CITY COUNCIL

Monday, June 22, 2015
5:30 PM

Henry Baker Hall, Main Floor, City Hall

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Agenda
City Council
Monday, June 22, 2015

CONFIRMATION OF AGENDA

MINUTES FROM THE MAY 25, 2015 MEETING

PUBLIC NOTICE BYLAWS AND RELATED REPORTS

DE15-40 Rob Kaminski – SaskTel: Application for Sale of Dedicated Lands (15-SD-01) - Portion of Qu'Appelle Park - 1301 Parker Avenue

CR15-63 Regina Planning Commission: Application for Sale of Dedicated Lands (15-SD-01) - Portion of Qu'Appelle Park - 1301 Parker Avenue

Recommendation

1. That the application for the sale of a portion of Public Reserve Parcel R3 in Plan No. 71R28646 as described as proposed Parcel U on the attached plan of proposed subdivision prepared by Scott Assié, RPP dated November 29, 2013, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw.

DE15-41 Judith Veresuk – RDBID: 2015 City of Regina Office Policy Review

CR15-64 Regina Planning Commission: 2015 City of Regina Office Policy Review

Recommendation

1. That Part A of Bylaw No. 2013-48 (*Design Regina: The Official Community Plan*) be amended by adding the following clause after clause 7.33:

   That, notwithstanding any other policy herein, Council may approve a proposed medium or major office building where the purpose of the proposed development is to relocate an existing building away from an existing industrial activity, or other activity, that may, in the estimation of Council, pose as a conspicuous hazard.

2. That the City Solicitor be directed to prepare the necessary bylaw to amend Part A of Bylaw No. 2013-48 (*Design Regina: The Official Community Plan*).

CR15-65 Regina Planning Commission: Application for Partial Road Closure (15-CL-03) - Portion of McDonald Street Adjacent to 415 Longman Crescent

Recommendation

1. That the application for the closure and sale of a portion of McDonald Street right-of-way as shown on the attached plan of proposed subdivision prepared by Altus Geomatics Limited Partnership, dated December 24, 2014 and legally described as a portion of Parcel #165087939, St/L 3, Plan No. 90R58264, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw.

CR15-66 Regina Planning Commission: Zoning Bylaw Amendment (15-Z-10) - MS - Mainstreet Zone to MAC - Major Arterial Commercial 4450 Rochdale Boulevard

Recommendation

1. That the application to rezone Block W, Plan No. 00RA0511 Ext. 1, Lakeridge Subdivision located at 4450 Rochdale Boulevard from MS - Mainstreet Zone to MAC - Major Arterial Commercial Zone be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.

2015-41 AUTHORIZATION TO SELL A PORTION OF THE DEDICATED LANDS OF MUNICIPAL RESERVE PARCEL R3 IN PLAN NO. 71R28646

2015-42 A BYLAW TO PROVIDE FOR THE SALE AND CLOSURE OF A PORTION OF MCDONALD STREET RIGHT-OF-WAY

2015-43 THE REGINA ZONING AMENDMENT BYLAW, 2015 (No. 18)

2015-44 DESIGN REGINA: THE OFFICIAL COMMUNITY PLAN AMENDMENT BYLAW, 2015 (No. 2)

DELEGATIONS, BYLAWS AND RELATED REPORTS

DE15-42 Patricia Palaschuk – Regina Optimist Dolphins Swim Club: 2016-2017 Community Services Fees and Charges

CR15-67 Community and Protective Services Committee: 2016-2017 Community Services Fees and Charges

Recommendation

1. That the fees and charges as outlined in Appendix A, Schedules A-H be approved.

2. That the City Solicitor be instructed to prepare an amendment to *The Community Services Fees Bylaw, 2011* to update the fees and charges as outlined in Appendix A of this report.

CR15-68 Finance and Administration Committee: Property Tax Exemption - Ahmadiyya Muslim Jama`at (AMJ)

Recommendation

1. That the request from the Ahmadiyya Muslim Jama`at (AMJ) for a two year tax exemption agreement for the property at 3810 Eastgate Drive, under the condition that if the land is sold during that time period that AMJ would be responsible for the taxes be APPROVED.

2. That the request for an abatement for previous year's taxes be DENIED.

3. That the City solicitor be instructed to bring forward the necessary two year tax exemption agreement and bylaw to provide for the property tax exemption.

2015-45 THE COMMUNITY SERVICES FEES AMENDMENT BYLAW, 2015

2015-46 THE 3810 EASTGATE DRIVE TAX EXEMPTION BYLAW, 2015

DELEGATIONS AND RELATED REPORTS

DE15-43 Bill Thorn - Regina Flying Club: Regina Flying Club Request for Property Tax Exemption

DE15-44 Al Bateman – Regina Flying Club: Regina Flying Club Request for Property Tax Exemption

CR15-69 Finance and Administration Committee: Regina Flying Club Request for Property Tax Exemption

Recommendation
No recommendation is being made to City Council by the Finance and Administration Committee.

DE15-45 Ken Dishaw – Tartan Curling Club: Tartan Curling Club Cooperative and Highland Curling Club Request for Property Tax Exemption

DE15-46 Derek Boe - Highland Curling Club: Tartan Curling Club Cooperative and Highland Curling Club Request for Property Tax Exemption

DE15-47 Brian Warbey - Caledonian Curling Club: Tartan Curling Club Cooperative and Highland Curling Club Request for Property Tax Exemption

DE15-48 Kenda Richards – Curl Regina: Tartan Curling Club Cooperative and Highland Curling Club Request for Property Tax Exemption

CR15-70 Tartan Curling Club Cooperative and Highland Curling Club Request for Property Tax Exemption

Recommendation
That the requests from the Tartan Curling Club Cooperative at 1464 Broadway Avenue and Highland Curling Club located at 348 Broad Street for five year property tax exemptions be DENIED.

DE15-49 Adrienne Duke: Application for Discretionary Use (15-DU-03) - Proposed Bed and Breakfast Homestay - 201 Douglas Crescent

CR15-71 CR15-71 - Regina Planning Commission: Application for Discretionary Use (15-DU-03) Proposed Bed and Breakfast Homestay - 201 Douglas Crescent

Recommendation
That the discretionary use application for a proposed Bed and Breakfast Homestay located at 201 Douglas Crescent, being Lot 18, Block 15, Plan No. FP620 ext. 0, Arnheim Place Subdivision be APPROVED and that a Development Permit be issued subject to the following conditions:

a) The development shall be consistent with the plans attached to this report as Appendix
A-3.1 to A-3.2 inclusive, prepared by Adrienne Duke and dated January 2015; and

b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250.*

DE15-50 John Klein: Charging Stations for Electronic Vehicles

CR15-72 Public Works and Infrastructure Committee: Charging Stations for Electronic Vehicles

Recommendation
That this report be received and filed.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

CR15-73 Regina Regional Opportunities Commission - Transition to a Non-Profit Corporation Controlled by the City of Regina

Recommendation

1. That the conversion of the Regina Regional Opportunities Commission ("RROC") to a non-profit corporation under *The Non-Profit Corporations Act, 1995* (Saskatchewan), with the City as the sole voting membership holder be approved.

