.
3. That the \$525,000 in funding provided in 2012 for the installation of left-turn arrows on 11<sup>th</sup> Avenue be used to fund the “Immediate” improvements and any remaining funds be used to fund future improvements from Phase Two of the study, including changes to signal operations.
4. More comprehensive solutions to improve walking, cycling, driving and bussing to, from and within the Downtown continue to be developed in Phase Two of the DTS, the Transportation Master Plan, and a Downtown and area parking strategy that is proposed for this summer.
5. The City Solicitor be directed to prepare the necessary amendments to *The Regina Traffic Bylaw No. 9900* as required to support the proposed operation of City Square plaza as outlined in this report.

### CONCLUSION

A preferred option has been developed for traffic operations on City Square plaza. It provides limited vehicle access in the westbound direction. No through traffic is permitted and much of the space remains vehicle-free. This design balances the need for local vehicle access with the desire to provide a safe, pleasant and flexible space for pedestrians and events.

City Square plaza would still be closed to traffic whenever required to accommodate programming of the space. Nearly 50 days of programming requiring full closure have been confirmed between June and early October and additional requests are anticipated.

Phase One also provides recommendations to improve traffic operations elsewhere in Downtown, including on 11<sup>th</sup> Avenue. These improvements are associated with two timeframes: short-term (begin design and implementation in 2012) and longer-term (requires further study as part of the DTS).

## BACKGROUND

In the Fall of 2012, the planned opening of City Square plaza to two-way traffic was reconsidered in order to allow for more programming of the space, reduce risks pedestrians, and reduce the operation and maintenance costs associated with this key City asset. As part of this re-examination and in anticipation of Downtown Regina's continued growth, City Council directed the Administration to review options for managing traffic not just on City Square plaza, but throughout the Downtown. The Downtown Transportation Study (DTS) was commissioned in response to Council's direction.

Phase One of the DTS specifically examined 11<sup>th</sup> and 12<sup>th</sup> Avenues and identified immediate options to improve the performance of the transportation system on these corridors. It also considered traffic access to City Square plaza by developing a number of options including:

- full closure;
- one-way operations in either direction;
- full two-way traffic access; and,
- variations on these options by time-of-day or season.

Phase One of the project is now complete. More comprehensive solutions to improve walking, cycling, driving and bussing to, from and within the Downtown continue to be developed in Phase Two of the DTS.

## DISCUSSION

Phase One of the DTS has identified a number of issues related to the 11<sup>th</sup> and 12<sup>th</sup> Avenue corridors and City Square plaza.

The lack of access to City Square plaza is having adverse impacts on vehicle access and loading for nearby businesses. This creates congestion, driver frustration, and delays, which are compounded by delays on 11<sup>th</sup> Avenue associated with the introduction of two-way traffic and consolidation of transit operations. Transit lanes on 11<sup>th</sup> Avenue are often blocked by illegally parked vehicles and through lanes are often blocked by left-turning vehicles. Lack of inexpensive and proximate parking is also frequently cited as a concern by stakeholders and the public. In addition, alternative transportation modes that could reduce delay and congestion also need improvement. Cyclist connections to, from and within Downtown are limited, as are bicycle parking facilities. Sidewalk conditions throughout the area impact walkability, particularly for people with physical disabilities.

City Square plaza has been studied in the context of these concerns and a number of traffic options were considered, including full closure; full access for two-way traffic; and, access for one-way traffic in either direction. Time-of-day and seasonal closures were also considered as part of this review. Each option was evaluated based on its impacts on traffic operations (including delay on 11<sup>th</sup> Avenue), transit operations, safety, walkability, cycling, accessibility, and parking and loading impacts.

The preferred option shown in Appendix A allows westbound traffic on City Square plaza from east to west. Drivers may enter the plaza from 12<sup>th</sup> Avenue (through movement) or from Scarth Street (northbound left-turn), but must turn right at Cornwall Street. Drivers may also enter City Square plaza from Cornwall Street (southbound right-turn only) and exit at Lorne Street. The northbound right-turn from Scarth Street is also provided.

Each intersection where traffic is permitted to enter or leave City Square plaza would be similar to those that presently occur at Scarth Street, where a northbound right-turn was re-introduced in the Fall of 2012. Despite some initial confusion about how pedestrians and vehicles should share the space, this movement seems to be working well as pedestrians and drivers become accustomed to sharing the space.

This approach balances the need to provide local access for drivers going to a destination in the Downtown (such as delivery trucks for local businesses) with the need to protect pedestrians and City Square plaza itself from higher-speed drivers seeking a way through the Downtown. Other improvements associated with the preferred option include:

- Improved signage to inform all users of the shared street concept;
- A media outreach plan explaining the shared street concept to all users;
- Implementation of two accessible routes for blind/low vision users: a permanent route along the north side of City Square plaza and a tactile surface through the southern plaza “bowl” that would be available when it is not obstructed by events;
- Customized audible traffic controls at Scarth Street to help reduce speeds and conflicts with pedestrians and to provide a safe crossing opportunity for blind/low vision users;
- Audible traffic signals at Lorne Street and 12<sup>th</sup> Avenue once reconstruction of this intersection is complete;
- Attractive and adaptable barriers at entrances to plaza to prevent restricted movements from occurring and to more easily restrict access during events;
- Reducing the posted speed limit to 20 km/hr;
- Permitting the use of bicycles, rollerblades, skateboards and other unmotorized modes of transportation to use the pedestrian area of the plaza on a yield-to-pedestrian basis. Note that stunting on plaza features will continue to be prohibited; and,
- Installation of removable seating in front of stage at Cornwall Street to reinforce that through traffic is not permitted.

The preferred option and associated immediate improvements are expected to provide the following benefits:

- All buildings adjacent to City Square plaza would have vehicle access;
- Visitors to Downtown are able to circulate throughout the area in order to access their destination or find parking;
- Traffic access remains limited, presenting fewer conflicts for pedestrians and a simpler driving experience for motorists than would occur under two-way operations. These factors are expected to contribute to improved safety;
- Large parts of City Square plaza can remain vehicle-free, improving the overall atmosphere for pedestrians and better accommodating the blind and low-vision community;
- Access to and from the Cornwall Street parkade is improved for both the morning and afternoon commutes. This is expected to reduce congestion on Cornwall Street and 11<sup>th</sup> Avenue;

- Providing an alternative route should reduce congestion and delays on 11<sup>th</sup> Avenue;
- Large parts of City Square plaza can be programmed without closing the road to traffic, creating a variety of flexible programming options; and,
- The new seating area south of the stage supports City Square plaza as a gathering place and provides seating for customers of the Regina Farmers' Market and food trucks.

Active programming of City Square plaza would continue to be the priority, although full closures may not be as frequent as under a two-way traffic scenario because of the amount of vehicle-free space this option provides. Since the beginning of May, however, there have been 12 days of programming that would have required full closure with another 47 days confirmed from June through early October, suggesting that the appropriate time to introduce traffic to City Square plaza is this fall.

Initial changes to 11<sup>th</sup> Avenue would also be implemented this fall. The most significant change would be the relocation of the northside bus stop near Rose Street to the Cornwall Centre, which would permit through traffic to navigate around turning vehicles. Some additional changes to parking would be required to support this initiative. Enhanced parking enforcement of the bus lane restrictions and improved signing on the parking meters will also be explored and traffic conditions will continue to be monitored while the DTS consultant evaluates more significant changes to 11<sup>th</sup> Avenue that are anticipated to be required in 2013 and beyond.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

Approval of the recommendations in this report will require changes to traffic controls and the introduction of streetscaping, bollards, closure gates, accessible routes, changes to transit stops, new signing and other improvements.

In 2011, Council approved \$525,000 in funding for the installation of left-turn signals at all intersections on 11<sup>th</sup> Avenue in response to changes to traffic patterns resulting from City Square plaza. \$150,000 of these funds remain and will be added to \$50,000 remaining in the study budget for the DTS in order to implement some improvements in 2012. An additional \$300,000 has been requested for 2013 in order to continue with the implementation of the DTS.

### Environmental Implications

Keeping much of City Square plaza as vehicle-free reinforces the message that active modes of transportation are viable and important options in Regina and may assist in influencing people to choose these modes. This, in turn, assists in reducing the City's carbon footprint.

### Strategic Implications

Limiting vehicle access to City Square plaza supports the intent of the 2012 Strategic Focus in that it would result in more manageable demands for winter road maintenance, less need for the ongoing repair and replacement of plaza features. As groups using the space become aware of the ability to program the southern areas of City Square plaza without restricting traffic, it is also expected to reduce need for road closures and the costs associated with that process. As well, by creating a multi-modal streetscape, the City Square plaza is an implementation of the Downtown Neighbourhood Plan.

### Other Implications

The traffic and parking impacts associated with the preferred option are expected to be minimal as the space is not designed to accommodate a high volume of traffic effectively and no on-street stopping or parking is permitted in the space. More comprehensive solutions to improve walking, cycling, driving and bussing to, from and within the Downtown will be developed in subsequent phases of the DTS, as well as in the Transportation Master Plan that is currently underway and a Downtown parking strategy being launched this summer.

### Accessibility Implications

The preferred option is expected to reduce the challenge that navigating City Square plaza safely under two-way traffic operations would have presented for blind and low-vision users. Two accessible routes will be provided. One route would be near the north edge of the space and would function much as a normal sidewalk does, with buildings providing a guiding feature for users. The other path would include tactile delineation through the vehicle-free southern area of City Square plaza. Two routes are required because the southern route will be frequently impeded by plaza programming. Audible pedestrian accommodation is being designed for both Lorne Street and Scarth Street as well.

## COMMUNICATIONS

Three public open houses were held in this spring in order to gather information and present potential solutions. In addition, stakeholder meetings have been held with Regina Downtown Business Improvement District (RDBID), emergency service providers, transit officials, management at Cornwall Centre, the owners and tenants of adjacent buildings, the Accessibility Advisory Committee, the blind and low-vision community, and the Regina Chamber of Commerce. A drop-in session for City Council was also held as part of Phase One.

There was no consensus as to whether or not City Square plaza should be opened to vehicle traffic, although 57% of participants did support keeping it fully closed. The majority of participants in the consultation process indicated that they thought the space was visually attractive and a good addition to Regina's Downtown.

Generally, the greatest dissatisfaction expressed by those supporting the introduction of vehicle traffic to City Square plaza stemmed from the lack of circulation available to drivers destined to buildings immediately adjacent to City Square plaza or to intersecting roads, like Cornwall Street. The strongest arguments for keeping City Square plaza closed to all traffic related to pedestrian safety, especially for members of Regina's blind and low-vision community. Many proponents of a vehicle-free space also cited a desire for increased programming, the need for a car-free gathering place in the Downtown and the importance of prioritizing active modes of transportation.

If the recommendations in this report are approved by Council, a communications plan will be prepared to inform adjacent businesses and the general public about the decision to introduce local, non-thoroughfare traffic into the space. The communications plan will include a media briefing to explain the preferred option. More detailed communications efforts will focus on how drivers and active users should share City Square plaza as various elements of the space are opened to traffic. The closure of the 12<sup>th</sup> Avenue and Lorne Street intersection for reconstruction will mean that the changes occur gradually, with full implementation in the Fall of 2012.

DELEGATED AUTHORITY

This report will require City Council approval.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Kelly Wyatt', with a long horizontal stroke extending to the right.

Kelly Wyatt, Director  
Construction & Compliance

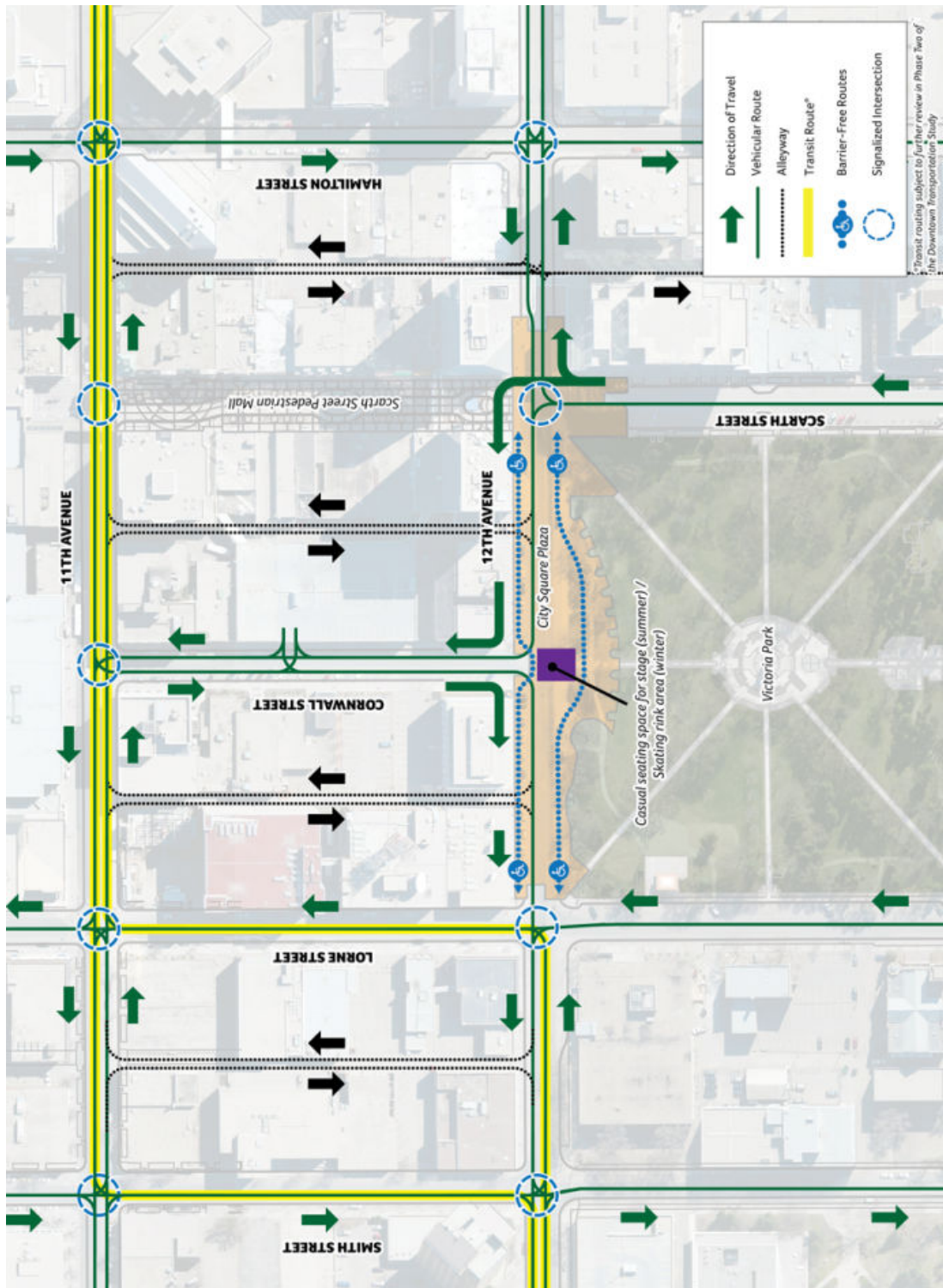
Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jason Carlston', written in a cursive style.

Jason Carlston, Deputy City Manager  
Community Planning & Development

## APPENDIX A

### Preferred Option for City Square plaza





## APPENDIX B

### Summary of Draft Recommendations

Category	Recommendation	Short-Term	Longer-Term
Traffic Movement	Continue to restrict traffic movements on City Square plaza except for: a. Westbound local traffic from Scarth Street to Cornwall Street b. Westbound traffic from Cornwall Street to Lorne Street c. Special vehicles for events	• • •	
	Address blockages on 11th avenue due to left turns by: a. Use curb lane for traffic movement from Rose to Cornwall Mall (requires relocation of bus stop and removal of 3 parking spaces) Or if (a) does not provide appropriate congestion relief by: b. Adding left turn green phase	•	•
	Address congestion at 11th Avenue and Broad Street by: a. Adding left turn phase (Implemented) b. Add eastbound right turn lane c. Remove on-street parking on 11th Ave east of Broad (south side)	•	• •
	Add westbound right turn at 12 <sup>th</sup> Ave and Broad Street; add EB left turn phase		•
	Remove parking on south side of 11th Avenue to provide for transit-only lane		•
	Consider extending Lorne Street to Dewdney Avenue to create new north-south street. (Note: feasibility/cost benefit to be determined)		•
Operation of plaza	Add minimal but well-placed signs to inform all users of shared street concept	•	
	Implement media outreach prior to opening square to traffic	•	
	Install tactile navigation surface indicating barrier-free accessible route	•	
	Install attractive removable barriers at entrances to plaza to manage closures	•	
	Install variable message signs at gateways to plaza to inform of closures	•	
	Continue practice of sweeping plaza rather than using snow plough	•	
	Reduce posted speed on plaza to 20 km/hr	•	
	Install central seating in front of stage at Cornwall Street, to reinforce no through traffic	•	
Transit	Extend parking restrictions in selected locations on 11 <sup>th</sup> Avenue to expedite bus movements (see above) and to provide additional space for bus stops and access to existing stops	•	
	Enforce parking restrictions on 11 <sup>th</sup> Avenue and support with towing program	•	
	Investigate potential for transit queue jump lanes at Broad/11 <sup>th</sup> (EB left turn lane) and Albert/11 (SB left turn lane)		•
	Consider enhanced shelters at high demand locations, including heated shelters		•
	Evaluate feasibility of centralized transit hub		•
	Consider shifting some express routes to Victoria Avenue to reduce number of buses on 11 <sup>th</sup> Avenue		•
Walking	Re-configure traffic control at Scarth Street/12 <sup>th</sup> Avenue to address real and perceived pedestrian safety issues by: a) Converting all movements to stop control and locating stop signs close to intersection b) Maintain traffic signal but with added visual cues for drivers and re-located audible signal posts	• •	
	Develop and implement pedestrian-oriented signage plan	•	•
	Increase education and awareness of closeness of Downtown attractions		•
	Proactively improve deficient sidewalks		•
	Address snow clearing of sidewalks, particularly in residential areas on periphery of downtown		•

- B.2 -

Category	Recommendation	Short-Term	Longer-Term
Cycling	Provide additional on-street bike parking throughout downtown (locations to be determined)		•
	Host bike specific events on City Square plaza	•	
	Upgrade cycling lanes on Lorne Street and Smith Street (potentially switch location of parking and bike lanes with bike next to sidewalk)		•
	Develop recommendations on east-west bike corridors, including 12 <sup>th</sup> Avenue		•
Accessibility	Ensure accessible and barrier free route on plaza from Lorne Street to Scarth Street	•	
	Install Audible signal at Lorne Street and 12 <sup>th</sup> Avenue (after construction)	•	
	Increase number of audible signals throughout downtown		•
	Define new standard for curb ramps incorporating best practices from other jurisdictions	•	
	Consider raised intersection at Scarth Street/11 <sup>th</sup> Avenue to create continuous level crossing for wheelchairs		•
Parking and Loading	Upgrade parking meter equipment to accommodate pay and display or pay-by-licence plate to maximize available space for on-street parking		•
	Increase enforcement of no parking zones on 11 <sup>th</sup> Avenue in combination with towing during transit times		
	Develop parking signage and wayfinding system to improve awareness of parking options; potential for real-time information on availability		•
	Examine opportunities to increase supply of public parking to support Downtown growth but at rate that does not encourage more auto use		•
	Increase cost of on-street parking in high demand areas to encourage turn-over and use by commuters		•
Programming and Operations	Look for opportunities to hold activities on City Square plaza that generate interest in sustainable transportation issues	•	•

\* The improvements being approved as part of this report are those identified as “Short Term”. The other improvements will be the subject of further investigation and future reports to City Council as part of Phase Two of the DTS, the Downtown and Vicinity Parking Strategy or the Transportation Master Plan.

July 18, 2012

To: Members,  
Executive Committee

Re: Housing Incentives Policy Implementation and Administration Bylaw Amendment

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RECOMMENDATION

1. That a maximum of \$2.2 million drawdown be approved from the Social Development Reserve to provide the grants approved under the interim Housing Incentives Policy (Appendix A) in 2012.
2. That the City Solicitor be instructed to amend the Social Development Reserve provisions of Schedule A of Bylaw No. 2003-69 being *The Regina Administration Bylaw* to allow funding for affordable capital contributions provided pursuant to Council's approved housing incentive policy.

CONCLUSION

The Administration seeks approval for a drawdown of up to \$2.2 million from the Social Development Reserve (SDR) for allocation to approved applicants under the affordable housing capital contribution provisions of the Housing Incentives Policy (Appendix A, Schedule 2).

In order to implement the changes to the Housing Incentives Policy as approved by Council in December 2011, *The Regina Administration Bylaw* must be amended to enable the allocation of funds to approved applicants from the SDR.

BACKGROUND

In December 2011, Council approved an adjustment to the Housing Incentives Policy (Appendix A). Upon review of this Policy adjustment, it was identified that the allocation of funds at the discretion of the Deputy City Manager – Community Planning and Development was not consistent with the provisions relating to the SDR as set out in *The Regina Administration Bylaw*. An amendment to the Bylaw will ensure that the policy and the Bylaw are consistent in terms of the use of funds from the SDR.

In order to process current and potential future applications under Schedule 2 of the Housing Incentives Policy in 2012, the Administration requires approval by Council for an allocation of up to \$2.2 million from the SDR.

DISCUSSION

The Housing Incentives Policy of 2009 required updating due to new provincial programs and funding. In light of this requirement, and the ongoing work on the Official Community Plan, the City's Administration is undertaking a major policy review and preparing a Comprehensive Housing Strategy which will address housing needs in Regina by defining the City's role and complementing the Province's Rental Construction Incentive.

As a stop gap measure before the completion of a housing strategy, Council approved an amendment to the Housing Incentive Policy in December of 2011. The amendments were threefold; first the amendments tied funding provided to rental units to the requirement that the units benefiting from the incentive must remain within the rental market for ten years. The second amendment set thresholds to the Affordable Housing Capital Contribution to a maximum yearly drawdown of the SDR at \$2.2 million. This was required to sustain the SDR for the long term. Thirdly, the adjustments enabled the continuation of the rental incentive program pilot project until the Comprehensive Housing Strategy is approved.

In order to implement the changes to the policy as approved by Council, an amendment to *The Regina Administration Bylaw* is required. Specifically, it is recommended that the Bylaw be amended to allow for capital contribution grant funding from the SDR each year in order to administer the affordable housing capital contribution provisions of the policy. This will allow the program to be administered each year without having to come to Council to request that this funding be moved from the reserve each year. This makes these reserve provisions similar to the other reserve provisions which allow for funding to be transferred out of the reserve each year to fund the specific programming that the reserve has been set up to provide for. A corresponding provision returning unexpended funds would also be added.