2. That the City Solicitor be authorized to finalize and file the Articles of Incorporation at the Saskatchewan Corporate Registry to bring effect to the conversion of RROC as outlined in recommendation #1.

3. That the Chief Financial Officer be designated as the City's proxy for the purposes of exercising the City's voting rights in RROC in accordance with such direction as may be provided by City Council from time to time.

4. That the Administration bring a subsequent report to Executive Committee with recommendations relating to a revised governance structure for RROC in last quarter of 2015.

5. That when the conversion of RROC under *The Non-Profit Corporations Act, 1995* (Saskatchewan) is complete, the Administration bring a report forward to repeal Bylaw No. 2009-20.

FINANCE AND ADMINISTRATION COMMITTEE

CR15-74 2014 City of Regina Annual Report and Public Accounts

Recommendation
That this report be approved by City Council as provided.

CR15-75 Sale of 1555 8th Avenue

Recommendation

1. That the sale of the property of 1555 8th Avenue to the tenant at market value without a public offering be APPROVED.

2. That the City Manager or his delegate be authorized to negotiate the terms and conditions of the sale as outlined in this report.

3. That item CR14-138 be removed from the list of outstanding items for the Finance and Administration Committee.

CR15-76 Request for $100,000 from Golf Course Reserve

Recommendation

That City Council approve the withdrawal of $100,000 from the Golf Course Reserve and allocate the funds to the Parks & Open Space Golf Course Capital account to allow golf course restoration projects initiated in the fall of 2014 to be completed and for 2015 projects to proceed.

REGINA PLANNING COMMISSION

CR15-77 Discretionary Use Application (14-DU-28) Proposed Shopping Centre 2055 Prince of Wales Drive – East Superstore Site

Recommendation

That the Discretionary Use Application for a proposed shopping centre located at 2055 Prince of Wales Drive, being Block T, Plan No. 00RA08920, Spruce Meadows Subdivision be APPROVED, and that a Development Permit be issued subject to the following conditions:

a) The development shall be consistent with the plans attached to this report as Appendix A-3.1 to A-3.10 inclusive, prepared by Mallen Gowing Berzins Architecture Incorporated and dated March 18, 2015; and

b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250.*

INFORMATIONAL REPORTS

IR15-10 Public Works and Infrastructure Committee: Residential Road Network Improvement Plan

Recommendation
That this report be received and filed.

IR15-11 Public Works and Infrastructure Committee: Multi-Use Pathway Near Prince of Wales Drive

Recommendation
That this report be received and filed.

BYLAWS

2015-38 NEKANEET FIRST NATIONS MUNICIPAL SERVICES AGREEMENT EXECUTION BYLAW

ADJOURNMENT

AT REGINA, SASKATCHEWAN, MONDAY, MAY 25, 2015

AT A MEETING OF CITY COUNCIL

AT 5:30 PM

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: Mayor Michael Fougere, in the Chair
Councillor Sharron Bryce
Councillor Bryon Burnett
Councillor John Findura
Councillor Jerry Flegel
Councillor Shawn Fraser
Councillor Bob Hawkins
Councillor Terry Hincks
Councillor Wade Murray
Councillor Mike O'Donnell
Councillor Barbara Young

Also in Attendance: Chief Legislative Officer & City Clerk, Jim Nicol
Deputy City Clerk, Erna Hall
City Manager & CAO, Glen B. Davies
Executive Director, Legal & Risk, Byron Werry
Deputy City Manager & COO, Brent Sjoberg
Chief Financial Officer, Ed Archer
Executive Director, City Planning & Development, Diana Hawryluk
Executive Director, City Services, Kim Onrait
Executive Director, Human Resources, Pat Gartner
Executive Director, Transportation & Utilities, Karen Gasmo
A/Director, Communications, Myrna Stark Leader
Director, Development Services, Louise Folk
Manager, Paratransit & Accessibility, Lynette Griffin

CONFIRMATION OF AGENDA

Councillor Sharron Bryce moved, seconded by Councillor Bob Hawkins that the agenda for this meeting be approved, as submitted, after adding item CP15-10 – Chief Fourhorns and T.J. Waller Q.C. – Nekaneet First Nation, and that the delegations listed on the agenda be heard when called forward by the Mayor.

The motion was put and declared CARRIED UNANIMOUSLY.

ADOPTION OF MINUTES

Councillor Wade Murray moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that the minutes for the meeting held on April 27, 2015 be adopted, as circulated.

PUBLIC NOTICE BYLAWS AND RELATED REPORTS

CR15-54 Regina Planning Commission: Zoning Bylaw and Concept Plan Amendment (15-Z-03/15-CP-01) - 1201 N. Pasqua Street - Capital Crossing - Hawkstone Subdivision

Recommendation

1. That the application to amend the Hawkstone Concept Plan, as depicted on the attached Appendix A-3.2, be APPROVED.

2. That the following lands in Capital Crossing of the Hawkstone Concept Plan Area, which is part of 1201 N. Pasqua Street, be rezoned from UH – Urban Holding, as shown on the attached plan of proposed subdivision (Appendix A-3.3):

    a. Rezone from UH to MAC – Major Arterial Commercial:
        i. Blocks 1, 5, and 6
    b. Rezone from UH to MS – Mainstreet Commercial:
        i. Blocks 2-4, and 7
    c. Rezone from UH to R6 – Residential Multiple Housing:
        i. Block 8
    d. Rezone from UH to PS – Public Service
        i. MR1, MR3, and MU1

3. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendments.

Councillor Mike O'Donnell moved, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that the recommendations of the Regina Planning Commission contained in the report be concurred in.

CR15-55 Regina Planning Commission: Application for Road Closure (14-CL-09) - Portions of Arcola Avenue near Victoria Avenue

Recommendation

1. That the application for the closure of a portion of road adjacent to Arcola Avenue, as shown on the attached plan of proposed subdivision prepared by P. Shrivastava, dated November 4, 2014 and legally described as follows, be APPROVED:

    "All that portion of Lane in Regina, Saskatchewan, Plan 85R06245 & Plan DV270 adjacent Block 33A as shown on a Plan of Proposed Subdivision by P.Shrivastava S.L.S and dated November 4th 2014."