More permanent changes to the policy will likely be adopted following the completion of the strategy to reflect the outcome of the review of the programs, policies and subsequent recommendations. This will bring all the programs in line as quickly as possible and make best use of available resources.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

This report is requesting that Council approve a drawdown on the SDR up to \$2.2 million to allocate funds to approved applicants under the Housing Incentives Policy. Further this report is recommending Bylaw changes that will allow drawdown on the SDR in subsequent years in accordance with the Council approved policy.

### Environmental Implications

None with respect to this report.

### Strategic Implications

Implementation of the recommendations contained in this report enables implementation of the Council approved Housing Incentives Policy.

### Other Implications

None with respect to this report.

### Accessibility Implications

None with respect to this report.

## COMMUNICATIONS

The Housing Incentives Policy is currently available on the City of Regina website.

## DELEGATED AUTHORITY

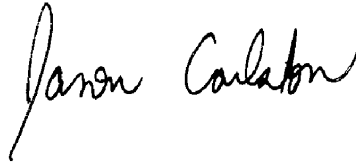
Amendments to *The Regina Administration Bylaw* require Council approval. In addition, under the current provisions of the SDR, City Council approval is required for the use of funds out of that reserve.

Respectfully submitted,

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Diana Hawryluk, Director  
Planning Department

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jason Carlston".

Jason Carlston, Deputy City Manager  
Community Planning and Development



## APPENDIX A

# Housing Incentives Policy

### 1. PURPOSE

The objectives of the incentives provided under this policy are:

- To encourage housing development that makes efficient use of established City infrastructure and helps build vibrant, sustainable and inclusive neighbourhoods.
- To support modest, affordable and accessible housing options.
- To stimulate rental housing development.

### 2. REFERENCE

This policy supports objectives and policies established by Council through the *Regina Development Plan Bylaw 7877* (Official Community Plan), including inner-city revitalization, growth management and economic development, affordable and special needs housing, compatible infill, and cost effective, sustainable development.

The City recognizes the critical role of community associations and other community organizations in improving the appearance, liveability, and residential quality of inner city neighbourhoods. Wherever possible, the City will:

- Work cooperatively with community associations to encourage community participation in planning, to promote positive community image and to enhance the quality of life.
- Coordinate local infrastructure improvements and other municipal programs and activities to complement neighbourhood planning and local initiatives.

### 3. TAX INCENTIVES

Tax incentives and eligibility requirements for the Regina Housing Incentives are provided in Schedule 1 of this policy.

- a) Exemptions to support residential developments under this policy may be provided as per Schedule 1 and as amended by Council from time to time.
- b) The exemption will be established on a parcel-by-parcel basis.
- c) Only the residential portion of a development is eligible for tax exemptions except as otherwise permitted in this policy.
- d) The tax exemption for the development will begin on January 1 of the year following approval. The date for commencing the exemption for the development may be deferred for one year at the sole discretion of the Deputy City Manager of Community Planning and Development (or his/her designate).
- e) The exemption may be transferred to a qualified owner under the same terms and conditions as the approved exemption.
- f) Properties that are in tax arrears with the City of Regina are not eligible for support under this policy.
- g) Rental developments will remain rental for 10 years after the issuance of the occupancy permit, after 10 years they will be subject to the City's Condominium Conversion Policy.

- h) The Deputy City Manager of Community Planning and Development (or his/her designate) shall in their sole discretion conclusively determine compliance with the eligibility criteria for tax incentives under this policy.
- i) The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor.
- j) Where applicable, the portion of a property qualifying for the tax exemption shall be determined by the most recent City property assessment.
- k) Units or developments that cease to meet the eligibility criteria in this policy and the conditions of the exemption agreement for the development shall be fully taxable in the year in which the breach of conditions occurs and in all subsequent years.
- l) Where the development is also eligible for a tax exemption under the *Municipal Incentive Policy for the Preservation of Heritage Properties (MIPPHP)*, the full benefit under both policies may be provided. The MIPPHP exemption will be provided first unless otherwise approved by the Deputy City Manager of Community Planning and Development (or his/her designate), in their sole discretion.

#### **4. CAPITAL INCENTIVES**

Capital incentives and eligibility requirements for the Regina Housing Incentives are provided in Schedule 2 of this policy.

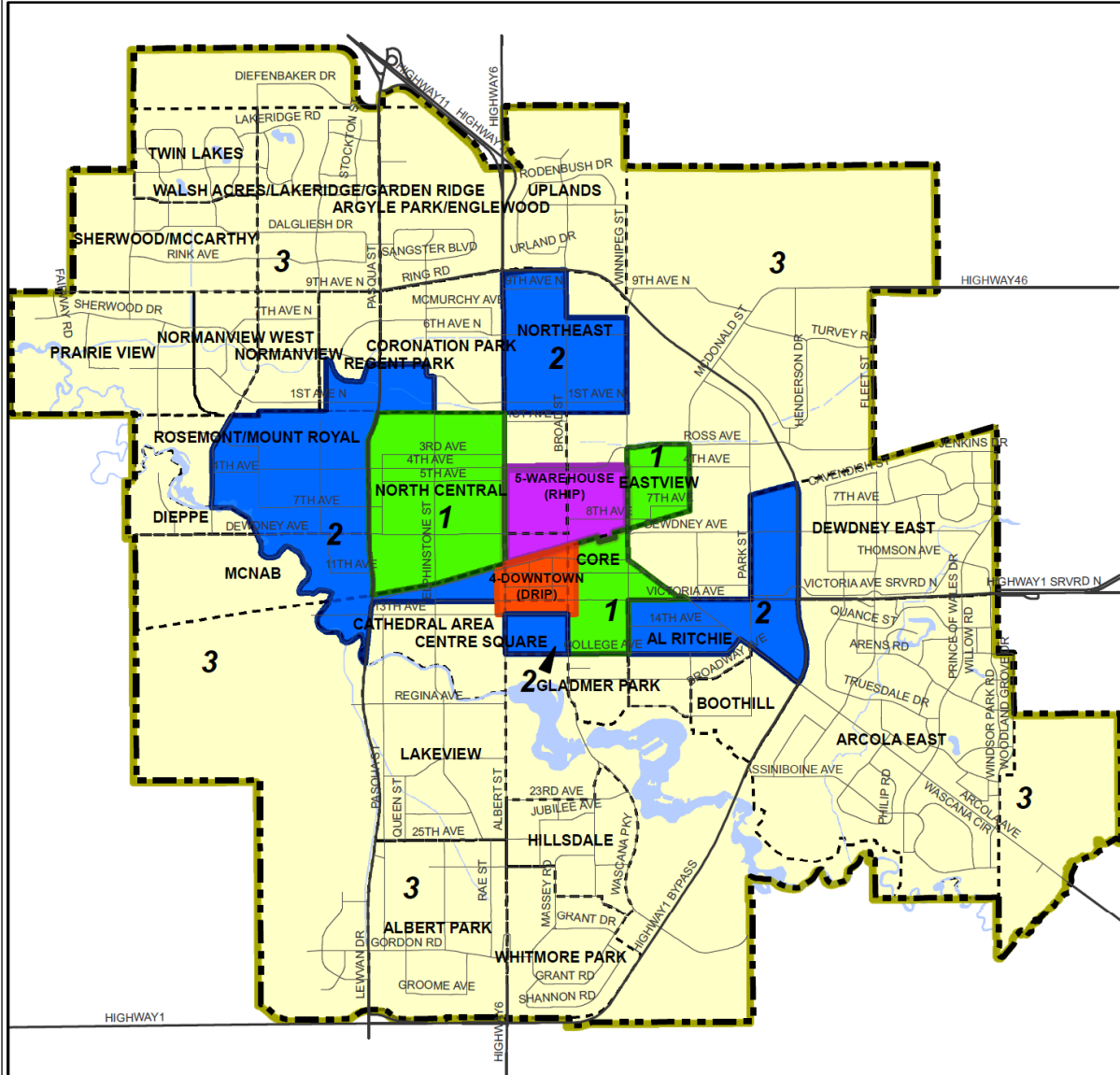
- a) Capital grants may be provided from the Social Development Reserve for affordable housing developments as per Schedule 2 and as amended from time to time by City Council.
- b) The Deputy City Manager, Community Planning and Development (or his/her designate) in their sole discretion conclusively determine compliance with the eligibility criteria for capital incentives under this policy.
- c) Capital contributions under this policy will be provided in addition to tax exemptions for which the property qualifies.

#### **5. TRANSITION PROVISIONS**

An application under the Housing Incentives Policy received by the City of Regina, in a complete form prior to 11:59 pm on October 31, 2011, shall be processed and considered, based on the policies in effect prior to the December 19, 2011 amendments to the policy coming into effect. The City of Regina will accept an amended application requesting that the said application be processed and considered based on the December 19, 2011 amended Housing Incentives Policy. All applications received after November 1, 2011 shall conform to the December 19, 2011 amended Housing Incentives Policy.

# SCHEDULE 1 HOUSING INCENTIVES POLICY: TAX INCENTIVES FOR AREAS 1, 2 AND 3

## Regina Neighbourhood Development Incentives



### Legend

#### Program Areas

- AREA 1
- AREA 2
- AREA 3 - Developed and New Neighbourhoods
- AREA 4 - DRIP - Downtown (No program change)
- AREA 5 - RHIP - Warehouse District (No program change)



## **HOUSING INCENTIVES POLICY: TAX INCENTIVES FOR AREAS 1, 2 AND 3**

### **1. ELIGIBILITY**

#### ALL PROPERTIES

The terms and conditions for the exemption provided under this policy are as follows:

- a) Single family dwellings must be new construction.
- b) Single family dwellings must be owner-occupied; or may be owned by a non-profit housing organization, Aboriginal housing corporation, or a co-operative.
- c) Single family dwellings owned by private corporations are *not eligible*.
- d) Secondary suites in qualifying single family dwellings will be included in the exemption for the main dwelling.
- e) Developments with two or more units may be owned or rented.
- f) Developments with 2 or more dwelling units may be new construction or adaptive re-use of an existing building for new residential units.
- g) Tax exemptions are available for a term of three or five years, depending on the policy area and type of development as described in Table 1 and Table 2 of this Schedule.
- h) Incentives provided under this policy may be stacked with incentives provided through housing programs of the City of Regina, or the Provincial and Federal Government.
- i) Personal care homes and group homes are not eligible for assistance under this policy.
- j) Rental developments shall not be eligible for conversion to condominium for 10 years after occupancy permit.

#### SMALL SITE DEVELOPMENTS: 1 TO 4 DWELLING UNITS

- l) Tax exemptions may be provided to eligible small-site developments with 1 to 4 dwelling units as described in Table 1.

<b>Table 1</b>			
<b>Small Site Housing Developments With 1 to 4 Dwelling Units</b>			
	<b>Area 1</b>	<b>Area 2</b>	<b>Area 3</b>
<b>Percent Exempt</b>	100%	90%	90%
<b>Term of Exemption</b>			
Single Family Dwelling	5 Years	3 Years	None
Developments with 2-4 Units – <i>Owner-Occupied</i>	5 Years	3 Years	None
Rental Developments with 2-4 units	5 Years	5 Years	None

- k) Façade compositions that are substantially similar in appearance may not be used more than twice in any block face, and must not be adjacent to one another.

**LARGE SITE DEVELOPMENTS: FIVE OR MORE DWELLING UNITS**

- l) Large-site developments with five or more dwelling units may qualify for the applicable tax exemption described in Table 2.

<b>Table 2</b>			
<b>Large-Site Housing Developments With 5 or More Dwelling Units</b>			
	<b>Area 1</b>	<b>Area 2</b>	<b>Area 3</b>
<b>Term of Exemption</b>			
Ownership Development	5 Years	3 Years	Not Eligible
Percent Exempt	100%	90%	
Rental Development, construction start by March 28, 2011	5 Years	5 Years	5 Years
Percent Exempt	100%	100%	100%
50% exemption on commercial portion of new mixed residential-commercial development in a mixed-use zone. Residential portion is at least 50% of the development.	Yes	Not Eligible	Not Eligible

- m) All developments with five or more dwelling units, including planned groups of dwellings, townhouses, and other multi-family housing forms, must meet the following requirements:

*Attractive Streetscapes & Vibrant Neighbourhoods:*

- Parking and vehicular access will be by the rear lane and parking will be screened by the residential buildings as much as possible.
- Where rear lane parking and vehicular access is not possible, garage design must minimize the dominance of the garage on the streetscape (e.g. shall not protrude from the dwelling unit.)
- Urban design and architectural character should be compatible with the surrounding built form and character of the neighbourhood.
- In zones where mixed-use development is permitted, active uses should be at grade and interface directly with the street edge and public realm.
- All developments should provide an active use at grade and access with the street edge to provide for more “eyes on the street” to increase feelings of pedestrian comfort and safety and contribute positively to the vibrancy of the street.
- Developments will preserve the continuity of the existing street and lane grid.

*Sustainable Community Infrastructure and Safety:*

- All buildings will meet or exceed the energy efficiency and water conservation requirements of provincial affordable housing programs
- Developments are encouraged to be solar ready and built to take maximum advantage of passive solar access.
- At least one station dedicated to the separation and collection of materials for recycling and composting will be provided in the building or building complex.

## **SCHEDULE 2**

### **HOUSING INCENTIVES POLICY: CAPITAL INCENTIVES**

#### **1. AFFORDABLE HOUSING CAPITAL CONTRIBUTION**

Affordable housing is housing for individuals and families who are at or below the provincial Maximum Income Levels (MILs), or housing established by non-profit housing providers and Aboriginal organizations to provide affordable dwelling units on a long-term basis. Affordable rental developments are defined as those that provide units that are below average market average rents on a long-term basis.

- a) A capital contribution of \$10,000 per unit may be provided from the Social Development Reserve for affordable housing developments.
- b) Priority will be given to the non-profit, First Nation and Metis, and co-op housing sectors.
- c) Projects must meet the small site or large site requirements in this policy to qualify for the affordable housing capital incentive.
- d) The affordable housing capital contribution may be provided in addition to or in lieu of property, a building or other in-kind assistance.
- e) The maximum yearly expenditure from the Social Development Reserve shall be no more than two million dollars. The Deputy City Manager of Community Planning and Development has the discretion to exceed this cap by 10% should there be sufficient justification.

**NOTE:**

**Capital Contributions described in this policy will be considered on a case-by-case basis.**

July 18, 2012

To: Members,  
Executive Committee

Re: Strategic Review of Parking Services and Downtown and Vicinity Parking Strategy

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### RECOMMENDATION

That up to \$90,000 from the General Fund Reserve for a parking study be made available to complete the Strategic Review of Parking Services and undertake a Downtown and Vicinity Parking Strategy.

### CONCLUSION

Parking is a priority issue for many residents and businesses. In the past, parking services offered by the City of Regina have been spread throughout the organization with enforcement being managed by the Regina Police Service. Starting with the transition of enforcement services to the City in January of 2012, work is underway to develop a new Parking Services Branch. Funding was provided in order to hire a consultant to advise on the delivery of parking services under this new model, but much of this work has been managed internally and through an existing consulting commission. As a result, only a small part of the approved \$75,000 will be required for the completion of the organizational design work.

The Administration intends to reallocate the remaining funds towards the first of several neighbourhood parking strategies and policy initiatives needed to expand and enhance parking management services in the community. This first study would focus on the Downtown and parts of adjacent neighbourhoods (Heritage, Centre Square and Cathedral) impacted by downtown parking trends and will also require an additional \$90,000 from the General Fund Reserve. This will fulfill a key recommendation of the Regina Downtown Neighbourhood Plan and work to leverage the opportunity for change presented by several major Downtown developments and the City Square plaza.

Future studies will be required to address other areas with parking challenges (General Hospital, University of Regina, Pasqua Hospital, Eastgate Drive, etc.) and to develop or update policies and standards that apply throughout the City. Funding for these studies will be requested through future annual budget processes.

### BACKGROUND

Parking services, which include permit management, parking policy and administration, meters, impounding, customer service and enforcement, were previously spread across four divisions within the City of Regina and the Regina Police Service. Discussions on the best way to address all aspects of civic parking services have been underway since mid-2009, culminating in the motion before City Council on October 5, 2009 that requested a report on how the City can achieve a more efficient parking regime.

To support this motion, \$75,000 was approved to fund a consulting study aimed at recommending an appropriate organizational structure to deliver parking services, referred to as the Strategic Review of Parking Services. In late 2011 and early 2012, the Administration also engaged the services of MMM Group to assist with the transition of parking enforcement from RPS to the City. The consultant provided advice on a number of gaps in the current delivery of parking services. This work, as well as internal work done to support recent reorganization efforts, has overlapped with the intended outcomes of the Strategic Review of Parking Services.

While only some elements of the Strategic Review of Parking Services remain outstanding, a number of initiatives are required to address actual issues and opportunities associated with parking in our community. One of the primary undertakings needed to better manage parking in Regina was identified in the Regina Downtown Neighbourhood Plan, which recommended the completion of a comprehensive parking study. This undertaking will also leverage work being done as part of the Transportation Master Plan (TMP), which identified Downtown parking management as key to improved transportation demand management strategies. In addition, it will help address a motion was adopted by City Council in February of 2010 to consider the impact of parking rates on transit usage.

The timing of these various elements associated with parking management have resulted in the opportunity to revise the Administration's approach so that the funding provided by Council can be combined with funds from the General Fund Reserve to both answer any outstanding organizational questions and to address the parking services the City provides in the Downtown.

## DISCUSSION

### *Work to Date*

The Administration has recently undertaken a number of initiatives in order to enhance the parking services provided in the community:

- Parking Enforcement Transition: The City assumed responsibility for parking enforcement from the Regina Police Service (RPS) in January 2012. The resources assigned to parking enforcement remained unchanged, as did the hours of enforcement. There has, however, been a 64% increase in the number of tickets issued compared to the same period last year (19,894). The increase in the number of tickets issued can be directly attributed to all enforcement positions being dedicated strictly to enforcement duties rather than being reassigned to other RPS priorities when needed.
- Licence Plate Recognition Technology Pilot Project: The Administration has begun to address gaps in its enforcement technology by acquiring a license plate recognition system that will assist with enforcement efficiency, particularly in where parking is only permitted for limited periods of time but where no meters are in place.
- Creation of the Parking Services Branch: Effective July 3, 2012, the Parking Services Branch was formed. It will ultimately manage all aspects of parking such as enforcement, parking equipment, neighbourhood parking studies, and policy development throughout the City.

- Enhanced Enforcement in the Downtown: The Administration met with the Regina Downtown Business Improvement District regarding some immediate parking concerns. As a result, the Administration is developing a plan to reinstate Saturday enforcement in order to improve parking availability for customers of Downtown businesses.
- Scoping Potential Parking Partnerships: The Administration has been meeting with private sector developers to investigate off-street parkade options in the Downtown. As well, the Administration will be pursuing opportunities that use existing City assets to help manage the demand for off-street parking in the Downtown as well as increase turnover at parking meters to ensure short-term use. City Council will be kept apprised of these initiatives as they proceed.

### *Future Work*

There are a number of parking initiatives that are proposed for completion by the new Parking Services Branch. Information on these initiatives will be provided to Council as they develop and the Administration will ensure there are also opportunities for input from both the community at large, stakeholders and elected officials.

- Downtown and Vicinity Parking Strategy: The Regina Downtown Neighbourhood Plan (RDNP) identified the need for a comprehensive review of parking in and around the area. The study is to consider parking supply and demand, parking durations and prices, wayfinding and signing, bylaw reviews, loading zones and other special parking needs, parking as a transportation demand management strategy, parking meter technology, and the role of partnerships with the private sector. This study is, pending approval of this report, planned for completion in the spring of 2013 in order to ensure its recommendations can be part of the 2014 budget process.
- Other Area Parking Strategies: The Administration is aware of the need to complete parking strategies at other high demand locations throughout the City. Neighbourhoods adjacent to the General Hospital, the Pasqua Hospital and the University of Regina have experienced long-term problems with parking and require comprehensive solutions. As part of completing the organizational review of parking services, the Downtown and Vicinity Parking Strategy consultant will be asked to identify and prioritize other areas that need similar reviews in the future.
- Parking Policies and Procedures: Because of the dispersed delivery model previously in place for parking services, there is a need to consolidate, create and update parking policies that apply generally throughout the City. Examples of potential policy work include a review of parking permit programs, development of guidelines for managing parking in low-demand locations (i.e. neighbour-to-neighbour issues in residential areas), parking enforcement strategies and partnerships for school zones, and parking management during construction and winter road maintenance. As part of completing the organizational review of parking services, the Downtown and Vicinity Parking Strategy consultant will also be asked to identify the policies, procedures, guidelines and standards that should form a “parking manual” for the City and provide advice on how to proceed with its development.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

City Council endorsed \$75,000 in the 2012 Operating Budget for the completion of a Parking Study. Changing the scope of the Study to both answer any outstanding organizational questions and to address the parking services the City provides in the Downtown, as per the RDNP, requires the transfer of up to \$90,000 from the General Fund Reserve to compliment the original funding.

### Environmental Implications

None with respect to this report.

### Strategic Implications

The strategic review of parking services addresses specific items identified in the Downtown Transportation Study, the Transportation Master Plan, the Regina Downtown Neighbourhood Plan and the Official Community Plan.

### Other Implications

None with respect to this report.

### Accessibility Implications

The Accessibility Advisory Committee will be consulted as part of the Downtown and Vicinity Parking Strategy.

## COMMUNICATIONS

A communications plan is under development with the support of the Communication Branch.

## DELEGATED AUTHORITY

City Council approval is required for use of funds associated with the General Fund Reserve.

Respectfully submitted,



Kelly Wyatt, Director  
Construction and Compliance

Respectfully submitted,



Jason Carlston, Deputy City Manager  
Community Planning and Development

July 18, 2012

To: Members,  
Executive Committee

Re: Sale of City Property at 263 Lewvan Drive

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RECOMMENDATION

1. That the sale of the subject property to Habitat for Humanity Regina Inc. be approved under the terms and conditions shown in the body of this report.
2. That the City Manager or his designate be authorized to finalize the terms and conditions of the legal sale documents.
3. That the City Clerk be authorized to execute the legal sale documents as prepared by the City Solicitor.
4. That this report be considered by City Council on July 23, 2012 after public notice has occurred.