2. That the City Solicitor be directed to prepare the necessary bylaw.

Councillor Mike O'Donnell moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the recommendations of the Regina Planning Commission contained in the report be concurred in.

CR15-56 Regina Planning Commission: Application for Zoning Bylaw Amendment (14-Z-25) - Rezoning to PS - Public Service – Municipal and Environmental Reserve Parcels - The Creeks Subdivision (Phase 7)

Recommendation

1. That the application to rezone proposed lot MR3, being part of Parcel B, Plan No. 101929530 and existing Parcels ER1 and ER2, Plan No. 102142434, The Creeks Subdivision, as shown on the attached plan of proposed subdivision (Appendix A-3), from R1 – Residential Detached to PS – Public Service, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.

Councillor Mike O'Donnell moved, seconded by Councillor Bryon Burnett, AND IT WAS RESOLVED, that the recommendations of the Regina Planning Commission contained in the report be concurred in.

2015-33 THE REGINA ZONING AMENDMENT BYLAW, 2015 (No. 15)

2015-34 A BYLAW TO PROVIDE FOR THE CLOSURE AND SALE OF A PORTION OF ARCOLA AVENUE RIGHT-OF-WAY

2015-35 THE REGINA ZONING AMENDMENT BYLAW, 2015 (No. 16)

Councillor Bob Hawkins moved, seconded by Councillor Shawn Fraser, AND IT WAS RESOLVED, that Bylaws No. 2015-33, 2015-34 and 2015-35 be introduced and read a first time. Bylaws were read a first time.

No letters of objection were received pursuant to the advertising with respect to Bylaws No. 2015-33, 2015-34 and 2015-35.

The Clerk called for anyone present who wished to address City Council respecting Bylaws No. 2015-33, 2015-34 and 2015-35 to indicate their desire.

No one indicated a desire to address Council.

Councillor Bob Hawkins moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that Bylaws No. 2015-33, 2015-34 and 2015-35 be read a second time. Bylaws were read a second time.

Councillor Bob Hawkins moved, seconded by Councillor John Findura that City Council hereby consent to Bylaws No. 2015-33, 2015-34 and 2015-35 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Bob Hawkins moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that Bylaws No. 2015-33, 2015-34 and 2015-35 be read a third time. Bylaws were read a third and final time.

COMMUNICATIONS, BYLAWS AND RELATED REPORTS

CP15-9 Patrick McDonald, Q.C. – Courtland Management Ltd: Heritage Building Rehabilitation Program Application for Tax Exemptions – Patton Residence 2398 Scarth Street

Councillor Terry Hincks moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that this communication be received and filed.

CR15-57 Finance and Administration Committee: Heritage Building Rehabilitation Program Application for Tax Exemptions – Patton Residence 2398 Scarth Street

Recommendation

1. That a tax exemption for the property known as the Patton Residence, located on Lot 12, Block 460, Plan No. Old 33 Ext.0, addressed at 2398 Scarth Street be APPROVED in an amount equal to the lesser of:
   a) 50 per cent of eligible costs for the work described in Appendix D; or
   b) An amount equal to the total property taxes payable for 10 years.

2. That the provision of the property tax exemption be subject to the following conditions:
   a) Eligibility for the property tax exemption includes the requirement that the property possesses and retains its formal designation as a Municipal Heritage Property in accordance with *The Heritage Property Act*.
   b) The property owner shall submit detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the identified conservation work as described in Appendix D. In the event the actual costs exceed the corresponding estimates by more than 10 per cent the property owner shall provide full particulars as to the reason(s) for any cost overrun. It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for eligible work.
   c) The work that is completed and invoices submitted by September 30 each year would be eligible for an exemption the following year for up to 50 per cent of the cost of approved work.

3. That the City Solicitor be instructed to prepare the necessary agreement and authorizing bylaw for the property tax exemption as detailed in this report.

4. That the Executive Director of City Planning & Development or designate be authorized to approve the Heritage Alteration Permit for the conservation work to be done on the foundation of the building and window pane replacement in accordance with the Conservation Plan (Appendix D to this report).

Councillor Wade Murray moved, seconded by Councillor Shawn Fraser, AND IT WAS RESOLVED, that the recommendations of the Finance and Administration Committee contained in the report be concurred in.

CM15-6 Amendments to *The Regina Traffic Bylaw, 1997 No. 9900*

Recommendation

1. That City Council approve the amendments to *The Regina Traffic Bylaw, 1997, No. 9900* (the "Traffic Bylaw") contained within Appendix A to this report.

2. The City Solicitor be instructed to amend the Traffic Bylaw to reflect the changes proposed in Appendix A to this report.

Councillor Mike O'Donnell moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

(Councillor Hincks left the meeting.)

2015-36 THE PRESERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE PATTON RESIDENCE LOCATED AT 2398 SCARTH STREET BYLAW, 2015

2015-37 THE REGINA TRAFFIC AMENDMENT BYLAW, 2015 (No. 2)

Councillor Bob Hawkins moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that Bylaws No. 2015-36 and 2015-37 be introduced and read a first time. Bylaws were read a first time.

Councillor Bob Hawkins moved, seconded by Councillor Bryon Burnett, AND IT WAS RESOLVED, that Bylaws No. 2015-36 and 2015-37 be read a second time. Bylaws were read a second time.

Councillor Bob Hawkins moved, seconded by Councillor Jerry Flegel that City Council hereby consent to Bylaws No. 2015-36 and 2015-37 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Bob Hawkins moved, seconded by Councillor Mike O'Donnell, AND IT WAS RESOLVED, that Bylaws No. 2015-36 and 2015-37 be read a third time. Bylaws were read a third and final time.

DELEGATIONS AND RELATED REPORTS

DE15-39 Amanda Lewis – REALM: Two Additional Paratransit Buses

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Amanda Lewis, representing REALM Foundation Inc. addressed Council and answered a number of questions.

Pursuant to the provisions of Section 16(11)(c) of City Council's *Procedure Bylaw No. 9004*, this brief was tabled until after consideration of CR15-58, a report from the Finance and Administration Committee respecting the same subject.

CR15-58 Finance and Administration Committee: Two Additional Paratransit Buses

Recommendation
That Transit Administration be authorized to purchase two additional Paratransit buses from the capital budget.

Councillor Wade Murray moved, seconded by Councillor Bob Hawkins that the recommendations of the Finance and Administration Committee contained in the report be concurred in.

Mayor Michael Fougere stepped down to enter debate.
Councillor Bob Hawkins assumed the Chair.
Mayor Michael Fougere returned to the Chair prior to the vote.

The motion was put and declared CARRIED.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

CP15-10 Chief Fourhorns and T.J. Waller Q.C. – Nekaneet First Nation: Servicing and Compatability Agreement with Nekaneet First Nation

Councillor Bob Hawkins moved, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that this communication be received and filed.

CR15-59 Servicing and Compatability Agreement with Nekaneet First Nation

Recommendation

1. That the Municipal Services and Compatibility Agreement between the City of Regina and Nekaneet First Nation in the form appended as Schedule A to this report be approved.

2. That the City Solicitor be instructed to bring forth the necessary bylaw authorizing execution of the Agreement.

3. That the Mayor and City Clerk be authorized to execute the agreement on behalf of the City of Regina.

Councillor Bob Hawkins moved, seconded by Councillor Mike O'Donnell, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

CR15-60 Regina Civic Employees' Superannuation & Benefit Plan

Recommendation
That City Council approve of the pension implementation date being changed from July 1, 2015 to January 1, 2016.

Councillor Bob Hawkins moved, seconded by Councillor Bryon Burnett that the recommendations contained in the report be concurred in.

(Councillor Murray left the meeting.)

The motion was put and declared CARRIED.

REGINA PLANNING COMMISSION

CR15-61 Park Naming - Iannone and Baker

Recommendation

1. That Skyview MR-2 (6301 Dewalt Avenue) be named Iannone Park.

2. That Edgewater MR-2 (8801 Sherwood Drive) be named Baker Park.

Councillor Mike O'Donnell moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

CR15-62 Core Neighbourhood Sustainability Action Plan Implementation Update

Recommendation

1. That future progress reports on the Core Neighbourhood Sustainability Action Plan be provided to Regina Planning Commission and City Council annually in the format of a memorandum.

2. That, moving forward, this information will be available on the City's Open Government site.

Councillor Mike O'Donnell moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

ADJOURNMENT

Councillor Sharron Bryce moved, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that Council adjourn.

The meeting adjourned at 6:25 p.m.

Mayor

City Clerk

DE15-40

Regina Council Meeting June 22, 2015 – Qu'Appelle Park Cell Tower

Thank you
My name is Rob Kaminski and I represent SaskTel in support of Proposed Bylaw No. 2015-41.

As more Canadians rely on wireless phone services for personal security, convenience and business, SaskTel is required to respond to the demands of our customers by completing network expansion and improvements. "Whether updating social media, browsing the Internet, checking email or using the Starbucks app to buy coffee, wireless customers hold their carrier accountable to deliver a stable connection at a speed that will enable them to accomplish their desired task." This new telecommunications facility will provide enhanced wireless services to the Regina Qu'Appelle Park area.

There used to be an old saying….put the Tower facility up on the edge of Town. Well that saying does not work anymore. That technology used to work when customers were only using their devices for placing voice calls only and the current sites provided this coverage.

Today's new technology devices are now equipped with both voice and data.

At the present time our network data traffic continues to grow at rate of 4-6% per week.

A conservative estimate provided to me states that a smart phone uses about 50 times more network capacity than a conventional voice cell phone and a tablet can use as much network capacity as 150 times that of a conventional voice cell phone.

More than 80% of the all wireless users are on smart phones.

In Canada >20% of households use cell phones only.

60% of young households (<35years of age) use ONLY cell phones.

Our network currently deals with Netflix users which accounts for about 35-40% of the traffic on our network. This is expected to grow to 55% by 2017. It is expected that 65% will be video traffic.

As an example, teens and young adults are not tied to the television set to watch their favourite show or movie. They watch it on-line on a device.

In addition SaskTel is also experiencing many customers who are cancelling their landlines (22,000 in 2014) and opting for wireless devices as their main communications device.

For capacity reasons SaskTel designs and aims for an inter-site spacing of approx. 1.2km -1.5km which will help offload existing neighboring cell sites.

This Proposed Qu'Appelle Park site will meet these conditions.

This site was chosen as it was close to fibre, power and the existing COW (cellular on wheels) is presently installed at this location.

SaskTel publicly consulted with 76 area addresses (area determined by prescribed radius 3 x tower height) and placed a Public Notice in the Leader Post. SaskTel followed the Industry Canada consultation policy for this proposed cell site. SaskTel advises that no written comments were received from the Public Consultation.

Thank you for allowing SaskTel the opportunity to address Council and SaskTel looks forward to Council's positive result.

CR15-63

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Application for Sale of Dedicated Lands (15-SD-01)
Portion of Qu'Appelle Park - 1301 Parker Avenue

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – JUNE 3, 2015

1. That the application for the sale of a portion of Public Reserve Parcel R3 in Plan No. 71R28646 as described as proposed Parcel U on the attached plan of proposed subdivision prepared by Scott Assié, RPP dated November 29, 2013, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw.

REGINA PLANNING COMMISSION – JUNE 3, 2015

The following addressed the Commission:

- Ben Mario, City Planner, made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk; and
- Rob Kaminski, representing Sask Tel.

The Commission adopted a resolution to concur in the recommendation contained in the report after adding a recommendation #4 to read as follows:

4. That Administration conduct a review of the policy related to the sale of parcels of City land for the installation of cell towers, including the size of the parcel and related setbacks, as well as any related Bylaw changes that may be required.

Recommendations #3 and #4 do not require City Council approval.

Councillors: Mike O'Donnell (Chairperson) and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Phil Selenski, Laureen Snook and Kathleen Spatt were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on June 3, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the application for the sale of a portion of Public Reserve Parcel R3 in Plan No. 71R28646 as described as proposed Parcel U on the attached plan of proposed subdivision prepared by Scott Assié, RPP dated November 29, 2013, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw.

3. That this report be forwarded to the June 22, 2015 City Council meeting, which will allow sufficient time for advertising of the required public notice for the respective bylaw.

CONCLUSION

The proposed sale of dedicated open space (Public Reserve) will not impact current recreation and park space requirements in the Hillsdale neighbourhood and it conforms to the *Open Space Management Strategy*. This area within the park has already been used as a temporary wireless telecommunications tower under a Sasktel easement. Accordingly, the Administration recommends approval of the proposed sale of dedicated Public Reserve land.

BACKGROUND

SaskTel has offered to purchase a portion of Qu'Appelle Park to locate a permanent wireless telecommunications tower for cellular coverage. Sasktel has had an easement agreement to use this site since 2013 and contains a temporary wireless communications tower. The portion of the park proposed to be subdivided and sold is currently zoned PS – Public Service, which is dedicated to the municipality as Public Reserve land. The proposed open space to be sold has a dimension of 20 metres by 25 metres and is located on the west side of the park as shown in Appendix A-1.