CONCLUSION

When considering the sale of any City-owned land, the Administration normally ensures that the land is made publicly available. In this case, the subject land is to be sold to Habitat for Humanity without any public process and below market value. Habitat for Humanity Regina Inc. approached the City with a proposal for the purchase of the land, and has agreed to the terms and conditions outlined in this report. Habitat for Humanity Regina Inc. intends to go through an open process with proven, private sector, affordable home-builders in Regina to choose a private sector partner. Sale of the land to Habitat for Humanity Regina Inc. will facilitate redevelopment and intensification of the subject property, resulting in the creation of housing units. The site is located in an area that is eligible for the housing incentive programs.

BACKGROUND

The subject property is part of the lands previously used for the Pasqua Recreation Centre. The building has been demolished and the City has no current or future needs for the subject property.

The subject property has never been made available for sale to the public. Section 101 (1) of *The Cities Act* stipulates that “No council shall delegate: (k) the sale or lease of land for less than fair market value and without a public offering”. Accordingly, City Council’s approval of this sale is required, and is the subject of this report.

The City Administration has negotiated the following terms and conditions:

Subject Property:	4,140 square metres within Block 25, Plan AX2262 as shown on the attached Appendix A.
Purchaser:	Habitat for Humanity Regina Inc.
Purchase Price:	\$700,000.00 + GST
Commissions Payable:	None
Payment Terms:	Cash on closing
Possession Date:	Closing Date
Closing Date:	Within 30 days following all necessary approvals
Other Terms:	Conditional upon zoning change approval and the approval of City Council

### DISCUSSION

Habitat for Humanity Regina Inc. intends to purchase the land from the City at near market value and then work with a private sector builder to develop the site. Habitat for Humanity Regina Inc. advised that its intent is to go through an open process with proven, private sector, affordable home-builders in Regina to choose a private sector partner. This market-based partnership model offers opportunity to have the City, Habitat for Humanity Regina Inc. and a private sector builder put forward an innovative and progressive partnership to exhibit tangible commitment to central-city home ownership in higher density affordable housing. Habitat for Humanity Regina Inc. intends on leveraging existing City of Regina and Saskatchewan Housing Corporation incentive support for housing, additional private sector sponsorships, and volunteers to highlight the commitment of the broader community to the objective.

Habitat for Humanity Regina Inc. has expressed gratitude for the City's commitment in the past through donations of lots, and believes this new market-based partnership model can be expanded upon and used in the future. This site offers an exceptional opportunity to test and develop this partnership model. The offer to purchase the subject lands is within 7% of the market value of the land with Habitat for Humanity Regina Inc. responsible for the application for the rezoning.

Habitat for Humanity Regina Inc. and the private builder will be eligible to apply for City of Regina housing Incentive programs for development on this property. Current incentive programs include a 90% property tax exemption for three years and a capital grant of \$10,000 per unit. The incentives are dependant upon the development qualifying with the requirements for these programs. Based on the discussion with Habitat for Humanity the intention is that the development will be designed to qualify for both City of Regina housing incentive programs.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

The net proceeds of this property sale will be forwarded to the Land Development Reserve through the operations of the Real Estate Branch.

The subject property was appraised as having a market value of \$750,000 with the appraisal based on an assumption of multifamily zoning. The purchaser made an offer of \$700,000 with the purchaser assuming responsibility for the zoning application to change the zoning from Institutional to Multifamily.

#### Environmental Implications

None anticipated in regards to this property.

#### Strategic Implications

The sale of the subject property will enable a new innovative partnership with Habitat for Humanity that is a market-based approach that complements existing provincial and City of Regina housing programs. Habitat for Humanity intends to have an open process to select a proven, affordable, home builder as a partner on the project.

#### Other Implications

In previous reports regarding the Pasqua Recreation Centre the administration committed to developing a secondary plan for the neighbourhood and also referenced the need to invest in providing some recreation opportunities at the Regent site consistent with the Recreation Facility Plan. It is recognized there is a gap in recreation spaces and facilities in the community and that work will need to be done to address the gap. The sale creates revenue and the opportunity in the future will be to reinvest in the neighbourhood once a plan to address the needs is finalized.

#### Accessibility Implications

None with regards to this report.

#### COMMUNICATIONS

A community engagement process would be utilized by Habitat for Humanity to address community interests and concerns. Public notice of this sale was provided on July 14, 2012.

#### DELEGATED AUTHORITY

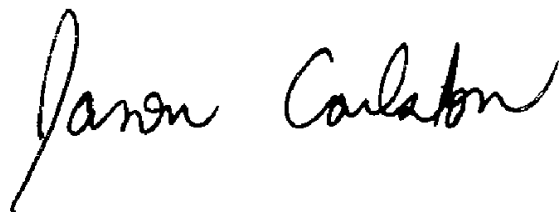
This report must be considered by City Council.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Don Barr", with a large, stylized loop at the end.

Don Barr, Director / City Assessor  
Assessment & Property Taxation

Respectfully submitted,



A handwritten signature in dark ink, appearing to read "Jason Carlston", with a long, sweeping underline.

Jason Carlston, Deputy City Manager  
Community Planning and Development



# Appendix "A"



 <p>REGINA City of Regina</p>	<b>Real Estate Branch</b> <b>Planning &amp; Development Division</b>		
	Project <u>Lot Sale</u>	Civic Address/Subdivision <u>263 Lewvan Drive</u>	



July 18, 2012

To: Members,  
Executive Committee

Re: Amendments to Bylaw No. 2009-20 – *The Regina Regional Opportunities Commission Bylaw*

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### RECOMMENDATION

1. That City Council approve the Regina Regional Opportunities Commission's request to amend Bylaw No. 2009-20 as follows:
  - a. The word "annually" be removed from Section 10.
  - b. Change the term of office in Section 13 from three years to "up to three years".
2. That the City Solicitor be instructed to prepare the required bylaw amendment.

### CONCLUSION

The Regina Regional Opportunities Commission ("RROC") is requesting that City Council amend Bylaw No. 2009-20 to provide more flexibility to the terms of office that its directors may be appointed for. Rather than mandatory three year terms, RROC wishes to change the terms of office to be up to three years. This is consistent with the terms of office of committee members within Council's committee structure. Having the flexibility to appoint members to a one, two or three year term will allow RROC to ensure that terms are staggered appropriately and that turnover of 50% of the Board of Directors in one year does not happen. It will also allow RROC to accommodate the individual needs of potential director candidates.

### BACKGROUND

As a result of conducting a review of its governing bylaw (as required pursuant to sections 48 and 49), RROC has submitted a request to the Office of the City Clerk to have changes made to Bylaw No. 2009-20, The Regina Regional Opportunities Commission Bylaw in order to ensure continuity and flexibility in how the Board of Directors operates. Attached as appendix A is their request.

The purpose of this report is to facilitate a bylaw amendment.

### DISCUSSION

RROC is governed by a Board of Directors composed of 10 electors of the City plus the Mayor. Directors are appointed by resolution of City Council based on nominations presented by RROC's Nominating and Governance Committee.

All directors, with the exception of the Mayor, are currently appointed to a three year term. RROC is requesting that City Council amend Bylaw No. 2009-20 to allow for the terms of office of individual directors to vary, up to a maximum of three years. This is consistent with the terms of office of committee members within Council's committee structure. Having the flexibility to appoint members to a one, two or three year term will allow RROC to ensure that terms are staggered appropriately and that turnover of 50% of the Board of Directors in one year does not happen. It will also allow RROC to accommodate the individual needs of potential director candidates.

## RECOMMENDATION IMPLICATIONS

### **Financial Implications**

None with respect to this report.

### **Environmental Implications**

None with respect to this report.

### **Strategic Implications**

RROC plays an important role in creating and implementing economic development strategies and in marketing and promoting the Regina region for business and tourism. Serving on the board provides citizens with the opportunity to become involved in their community and its future. The time, effort and expertise members dedicate is invaluable and contributes significantly to Council's vision of an inclusive community.

### **Other Implications**

None with respect to this report.

### **Accessibility Implications**

None with respect to this report.

## COMMUNICATION PLAN

RROC has been provided with a copy of this report.

DELEGATED AUTHORITY

This report requires the approval of City Council.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "J. Swidnicki".

Joni Swidnicki,  
City Clerk

A handwritten signature in cursive script, appearing to read "Jim Nicol".

Jim Nicol, Executive Director  
Governance and Strategy



July 5, 2012

Ms. Joni Swidnicki, City Clerk  
City of Regina  
PO Box 1790  
Queen Elizabeth II Court  
2476 Victoria Avenue  
Regina, Saskatchewan  
S4P 3C8

Dear Ms. Swidnicki:

Re: Proposed Change to RROC By-Law 2009-20 Sections #10 and #13

Further to our letter of January 20, 2012; we confirm that the RROC Board has reviewed Bylaw 2009-20 as required and makes the following request for changes as a result of the review:

At the present time, Section #10 of the above-noted By-Law states that all Directors, with the exception of the Mayor or mayoral designate, are to be appointed on a yearly basis.

Section #13 states that for all subsequent appointments after the first Directors were appointed, Directors shall be appointed to a three year term.

The potential conflict of process is between having all Directors appointed annually and appointing Directors for three year terms. Annual appointment of Directors serving a three year term appears redundant, and if annual appointment is necessary then three year terms appears redundant.

The Nominating and Governance Committee would like to make the following recommendations to the two sections in question:

- In Clause 10 it is recommended that the word “annually” be removed. This leaves it clear that Council is the body with responsibility to appoint Directors to the Board of RROC, but respects the various lengths of term each individual Director may be appointed for.
- In Clause 13 it is recommended that the last sentence which says that “For all subsequent appointments, Directors shall be appointed to a three year term” be removed in order to provide the Board the ability to manage the orderly renewal of the Board by recommending staggered terms for each Director and to manage the 6 year maximum consecutive term to be served by any individual Director. We know from experience that not all Directors wish to commit to servicing as a Director for 3 years at a time and the ability to set a term of 1, 2 or 3 years respectively will allow their individual interests to be served.

We confirm that the following motion was approved by the RROC Board at its meeting on January 19, 2012 - "that it be recommended that the By-Law be amended to reflect that the Board have the ability to set staggered terms of 1, 2 or 3 years for new directors in Clause 13, and that the word "annually" be removed from Clause 10."

We request that the above changes be approved by City Council and thank you for your attention to this matter.

Yours truly,

A handwritten signature in black ink, appearing to read "L. Hiles".

Larry Hiles  
President and CEO

cc. Cheryl Willoughby, Solicitors Office, City of Regina

July 18, 2012

To: Members,  
Executive Committee

Re: Amendments to Bylaw No. 2003-80 – *The Regina Downtown Business Improvement District Bylaw*

---

**RECOMMENDATION**

1. That City Council approve the Regina Downtown's request to amend Bylaw No. 2003-80 as follows:
  - a. Add the position of Finance and Administration Chair to the Executive Committee of the Board in Section 2.1.
  - b. Change the term of office in Section 3(c) from two years to "up to three years".
2. That the City Solicitor be instructed to prepare the required bylaw amendment.

**CONCLUSION**

The Regina Downtown Business Improvement District (Regina Downtown) is requesting that City Council amend Bylaw No. 2003-80 to allow for another member of their Board to sit on the Regina Downtown Executive Committee and also to change the terms of office from two years to up to three years. This is consistent with the terms of office of committee members within Council's committee structure. This change will provide enough time for seamless succession and continuity to take place. Having the flexibility to appoint members to a one, two or three year term will allow the Board to ensure that terms are staggered appropriately and that turnover of 50% of the Board in one year does not happen.