As Public Reserve land dedicated to the City for the purposes of public recreational open space, *The Planning and Development Act, 2007* requires that sale of such land requires approval of a municipal bylaw and approval of the Provincial Minister of Municipal Affairs.

This application is being considered pursuant to *Regina Zoning Bylaw No. 9250*, *Design Regina: The Official Community Plan Bylaw No. 2013-48*, and *The Planning and Development Act, 2007*.

The related subdivision application is being considered in accordance with Bylaw No. 2003-3 by which subdivision approval authority has been delegated to the Administration. A copy of the plan of proposed subdivision is attached for reference purposes as Appendix A-2.

DISCUSSION

An application to sell a portion of open space has been submitted to the Administration. The dedicated Public Reserve land is located in the park space known as Qu'Appelle Park in the Hillsdale neighbourhood.

A 500 square metre portion of a Public Reserve land is proposed to be sold to SaskTel for its use as a wireless telecommunications tower site. Landscaping would remain intact and no fencing would be required to secure the equipment. Existing playing fields are not expected to be impacted and the base of the tower would largely be screened from view by existing landscaping.

The subject property is currently zoned PS – Public Service Zone, in which a wireless telecommunications tower is classified as a Public Use under *Regina Zoning Bylaw No. 9250* and

is permitted. The surrounding land uses include detached residential dwellings units to the west and south and low-rise apartment buildings to the east and north of the park.

RECOMMENDATION IMPLICATIONS

Financial Implications

The sale price for the portion dedicated land is $48,439.00, plus GST. Selling the public reserve will result in a modest increase in the property tax assessment attributable to the SaskTel.

Environmental Implications

Industry Canada is the federal agency responsible for regulating the technical and safety aspects of tower construction and operation. The development of the telecommunications tower must meet Industry Canada specifications.

Policy/Strategic Implications

The proposal is consistent with the policies contained within *Part A: Policy Plan of Design Regina: The Official Community Plan Bylaw No. 2013-48*, with respect to directing the City to consider minimum standards for quantity and quality for management of the open space system.

The *2007 Open Space Management Strategy (OSMS)* identifies the Hillsdale area as having a surplus of 0.15 hectares of neighbourhood level park space. The removal of 0.05 hectares would result in a surplus balance of 0.10 hectares of open space in the neighbourhood.

Other Implications

The jurisdiction on the approval of wireless telecommunication towers lies with Industry Canada which is the federal government department responsible. Industry Canada regulation procedures are intended to clearly set expectations for telecommunication tower sites, public notice standards, and to consult with the local authority where further regulations may be applied. Industry Canada also regulates technical aspects of tower construction and operation to ensure safety of the surrounding residents.

The City occasionally offers advice to telecommunication service providers to mitigate potential concerns by residents. The City has been involved in the sale of several portions of land including surplus right-of-way, non-dedicated open spaces or other vacant property for the location of wireless telecommunication tower infrastructure. The Administration considers potential impacts on surroundings before proceeding with the transaction.

On February 24, 2010, the Regina Planning Commission passed a referral motion in consideration of (RPC10-5) that stated: “This communication be referred to the Administration for a report on guidelines and/or principles for cell phone towers on City of Regina property.” The Administration will be responding to this item in the context of the comprehensive review of *Regina Zoning Bylaw No. 9250* which will be underway over the next few years.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Communication with the public is summarized as follows:

Will be published in the Leader Post on	June 6, 2015
Letter sent to immediate property owners	March 2, 2015
Number of Public Comments Sheets received	5

The Hillsdale Community Association responded to the proposal with a number of questions and comments. The Administration, with the applicant, responded to the concerns of the Community Association. The Community Association later indicated that they support the project after they understood that there would be no fence surrounding the property and that area residents were consulted by SaskTel through the original public notice that was issued in accordance with Industry Canada regulations. No objections were received through this public notice process.

A more detailed accounting of the residents' concerns and the Administrations response to them is provided in Appendix B of this report.

The applicant and interested parties have received notification of this report and will receive written notification of City Council's decision.

DELEGATED AUTHORITY

City Council's approval is required, pursuant to *Section IX of The Planning and Development Act, 2007.*

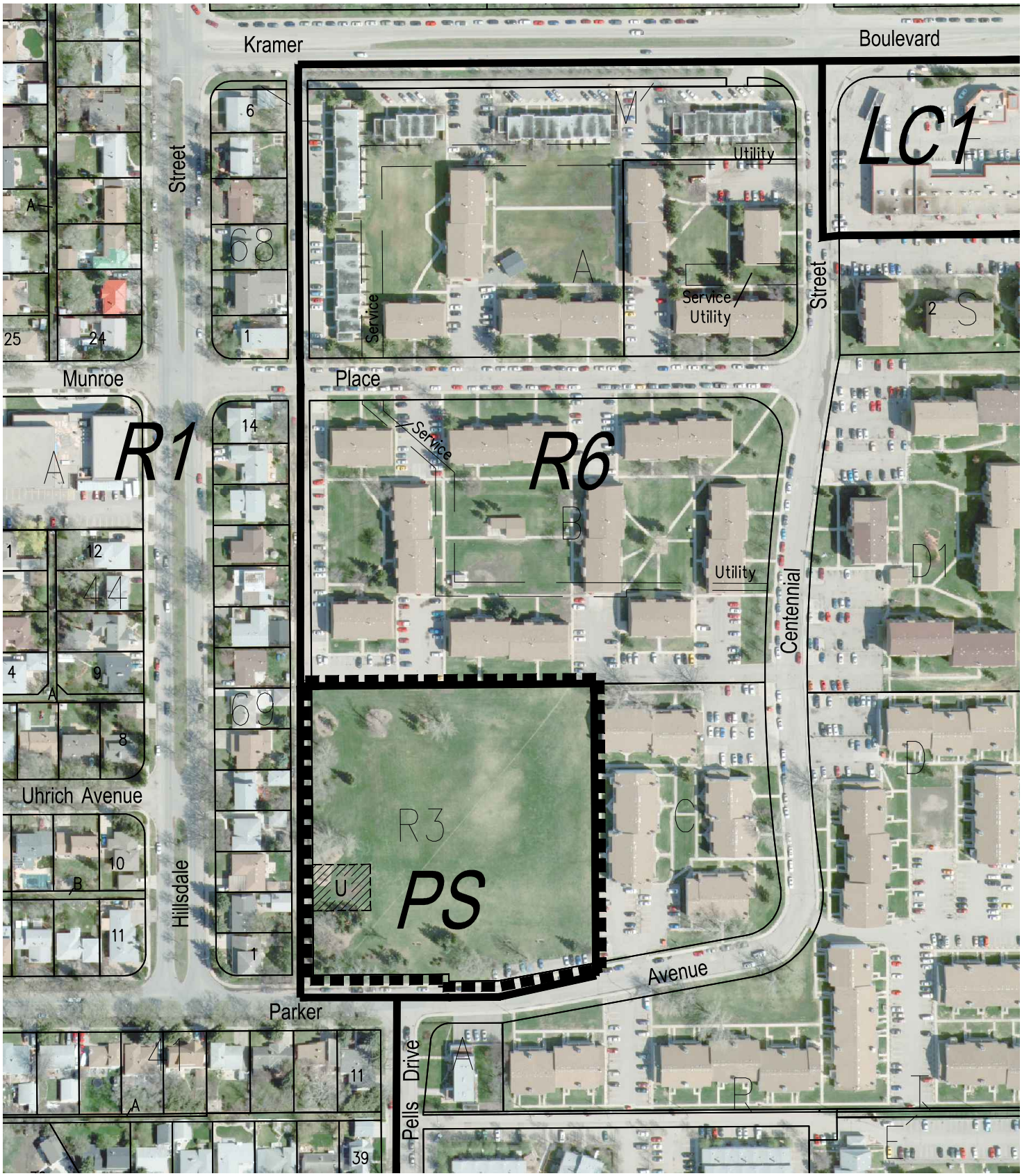
Respectfully submitted,

REGINA PLANNING COMMISSION

Elaine Gohlke

Elaine Gohlke, Secretary

Appendix A-1



Subject Property

Project 14-SN-10 Civic Address/Subdivision 1301 Parker Avenue

O:\UP\DWGS\DEVELOP\SN\2014\14-SN-10.dwg, 22/Apr/2014 2:58:44 PM, Planning Department, Long Range Branch

PROPOSED SUBDIVISION
of Part of
Surface Parcel # 111661927
Parcel R3, Plan 71R28646
Regina, Saskatchewan
Scott Assié, MCIP, RPP
2013
Scale 1:1000

Job No.: 171565-R | Initials: RE - LH - SA
Preliminary Survey: Nov. 20, 2013
File: 171565PR

Altus Geomatics
Limited Partnership
Toll Free: 1-800-465-6233
www.altusgeomatics.com

CITY OF REGINA APPROVAL
The subdivision proposed herein outlined in bold dashed line is approved under the provisions of Bylaw No. 7748 of The City of Regina.
Dated this ___ day of _____ A.D. 20__.

CITY CLERK
Measurements are in metres and decimals thereof.
Measurements are approximate and may vary by ±0.5m.
Area to be approved is outlined in bold dashed line and contains 0.05 ha (0.12 acs).

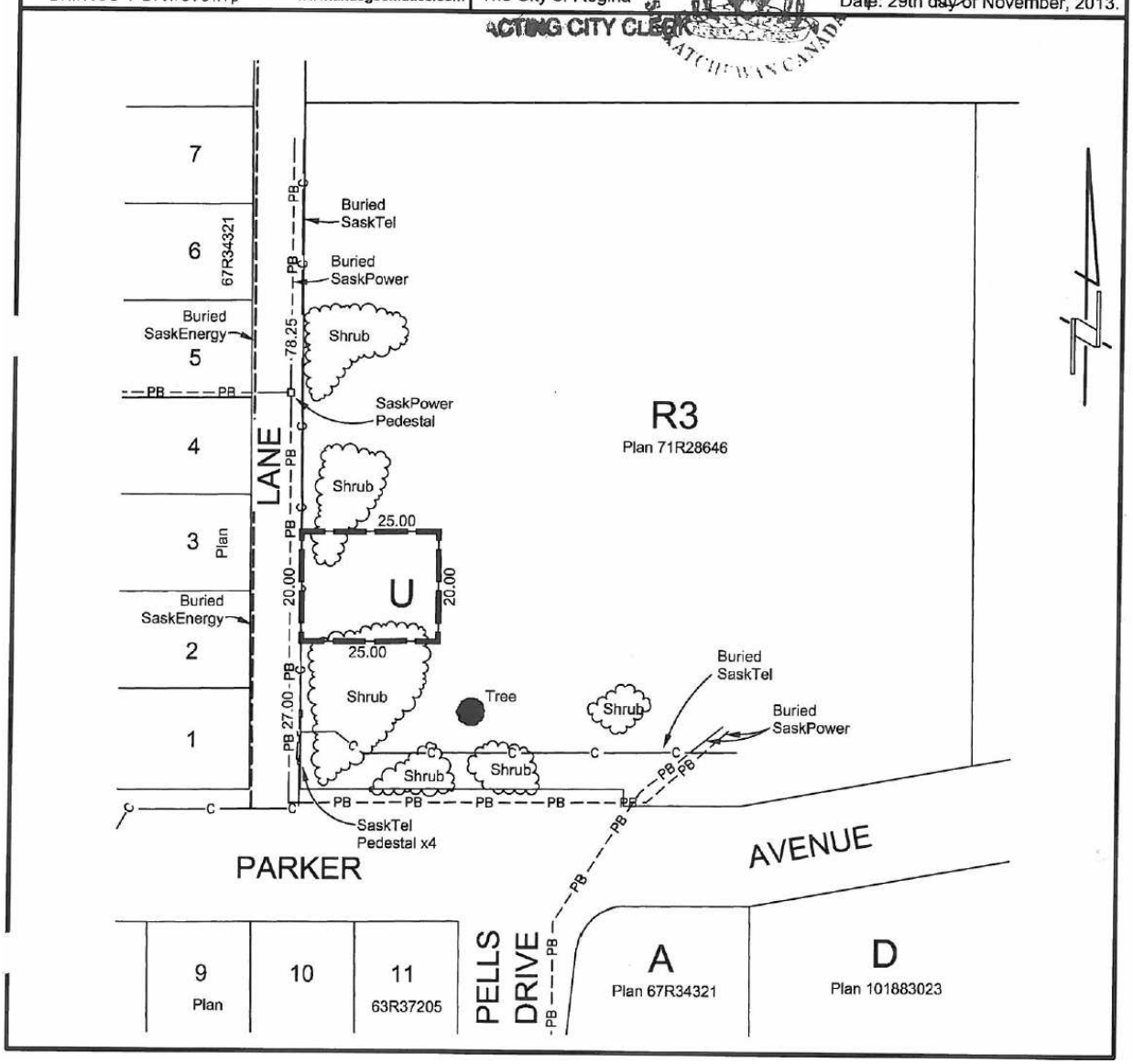
OWNER(S):

The City of Regina

ACTING CITY CLERK

Registered Professional Planner
Date: 29th day of November, 2013.