**BACKGROUND**

Regina Downtown has submitted a request to the Office of the City Clerk to have changes made to Bylaw No. 2003-80, The Regina Downtown Business Improvement District Bylaw in order to ensure continuity and flexibility in how the Board of Directors operates. Attached as appendix A is their request.

The purpose of this report is to facilitate a bylaw amendment.

**DISCUSSION**

The Board is comprised of 13 members appointed by Council. The current composition of the Board includes a member of Council, and 12 other persons who are electors of the City or are employed in the District.

The terms of the citizen members are currently staggered two-year appointments. The Regina Downtown Business Improvement District (Regina Downtown) is requesting that City Council amend Bylaw No. 2003-80 to allow for another member of their Board to sit on the Regina Downtown Executive Committee. This change will provide enough time for seamless succession and continuity to take place. Further, Regina Downtown would like to change the terms of office from two years to up to three years. This is consistent with the terms of office of committee members within Council's committee structure. Having the flexibility to appoint members to a one, two or three year term will allow the Board to ensure that terms are staggered appropriately and that turnover of 50% of the Board in one year does not happen.

#### RECOMMENDATION IMPLICATIONS

##### **Financial Implications**

None with respect to this report.

##### **Environmental Implications**

None with respect to this report.

##### **Strategic Implications**

Regina Downtown plays a key role in managing growth and community in the downtown area. Serving on the board provides citizens with the opportunity to become involved in their community and its future. The time, effort and expertise members dedicate is invaluable and contributes significantly to Council's vision of an inclusive community.

##### **Other Implications**

None with respect to this report.

##### **Accessibility Implications**

None with respect to this report.

#### COMMUNICATION PLAN

Regina Downtown has been provided with a copy of this report.

#### DELEGATED AUTHORITY

This report requires the approval of City Council.

Respectfully Submitted,



Joni Swidnicki,  
City Clerk

Respectfully Submitted,



Jim Nicol, Executive Director  
Governance and Strategy

March 26, 2012

Amber Smale, Deputy City Clerk  
City Clerk's Office  
City of Regina  
Regina, Saskatchewan S4P 3C8

Requested amendments to Bylaw 2003-80  
2012 Regina Downtown Business Improvement District Executive Committee Appointments

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Dear Ms. Smale,

On behalf of the Regina Downtown Business Improvement District, I respectfully request the following amendments be made to Bylaw 2003-80.

1. Change the term of appointment from two years to "up to three years".
2. Add the position of Finance and Administration Chair to the Executive Committee

Should the addition of the Finance and Administration Chair to the Executive Committee proceed, the Board of Directors recommends the following appointments to the RDBID Executive Committee:

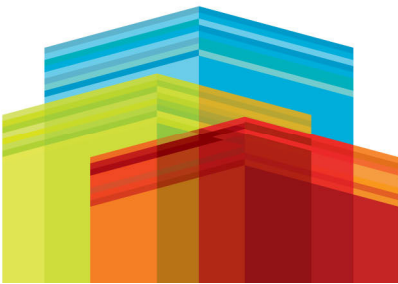
1. Colin Perkowitsch - Chairperson of the Board;
2. Doug Kozak - Vice-Chairperson of the Board;
3. Shawn Grice - Finance and Administration Chair of the Board;
4. Mike Mamona - Citizen member of the Board who is in the first year of a two-year term;
5. Councillor Michael Fougere - City Council member; and
6. Jason Carlston – General Manager of Planning and Development

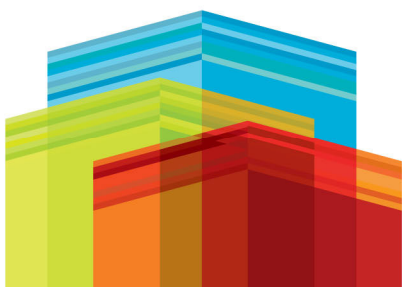
We respectfully request that City Council approve the requested amendments and the Executive Committee appointments as outlined above. If you require any further information, please contact Judith Veresuk, Executive Director of Regina Downtown at 359-7573.

Yours truly,



Judith Veresuk  
Executive Director





July 18, 2012

To: Members,  
Executive Committee

Re: Regina Revitalization Initiative - Non-Binding MOU

---

RECOMMENDATION

That City Council direct the Administration to develop definitive agreements with the parties, based on the provisions of the MOU, and subject to the future approval of City Council.

CONCLUSION

A non-binding MOU has been developed to summarize a funding framework between the City, the Province of Saskatchewan ("Province"), and the Saskatchewan Roughriders Football Club Inc. ("SRFC") to provide for the construction of a new stadium (See Appendix A). The MOU identifies funding that would support the required \$278 million capital construction cost, as well as the long-term maintenance of the facility, which is estimated at almost \$230 million over 30 years. Additional discussions will be required to develop definitive agreements that will be legally binding on the parties. It should be noted that funding for RRI, other than for the stadium portion, will be considered by the Province at a later date. The development of this MOU is considered a positive and critical step in the long-term development of the complete RRI project. City Council will still be required to approve the definitive agreements, conceptual design, and procurement process, prior to the initiation of stadium construction, which would still be expected to begin in 2013.

BACKGROUND

On April 24, 2012, the City sent to the Province a proposal towards the long-term funding of RRI, which summarized a plan to redevelop two major parcels of land around the downtown, as well as to construct a replacement for Mosaic Stadium. Since that time, the Province identified a number of questions on the proposal, which the City has responded to. In addition, representatives of the Province, SRFC, and the City initiated discussions to develop a funding framework that could be supported by each of the parties, which would allow for the construction and ongoing maintenance and operations of a new stadium. These discussions resulted in the development of an MOU that is not binding on any of the parties, but does detail an agreement on the major project details that will allow for definitive agreements to be developed in support of the stadium project.

## DISCUSSION

The development of a non-binding MOU confirms an agreeable funding framework for each of the parties that will financially support the stadium. This is a critical step in the stadium development process, as it confirms the budget that should be made available for the project. For the City, the MOU continues to be in alignment with City Council's expectations for the project including: a significant financial contribution from the Province, ongoing City ownership and management of the stadium, City leadership of the design and procurement process, ongoing community uses for the facility, and a long-term arrangement with the SRFC as the primary tenant.

### MOU Summary

The non-binding MOU identifies the intentions of the parties toward the stadium development portion of the RRI project. The major provisions of the MOU are summarized as follows:

1. The City will own the Stadium, and will manage it through the Regina Exhibition Association Ltd. ("REAL").
2. The Stadium will be located at the Evraz Place lands.
3. A financial plan will be developed to summarize the accumulation and distribution of funds related to the construction as well as the ongoing maintenance and operations of the stadium.
4. The City will manage the stadium procurement process.
5. The stadium will be targeted to be complete in early 2017.
6. The City will lead a process to design the stadium, and will include the Province and SRFC in this process.
7. The stadium conceptual design will need to demonstrate how a fixed or retractable roof can be added at a later date without adding costs to the initial build.
8. A stadium oversight committee will be established to review the ongoing management of the stadium.
9. The stadium oversight committee will approve a stadium business plan and material changes to the facility.
10. A facility fee will be charged at the stadium and this facility fee from SRFC games will be utilized by the City to repay the provincial loan.
11. REAL will provide financial reporting on the stadium to the stadium oversight committee.
12. The Province will provide an \$80 million grant to the City.
13. If the stadium does not require the full \$278 million, then each party will share proportionally in the refunding of capital contributions.
14. The Province will provide a \$100 million loan to the City
15. The City will provide SaskSport access to the facility in return for an annual fee. These revenues will also be allocated by the City to repay the provincial loan.
16. The funding from the Province is capped and cannot be used for operations.
17. The City will enter into a long-term lease agreement with the SRFC. The SRFC will also pay for their leasehold improvements within the stadium (over and above the \$278 million).
18. The City will develop an arrangement with REAL to allow for ongoing community uses in the new stadium.
19. The SRFC will contribute \$25 million through internal funds and sponsorship-related revenues to support the capital construction of the stadium.
20. Subject to the approval of City Council, the City will support both the capital construction cost and the ongoing maintenance of the facility through the allocation of incremental property tax increases and/or other new or existing revenues, as required.
21. The City and Province will continue to seek a federal funding contribution for portions of the stadium project that may be acceptable to the federal government.

### User Fees

It should also be noted that a key principle of this MOU and funding framework involves a user fee to pay a major portion of the capital construction costs. Through a facility fee charged at SRFC games, the major portion of a \$100 million loan can be repaid over 30 years. The SRFC has been supportive of this arrangement as a major element of their financial support to the project, in addition to their accumulation of \$25 million in capital funding and the payment of their own leasehold-related costs. In addition, an agreement through the Province, with SaskSport, will provide a revenue stream that will support the loan repayment, while allowing for community uses of the facility.

### City Debt

The City and Province have identified that the \$100 million loan cannot impact on the City's ability to borrow for other municipal projects, and will continue to finalize the loan arrangements identified, and work with the Saskatchewan Municipal Board to ensure that this can be achieved.

### MOU Announcement

The Province coordinated an announcement of the MOU at the July 14<sup>th</sup> home game of the SRFC. This announcement and media event included a signing of the MOU. While the MOU is non-binding, this report is intended to finalize and confirm City Council support for the project and the MOU funding arrangement. The MOU forms the basis of a funding framework that will still require the development of definitive agreements. These definitive agreements will require further discussion between the parties, and the approval of City Council before they are executed. While there is no fixed date for completion, we currently anticipate these agreements to be finalized by the end of August.

### Design & Procurement

Based on the MOU, City Administration will continue to pursue the development of a conceptual design for the stadium, assuming a \$250 million facility cost within a \$278 million project (additional \$28 million is required to support land-servicing and related costs). This conceptual design will identify what type of stadium can be achieved, based on the funds available. This conceptual design will require the approval of the Province, SRFC and City Council prior to initiating the construction process. Based on the funding identified, City Administration continues to believe that a "Spectator Roof" can be achieved, which means the spectators will be covered and comfortable, and the playing field will not have a roof. This remains a significant upgrade from the current stadium and has the potential to be one of the best facilities in Canada for football, soccer, and other community uses.

In addition, City Administration is continuing to finalize its analysis of a P3 procurement option and will be bringing this to City Council for approval, prior to the formal initiation of the procurement process. Based on these requirements, stadium construction will not begin until 2013 at the earliest and ongoing progress will be reviewed by City Council and shared with the community as details become available.

### Stadium Maintenance

While there is generally more focus on the capital construction costs of new buildings and infrastructure, another critical element that requires funding is the ongoing maintenance and periodic rehabilitation that is required for an asset that will last fifty years or more. From a facility maintenance perspective this is generally up to 2% per year plus inflation, based on the

original capital cost. In the early years of a new facility, major cost items are not generally incurred; however without allocating ongoing funding to cover larger rehabilitation projects that will be required in future years, there is a risk that the funding may never be available and the building will deteriorate due to a deferral of necessary maintenance and rehabilitation.

Within the current MOU, the funding of ongoing maintenance is provided only by the City. As the stadium building is estimated at \$250 million, the annual cost of maintenance over thirty years, including inflation, is estimated at almost \$8 million per year. This totals approximately \$230 million over the thirty year timeframe. As noted, while this money can be set aside annually, as opposed to invested up front, it remains a critical funding component to ensure proper asset management practices are being followed. These costs will be confirmed through the procurement process.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

As noted in the MOU, City Administration is continuing to refine a financial plan related to the stadium construction, as well as the ongoing maintenance and operations of the facility based on the details agreed in the MOU. This financial plan will need to align the financial requirements and capacity of the City, REAL and SRFC over the next thirty years.