REGISTERED PROFESSIONAL PLANNER
SCOTT ASSIÉ
385



Planning Department

Project 15-SD-01 Civic Address/Subdivision 1301 Parker Avenue

Public Consultation Summary

Response	Number of Responses	Issues Identified
Completely opposed	2	- Green space is limited in the area. - Events and activities in the park would be compromised. - The tower would not benefit the community. - The tower should be placed elsewhere, such as a lesser used park.
Accept if many features were different	0	
Accept if one or two features were different	1	- The City should lease the land rather than sell and have more control over the development.
I support this proposal	2	

1. **Issue – Loss of green space in the area and compromise of function of Qu'Appelle Park**

   Administration's Response: Approval of the project would formally remove 500m^2 of open space from the City's inventory. In terms of actual changes to the park, only a small fraction of the lot will be used for cell phone tower infrastructure as most of the site will be undisturbed. No recreational activities are expected to be compromised as a result of the sale and the Hillsdale neighbourhood would maintain a surplus of open space as per the *Open Space Management Strategy.*

2. **Issue – The Tower would not benefit the community**

   Administration's Response: As a type of infrastructure that benefits the community, wireless telecommunication towers are considered to be a "Public Use" under *Regina Zoning Bylaw No. 9250*. The impact on the park will be minimal and will not impact community recreation needs. SaskTel has indicated that the wireless telecommunications tower will result in improved service for its customers in the area.

3. **Issue – The tower should be placed elsewhere**

   Administration's Response: The Administration had approached SaskTel to discuss other options. SaskTel has chosen this site as it would provide optimum coverage for their customers and the site also had access to existing underground infrastructure.

4. **Issue – The City should lease the land rather than sell**

   Administration's Response: SaskTel has indicated that as a corporate policy their objective is to own all of their telecommunications tower sites. The infrastructure installed in the site is intended to be permanent to support the tower site on a perpetual basis.

REGINA Infinite Horizons | Regina Downtown

DE15-41

Presentation to Regina City Council
June 22, 2015

Good evening Mayor Fougere and City Council.

Thank you for the opportunity to comment on Regina's office development policy on behalf of Regina Downtown Business Improvement District (RDBID).

Since the introduction of the revised office development policy, the office vacancy rate has increased from 4.24% in 2013 to 11.04% in 2015. Some of the factors responsible for the increase in vacancy rate include, new construction built on speculation that is still vacant, tenants vacating space to move into new construction, contraction of government office space and previous non-competitive space returning inventory to the market.

The vacancy rate clearly exceeds the limit of 6.5% that is identified in the Official Community Plan – Section D5 – Land Use and Built Environment, Policy 7.33.3. Additionally, there is approximately 222,400SF of office space that is under construction. Of this, Agriculture Place (160,000SF) is located downtown, 43,000SF of which is currently not leased. It is anticipated that with the completion of Agriculture Place, the vacancy rate will exceed 12% by the end of 2015.

There have been comments made previously by other stakeholders that the distribution in other Canadian cities is around the 50-50 split between downtown and the suburbs. While we typically look to our peers for best practices to model, in this particular case, we are the best practice.

For downtowns to maintain their status, it is important that they are able to attract office growth. The Regina Development Plan, the precursor to the current OCP, included an innovative policy to concentrate office space within its downtown core and inner city neighbourhoods to solidify Downtown as "the heart of commerce". This policy has led to 84% of office space being located within the Central City office area, and 63% in Downtown. The policy placed strategic restrictions on office building development outside of Downtown and as a result, Regina has the highest density of downtown jobs in Canada – 375 per hectare. Achieving this density is not only important for downtown vitality, but is also important in maximizing transportation and infrastructure investments. Office growth also strengthens the area by drawing in more secondary retail, entertainment, and residential investment into downtown in the future. This office policy was identified as a best practice in the recent "Value of Investing in Canadian Downtowns" study completed by the Canadian Urban Institute in 2013.

Regina Downtown Business Improvement District
1822 Scarth St., 2nd Floor | Regina, SK S4P 2G3 | p: 306.359.7541 | f: 306:359:9060
info@reginadowntown.ca | www.reginadowntown.ca

The Regina Downtown Business Improvement District endorses both the City's current office development policies contained in Section D5 of the Official Community Plan and the proposed amendment contained in RPC15-32. Given the current office vacancy rate in Downtown Regina, RDBID supports the policy's continued application and strongly urges that no further office development be permitted elsewhere in the City except within the Downtown/Central City Office Area or as may otherwise be permitted by the policy, until such time as downtown vacancy falls below the established policy threshold of 6.5%. Downtown Regina is the primary employment base and hub of economic activity in the City and is one of the greatest assets defined in the Regina Downtown Neighbourhood Plan. As such, RDBID strongly opposes any further relaxation of the existing policy (including but not limited to vacancy requirements, distribution requirements) as it will jeopardize the continued viability of Downtown as the preferred location for future office development.

RDBID commends the City of Regina for developing and adopting an office development policy that continues to support downtown growth and prosperity. This demonstrates the City's continued commitment to the revitalization of our Downtown.

We look forward to continuing to contribute to this most important issue in the future.

Regina Downtown Business Improvement District
1822 Scarth St., 2nd Floor | Regina, SK S4P 2G3 | p: 306.359.7541 | f: 306:359:9060
info@reginadowntown.ca | www.reginadowntown.ca

CR15-64

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: 2015 City of Regina Office Policy Review

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – JUNE 3, 2015

1. That Part A of Bylaw No. 2013-48 (*Design Regina: The Official Community Plan*) be amended by adding the following clause after clause 7.33:

   That, notwithstanding any other policy herein, Council may approve a proposed medium or major office building where the purpose of the proposed development is to relocate an existing building away from an existing industrial activity, or other activity, that may, in the estimation of Council, pose as a conspicuous hazard.

2. That the City Solicitor be directed to prepare the necessary bylaw to amend Part A of Bylaw No. 2013-48 (*Design Regina: The Official Community Plan*).

REGINA PLANNING COMMISSION – JUNE 3, 2015

The following addressed the Commission:

- Jeremy Fenton, City Planner, made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk;
- Richard Jankowski, representing Avison Young; and
- Judith Veresuk, representing Regina Downtown BID.

The Commission adopted a resolution to concur in the recommendation contained in the report.

Recommendation #3 does not require City Council approval.

Councillors: Mike O'Donnell (Chairperson) and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Laureen Snook and Kathleen Spatt were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on June 3, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That Part A of Bylaw No. 2013-48 (*Design Regina: The Official Community Plan*) be amended by adding the following clause after clause 7.33:

That, notwithstanding any other policy herein, Council may approve a proposed medium or major office building where the purpose of the proposed development is to relocate an existing building away from an existing industrial activity, or other activity, that may, in the estimation of Council, pose as a conspicuous hazard.