From a City perspective, the financial plan is expected to require the issuance of debt to support the City's \$73 million contribution to the capital cost of the stadium. As Administration is currently finalizing the P3 procurement analysis, it is not yet known whether this debt will be issued directly by the City or through a P3 bidder on the project. In addition, the City may need to provide interim financing to the project based on the cash flow requirements during construction, but prior to the accumulation of all parties' contributions to the project.

While the accumulation of the capital required to finance the project is a major milestone in the process, it does not fully account for how the various elements of financing will be repaid. Currently, only the \$80 million provincial grant and the \$25 million SRFC contribution have no repayment requirements. The \$100 million provincial loan is expected to be repaid through the allocation of facility fee revenues and SaskSport agreement revenues to the principal and interest requirements. The total of these three items identifies a funding source for \$205 million of capital construction (plus interest on the provincial loan of about \$73 million). The City will be required to identify a funding source for the repayment of its \$73 million capital contribution, the ongoing maintenance of the facility estimated at \$230 million over thirty years, as well as any interest costs that will accrue from debt issued.

Currently, the Administration has identified several funding sources to support the City's contribution the stadium. To accumulate \$300 million in long-term funding it has been estimated that incremental property taxes of between 0.35% and 0.45% per year for ten years would be required (cumulatively this would total 3.5% to 4.5%). In addition, new revenue of approximately \$80 million has been identified from sources such as a new municipal hotel tax to contribute to capital repayment and ongoing maintenance. While an expansion of the municipal amusement tax was originally considered, it does not appear to be economically feasible based on potential increases to the facility fee required to support the repayment of the provincial loan. Of course the facility fees that were previously identified as a potential funding source have already been allocated in the MOU to repay the provincial loan.

As REAL has identified that the new stadium should expect to operate on a break-even basis, the City will be able to avoid approximately \$24 million in operating costs over thirty years that it would have incurred while continuing to operate the existing stadium. These financial savings can be reallocated to financially support the new stadium. In addition, based on the timing of cash flows, there may be excess cash accumulated at different stages over the thirty years, and these funds will be invested to accumulate incremental cash that can be applied to the ongoing costs of the stadium.

The current financial estimates have identified that these financial arrangements can be structured to allow for REAL to operate the stadium on a break-even basis (excluding maintenance), and allow the SRFC to meet their financial sustainability requirements. Further discussions with REAL and the SRFC over the coming weeks will assist in determining the final operating model and financial projections.

The Province will require the \$100 million loan to be issued to the City to meet its legal and financial requirements. The Province is aware that if there is any negative impact on the City's debt limit from the \$100 million loan, that these arrangements will need to be restructured. Any debt issued by the City, as well as any tax increases, will require the further approval of City Council prior to initiating.

### Overall Funding Summary

#### Capital/Construction Financing

Provincial Grant	80 M
Provincial Loan	100 M
SRFC Contribution	25 M
	<u>205 M</u>
City Contribution (Assumed Debt)	70 M
City Land Contribution	3 M
	<u>278 M</u>

#### Capital Repayment & Ongoing Funding Requirements (30 years)

Provincial Loan Principal	100 M
Provincial Loan Interest	74 M
City Debt Principal	70 M
City Debt Interest	51 M
Maintenance & Rehabilitation	230 M
* City Interim Financing/Contingency	<u>150 M</u>
	<u>675 M</u>

#### Revenue for Capital Repayment & Ongoing Expenditures (30 years)

SRFC Facility Fee	100 M
SaskSport Agreement	75 M
Mosaic Stadium Cost Avoidance	24 M
Hotel Tax	80 M
** Property Tax or Other Revenue	300 M
* Interest Earned	81 M
Ongoing Sponsorship Revenue	<u>15 M</u>
	<u>675 M</u>

\* City interim financing will be required to stabilize cash flows. Interim financing and interest earned will vary based on the procurement method used.

\*\* A 1% property tax increase equates to \$1.5 M in annual revenue, based on the 2012 assessment roll. \$300 M in property tax revenues is based on a 0.45% increase each year for 10 years plus inflationary growth.

### Environmental Implications

None identified with this report.

### Strategic Implications

The completion of an MOU will allow the City to make the next step forward in achieving the vision for RRI, with a funding plan to construct a new stadium. While the Province has not committed to funding the other elements of RRI, they have stated a desire to discuss these after the stadium funding partnership has been completed.

### Other Implications

None identified with this report.

### Accessibility Implications

None identified with this report.

### COMMUNICATIONS

Based on the future plans for the project and the tight timelines, the Administration is preparing a communications plan for City Council's approval. Currently, this plan is being structured to provide the public, partners and stakeholders with comprehensive information to assist them in understanding the key elements of the project, while ensuring design and construction decisions are not delayed. A key outcome will be a well-informed public, with the ultimate goal being to maintain the current levels of support for the project.

### DELEGATED AUTHORITY

The recommendations in this report are within the delegated authority of Executive Committee.

Respectfully submitted,



Brent Sjoberg,  
Deputy City Manager & CFO

Respectfully submitted,



Glen B. Davies  
City Manager

**Stadium Construction and Maintenance**  
**Memorandum of Understanding (“MOU”)**

Further to the City of Regina’s (the “**City**”) proposal of April 24, 2012, the purpose of this memorandum of understanding is to set out the high level terms and conditions with the Province of Saskatchewan (the “**Province**”) and the Saskatchewan Roughrider Football Club Inc. (the “**SRFC**”) to fund the City’s plan to build and maintain a replacement for Mosaic Stadium (the “**Stadium**”). The three parties to this MOU are committed to working towards building and maintaining a world-class Stadium in a spirit of partnership, co-operation and collaboration. All of the terms, conditions, covenants, warranties and representations between the parties, relating to this proposed transaction must be reflected in definitive agreements (the “**Agreements**”) executed by all of the parties before any binding contract or agreement will be deemed to exist whatsoever.

The following terms represent the intentions of the parties:

1. **Owner:** The City will be the owner of the Stadium and will manage the Stadium through a municipally controlled corporation (“**REAL**”).
2. **Location:** The Stadium will be located on the City-owned land known as Evraz Place. The Stadium location within these lands will be determined by the City, and will be intended to support the needs of the SRFC, maximize the community benefit and integration, as well as support the financial sustainability of REAL.
3. **Financial Plan:** The City and SRFC will agree on a financial plan that provides for the Stadium construction within funding limits, provides a funding stream for the regular ongoing maintenance and rehabilitation of the Stadium over its lifetime, and allocates ongoing revenues to ensure the Stadium, REAL and SRFC can continue to operate on a financially sustainable basis.
4. **Procurement:** The City will determine and execute the appropriate procurement process for the construction of the Stadium. The Stadium procurement will be based on a total cost limit of \$278 million, including site preparation and related land servicing costs.
5. **Construction Timing:** It is understood that the construction of the facility will be targeted to open in early 2017; however, this timing may be adjusted once the final procurement process has been determined by the City, and the Agreements have been executed.
6. **Stadium Construction and Design:** The Stadium design and construction will be managed by the City through its procurement process. To assist the design process, each of the Province and SRFC will provide to the City a written brief of their facility requirements and expected outcomes. As the SRFC are the lead tenant, to the extent possible, the City will collaborate and consult with SRFC to ensure the design and functionality meets program requirements and identifies revenue opportunities, while ensuring the critical path of the schedule is maintained, such collaboration and consultation to include:

**Stadium Construction and Maintenance**  
**Memorandum of Understanding (“MOU”)**

- a. SRFC participation in an integrated fashion with the Stadium project team as it relates to conceptual planning activities on the Stadium project. This would involve, but not be limited to, full and active participation by a dedicated SRFC representative and/or other subject matter experts in Stadium project planning meetings, consultant workshops and conceptual design meetings around key Stadium design elements.
- b. Information provided to SRFC to be able to provide project reporting to the SRFC Executive Management during the planning and construction period.
- c. SRFC review and approval of key milestones to be identified and agreed in advance, based on the project schedule.
- d. SRFC review and approval of conceptual designs to be made public.
- e. SRFC participation in procurement document preparation and P3 partner and/or construction manager selection for project delivery, as applicable.

At key design milestones, the design will be reviewed by the project team and approved by the City, SRFC and Province in a timely manner to ensure the critical path of the schedule is maintained, and that the functionality continues to meet SRFC program requirements. The Province may assign a designate to participate with the City and SRFC in the design process. The Province and the SRFC acknowledge and agree that although the City will collaboratively work with the SRFC and the Province in designing and constructing the Stadium, the City will retain decision making authority in relation to the final Stadium design and construction subject to the funding limitations of the partners identified in this MOU.

7. **Roof Ready:** A provincial funding condition is that the Stadium be designed in such a way that a roof, either fixed or retractable, could be added in the future should the owner so agree. For the purposes of satisfying the condition three criteria must be met:

- a. The conceptual drawings for the Stadium must include drawings of the proposed Stadium with a fixed roof or retractable roof, resulting in a fully enclosed facility.
- b. The detailed drawings for the Stadium must contain no impediment in the detailed design that would restrict the option of a fixed or retractable roof from future consideration.
- c. The architect/designer must provide a cost estimate for the fixed and retractable roof options.

8. **Stadium Oversight Committee:** A Stadium Oversight Committee will be created to oversee the general status of operations of the Stadium and its finances. The Stadium Oversight Committee will include two representatives from the City, two representatives from the SRFC, one representative from REAL, and allow for additional representation from other major tenants that may lease the Stadium (i.e. professional soccer teams). The Stadium Oversight Committee will be chaired by a City Representative.

**Stadium Construction and Maintenance**  
**Memorandum of Understanding (“MOU”)**

REAL will operate independently of the Stadium Oversight Committee, but will support the processes of the Stadium Oversight Committee as noted in this MOU.

- 9. Stadium Oversight Committee Approvals:** REAL will provide quarterly reporting to the Stadium Oversight Committee identifying financial results and any operational issues that need to be addressed or future opportunity that will be pursued. REAL will be required to consult with and obtain approval from the Stadium Oversight Committee in relation to the following items:
- a. The approval of an annual strategic business plan for the Stadium; and
  - b. Any material alteration, change, improvement, addition or repair to the Stadium.
- 10. Stadium Financial Reporting:** The revenues and expenses related to the operations of the Stadium will be managed by REAL and will be available on a segregated basis, to the extent feasible, for the review of the Stadium Oversight Committee.
- 11. Facility Fee:** A facility fee will be charged on major commercial events at the Stadium.

While the loan from the Province remains outstanding, the lease between the City and the SRFC, entered into in accordance with Section 16 of this MOU will specify that the City and SRFC will mutually agree on any change to the initial \$12.00 facility fee for Canadian Football League (“CFL”) games to repay the principal portion of the provincial loan.

Following the repayment of the loan to the Province and upon the expiry of the initial term of the lease, the City and the SRFC shall each negotiate in good faith to determine a mutually acceptable facility fee rate for CFL games that will ensure appropriate funding will be present for capital improvement and the maintenance of the Stadium.

The rate charged for the facility fee on other events will be determined by the City, while ensuring the facility can operate on a financially sustainable basis and the economic viability of Stadium tenants and events is not compromised.

The City and REAL will ensure all revenues from facility fees are accounted for separate of other revenue streams on a cumulative basis.

- 12. Provincial Grant:** The Province will provide a grant to the City totalling \$80 million. This grant will be paid out over four years with \$5 million in the 2012/13 fiscal year, \$25 million in the 2013/14 fiscal year, \$25 million in the 2014/15 fiscal year, and the final \$25 million in the 2015/16 fiscal year.
- 13. Cost Reductions:** The Province’s grant of \$80 million to the City for the Stadium is based on a total cost, including in-kind contributions and interim financing costs, of

**Stadium Construction and Maintenance**  
**Memorandum of Understanding ("MOU")**

\$278 million. In the event that the Stadium costs less than \$278 million, the direct grants/financing from the partners will be in exact proportion to the following Provincial/City/Rider funding ratio of 80/73/10 respectively, subject to adjustment based on the final contribution provided. For clarity, this ratio excludes the \$100 million provincial loan and any third party sponsorship or similar funding sources that are raised to support the project.

In the event the Province and SRFC have advanced more capital funding than required by the funding ratio, the City shall return the funding within 30 days of the Stadium being declared substantially complete by the project manager.

- 14. Provincial Loan Terms:** The Province will provide a \$100 million loan to the City for the purposes of financing the Stadium. The loan will be set at the provincial cost of borrowing plus transaction costs amortized over 30 years and repayable annually from the date that the project is considered as substantially complete by the project manager. In order to reduce the risk of higher interest rates, the Province agrees to review with the City and the SRFC, the possibility of hedging the interest rate risk through borrowing earlier than the completion of the project and having the interest costs during construction capitalized into the cost of the project as a low cost form of interim financing or alternatively some form of direct interest rate hedge. The loan will be repaid primarily through a facility fee on SRFC football tickets. A provincial loan of \$100M at a 4% interest rate would require an annual payment of \$5.79M per year for 30 years.
- 15. Amateur Sport Use of the Stadium:** The City, through REAL, will negotiate an agreement with SaskSport for a 30 year term, that will provide administrative space for amateur sports associations plus allow for amateur sporting events to be held at the stadium for an annual fee. The Province will reimburse SaskSport for the annual fee of approximately \$2.5M. The agreement between REAL and SaskSport is not meant to provide free event and administrative space for all amateur sports and should not compromise the operating sustainability of the stadium.
- 16. Provincial Funding Requirements:** The Province will cap its participation in the project at the funding levels outlined in this MOU. Any capital cost overruns will be the responsibility of the other parties. Also, the Province will not provide any operating funding and therefore the financial model for the Stadium will need to demonstrate self-sufficiency.
- 17. Rider Lease:** A standard long term commercial lease, with a term of 30 years, will be negotiated between REAL and SRFC prior to the initiation of the Stadium procurement process and the issuance of the loan from the Province. The City, either directly or through REAL, will not be expected to subsidize SRFC over the life of the Stadium. The lease will require SRFC to be solely responsible for the financial costs of their leasehold improvements.

**Stadium Construction and Maintenance**  
**Memorandum of Understanding (“MOU”)**

- 18. Community Use:** The Stadium will be expected to provide a commercial rental rate to non-commercial users (i.e. those who are not intending to make a profit from the use of the Stadium). The City will define who qualifies as a non-commercial user for the purpose of subsidizing their ability to pay the commercial rental rate without compromising the operating sustainability of REAL.
- 19. Rider/Private Funding:** SRFC will lead a process to accumulate \$25 million in naming rights, sponsorships and related funding, to be contributed to the City prior to the completion of Stadium construction. The SRFC will operationally support the charging of the facility fee contemplated in section 11 of this MOU at no charge to the City.
- 20. City Funding:** The City will support both the capital costs and ongoing Stadium maintenance costs by providing a combination of upfront and ongoing funding to the project. Subject to the approval of City Council, this funding is intended to include an earmark of incremental property tax increases, and an allocation of other new or existing revenues, as required. The total of the City’s capital and maintenance funding is estimated at \$485 million over thirty years, and includes a \$73 million commitment to Stadium construction, \$230 million in long-term maintenance, and the balance in financing, procurement and related project costs. Based on the procurement method utilized by the City, the type and method of funding may change, but will still meet the City’s proportional funding of the up-front capital and ongoing maintenance of the Stadium, as determined by the financial plan.
- 21. Federal Funding:** The Province and the City will pursue federal funding for the municipal infrastructure component of the project as well as for any potential incremental amenities that might be complementary to the stadium project. Any federal funding received will be considered as incremental to the funding committed by the parties and used exclusively to enhance the available uses, the design, or the quality of the project.

This letter constitutes a summary of discussion items only and does not create any legally binding rights or obligations whatsoever. In particular, no party shall have any binding rights or obligations until such time that this transaction has been approved by the Provincial Cabinet, Regina City Council, and SRFC Board of Directors, and the parties have negotiated, signed and delivered the definitive agreements.

**Stadium Construction and Maintenance**  
**Memorandum of Understanding ("MOU")**

As the parties are in agreement with the terms described in this letter, please indicate acceptance by signing this letter where indicated and returning an original copy to the City.

*If the City is in agreement with the foregoing, please sign below:*

**City of Regina**

Per: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

*If the Province is in agreement with the foregoing, please sign below:*

**Province of Saskatchewan**

Per: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

*If the SRFC are in agreement with the foregoing, please sign below:*

**Saskatchewan Roughrider Football Club Inc.**

Per: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

July 18, 2012

To: Members,  
Executive Committee

Re: Regina Revitalization Initiative – Communications Plan

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RECOMMENDATION

1. That Council approve the following as key elements for a communications plan for the Regina Revitalization Initiative (RRI):
  - a. That, as an immediate outcome, the communications plan focuses on creating awareness in the community of the facts and progress of the RRI;
  - b. That, as a long-term outcome, the communications plan attempts to build and maintain support for RRI in the community;
  - c. That public consultations regarding the stadium design consist primarily of informing the public of key decisions, milestones and information;
  - d. That a communications framework agreement be developed to ensure all partners are communicating effectively and consistently on the project.
2. That up to \$100,000 be allocated from the General Fund Reserve to provide the financial resources necessary to initiate the plan.

CONCLUSION

With the confirmation of funding and a budget for the new stadium, RRI enters a new phase. For the purposes of communications, this phase will last from now until construction begins on the new stadium. As a result, a communications plan is required to ensure the public and stakeholders are informed and understand the project. The long-term communications goal for RRI is to build and maintain support for the initiative among citizens and stakeholders.

The plan will include an approach for public involvement in the design process for the stadium. The recommended level of public participation will be to inform the public of the design concepts as they are developed.

In order to ensure the partners involved in the project are communicating in a coordinated fashion, a communications framework will be developed involving the City of Regina, the Province of Saskatchewan, the Saskatchewan Roughriders and Regina Exhibition Associated Ltd (REAL).

Once Council has approved the key elements of a communications plan, a complete tactical plan will be developed.

BACKGROUND

RRI was launched by the City of Regina in May, 2011 as a vision to redevelop two large areas of land in Regina's inner-city. Communications over the past year have focussed primarily on announcing key milestones in the project. Many of the milestones were process-oriented steps, such as setting up the RRI business unit, approval of the vision and guiding principles for the project, and an exercise to determine the viability of the project as a Public-Private Partnership.

Announcements took the form of media briefings and events. Information was also communicated using the City's suite of social media tools. A section of Regina.ca was created as a source for all RRI related information.

On Saturday, July 14, 2012, the Province, City and Saskatchewan Roughriders jointly announced an MOU which sets out a funding framework and budget for the stadium project. The announcement included a briefing and news conference for media, and an announcement at Mosaic Stadium prior to the Roughrider game.

## DISCUSSION

The key elements for a communications plan as proposed in this report will form the basis of a detailed tactical plan that will support RRI and the stadium project during the pre-construction stage. The proposed immediate outcome is to build awareness in the community of the basic facts of the initiative and keep public and stakeholders informed of progress. The proposed longer-term outcome is to build and maintain support for RRI throughout the life of the initiative. Another important consideration is to build and maintain the confidence of investors, developers and potential private sector partners for RRI.

The challenges include overcoming approximately three years of expectations among the public and stakeholders. The project originally envisioned a domed stadium on the CP Rail land downtown. In May, 2012, the Administration released a proposal that included an open-air stadium with a spectator roof on the site of Evraz Place. As a result, many in the community still need to understand the rationale for the type of stadium and the final location as the best options for the community. They also need facts and information about the funding arrangement, put in terms that the average citizen can understand.

Once the outcomes are confirmed, the Administration will develop a detailed tactical plan that will identify tools and actions required to deliver the outcomes. The tactics to support the outcomes identified in this report will include development of a brand and creative identity for RRI and the three major projects within the initiative: the stadium project; the redevelopment of the Mosaic Stadium site; and the redevelopment of the CP Rail land along Dewdney Avenue.

A website for RRI will be developed which will serve as a source of information for all project related information. It will include a timeline feature which will show the progress to date and key steps toward completion of the project. The website could be ready to launch in late August or early September.

The tactical plan will include outreach to stakeholders, including the business and community groups. A presentation and print materials will be developed to support the outreach effort. Media updates and briefings will be held to inform the public, through the media, of decisions and progress.

A key step in the process to build the stadium is to determine the design of the facility. In order to ensure the stadium is acceptable to the public, some form of public consultation is recommended. A challenge is to develop a meaningful process for public consultation that also ensures project time lines continue to be met.

The recommended approach is to inform the public of key steps in the design process using a number of tools (website, public information sessions, and fact sheets). The objective will be to provide the public with balanced and objective information to assist them in understanding design challenges, alternatives and solutions.

This approach is recommended for two reasons. First, the main design elements will be developed with significant input from the project partners, including the Saskatchewan Roughriders and REAL, to ensure the design works from a business and operational perspective. Second, developing a meaningful process to gather, analyse and adopt public feedback into a design process would put the current project schedule at risk. With the recommended approach, people will have an opportunity to become informed about the design, and provide their comments. The main source of input into the design, however, will be the project partners.

A communications framework for the project partners is also recommended. The framework will establish roles, protocols and processes for ensuring all partners are communicating consistently and effectively with a variety of audiences. While the City is the lead on the project, each of the partners has access to the public and stakeholders through their own communications and marketing programs. For example, the Roughriders have an extensive fan base and tools enabling them to communicate with many people throughout the province. REAL has thousands of people coming through its facilities throughout the year, again providing a valuable channel to connect with citizens. A communications framework will ensure the project reaps the benefit of the collective ability of each partner to reach audiences.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

A complete budget will be developed once the tactical plan is complete. The main cost components for this phase of communications are the brand development, a website, advertising for public information sessions, and publications. The estimated budget required will be approximately \$100,000 for the pre-construction phase, depending on the mix of tools and tactics required.

### Environmental Implications

None identified with this report.

### Strategic Implications

Establishing a strong communications plan will be critical to ensure the success of the project. Creating public awareness and understanding of the project components, and maintaining support among stakeholders and the public, are the primary goals.

### Other Implications

None identified with this report.

Accessibility Implications

None identified with this report.

COMMUNICATIONS

The communications plan is outlined in the body of this report.

DELEGATED AUTHORITY

The recommendation in this report is within the delegated authority of Executive Committee.

Respectfully submitted,

A handwritten signature in purple ink, appearing to read 'J. Bohach'.

Jeff Bohach  
Manager of Communications

Respectfully submitted,

A handwritten signature in purple ink, appearing to read 'B. Sjoberg'.

Brent Sjoberg  
Deputy City Manager and CFO