2. That the City Solicitor be directed to prepare the necessary bylaw to amend Part A of Bylaw No. 2013-48 (*Design Regina: The Official Community Plan*).

3. That this item be forwarded to the June 22, 2015 City Council meeting to allow sufficient time for advertisement.

CONCLUSION

Due to a significant amount of new office space being developed in the last four years, Regina's downtown office vacancy level has gone from the lowest in Canada (1.5%) in 2012, to above the national average (11-13%) today. Since 2012, approximately 57,400 m^2 (617,600 ft^2) of new office space, pertaining to "medium" and "major" scale buildings, has been developed in the city. Of this total, 44,700 m^2 of office was built in the downtown/central city area (76 % of total) and 12,700 m^2 was built outside of the downtown/central city area (mainly in Harbour Landing Business Park). This increase in vacancy is positive for tenant choice and attracting new businesses into the market, but may not be optimal for office builders and managers.

Despite the current vacancy level, Regina has a particularly strong downtown office inventory relative to other Canadian cities (83% of office located in the downtown/central city versus 50% for the national average). In order to protect the downtown as the primary hub for civic, cultural and major office uses, as per the intent of the Official Community Plan (Goal 5 of Section D5), Administration recommends that the existing policy, which limits the development of new "suburban" office, be maintained. Administration does, however, recommend that the policy be revised to allow for the relocation of existing office developments where there is a conspicuous safety related concern. This aforementioned approach will help support proposed new downtown office development, which have been approved but not yet commenced, as well as existing office buildings in the downtown that are currently seeking to fill their higher-than-normal vacancies.

Note: Data herein, relating to office vacancy levels and forecasts, etc., was derived through recent reports supplied by Colliers International and Avis and Young; distribution and inventory data was derived through City tax assessment.

BACKGROUND

In 2012, Council amended the City's Official Community Plan (OCP) by replacing the office policy section with a new set of office policies that better supports the current office market, as well as the City's objectives regarding a sustainable and prosperous downtown. The 2012 revisions provided a relaxation to the previous policy, which strongly protected the downtown as the primary location for office development, by allowing for some opportunities for suburban "office park" development where it could be demonstrated that the proposed office would not result in:

- The downtown/central city area retaining less than 80% of the city's total office floor area pertaining to medium (1000 m^2-4000 m^2) and major office (>4000 m^2) development;
- The downtown having a vacancy rate of greater than 6.5%.

The revised policy further directed suburban office development by:

- Prohibiting major office outside of the downtown, excepting lands immediately adjacent to the downtown and office associated with specified uses (e.g. universities or hospitals);
- Limiting new "office parks" to two specified "office area" locations and limiting the total amount of office floor area to 16,000 m^2/ office area location.
- Limiting the amount of parking that can be built in office areas by setting maximum caps on spaces and by requiring monetary fees to be paid for excess parking, which can be directed to improvements in the downtown.

The decision to amend the office policy was largely due to an increased demand for alternate forms of office development outside of the downtown (e.g. "office parks"), associated with a recent surge in employment and population growth. The process to amend the office policy involved significant stakeholder participation, and the completion of two studies: *Regina Office Study* (Dialog, 2012); *Regina Business Park Study* (MHBC, 2012). Although opinion regarding the distribution of office development differed amongst stakeholders, Administration considers the resulting new policy as a solution that balances the primacy of the downtown, as the main location for major office development, with the demand for office in peripheral locations. The solution arrived at was substantially supported by all stakeholders involved, at the time.

The office policy was again amended in 2013, through the adoption of the new OCP ("Design Regina"), by including additional potential locations for office development outside of the downtown; however, measures to protect the downtown as the primary location for office development were retained. Further, Council directed Administration to engage in a regular review of the policy, for a period of five years, in order to monitor implementation issues.

The purpose of this report, is to report back to the Regina Planning Commission and Council respecting the effectiveness of the office policy and potential impacts the policy may be having on the Regina office market conditions. Specifically, a snapshot of the existing office market conditions will be provided, along with an overview of the office policy effectiveness. As with previous reviews, a group of interested stakeholders was consulted.

DISCUSSION

Situation Overview

At the time the office policy was originally revised (2012), Regina had one of the lowest downtown office vacancy rates (1.5%) amongst major Canadian cities, and there was a strong demand for new office space due to a surging economy and population influx. Since 2012, approximately 57,400 m^2 (617,600 ft^2) of new office space, pertaining to "medium" and "major" scale buildings, has been developed in the city. Of this total, 44,700 m^2 of office was built in the downtown/central city area (76 % of total) and 12,700 m^2 was built outside of the downtown/central city area (mainly in Harbour Landing Business Park). This additional office space has resulted in an over-supply and a downtown vacancy at around 11-13%. The current vacancy level is above the optimal level of 8-10%, and is above 6.5%, which is the threshold

used by the City to either support or deny new office developments in identified suburban office areas or urban centres. (OCP office policy section is included as Appendix 4)

In addition to establishing a downtown vacancy threshold of 6.5%, the office policy also establishes a long term target relating to distribution: that, over the life of the OCP, the City shall endeavour to ensure that at least 80% of the medium and major office floor area is located in the downtown/central city area. As of 2015, the current distribution is 83% for the downtown/central city area and 17% suburban. Since the new policy was adopted, approximately 76% of new office development went into the downtown/central city office area, which has swung the distribution slightly towards suburban, but is still substantially in favour of the downtown and in conformity with the policy threshold. A summary of the data is outlined in Appendix 1 and 2.

The above noted information is based on current vacancy rates, newly occupied development and buildings currently under construction. Additionally, another 48,900 m^2 (525,900 ft^2) of office floor area was recently approved by Council, but has yet to commence. Most of the recently approved, but not yet commenced, office space is located in the downtown (e.g. Rose St/12th Ave); however, the proposed fourth (and last) building of the Harbour Landing Business Park is included. Should the aforementioned proposed/approved office actually be constructed, the downtown vacancy could climb to well over 13%. The future market demand, economic factors and vacancy levels will determine the actual viability of these proposed buildings. The aforementioned Dialog and MHBC studies estimated that an additional 200,000 m^2 of office floor area may be required, over the next 20 years, to satisfy the growing market and population needs; therefore, the current vacancy levels may only be an interim phenomena.

Through the 2012 office policy review, the Zoning Bylaw was also amended by increasing office, as a "permitted" use, in specified zones (not including Downtown Zone), from 500 m^2 to 1000 m^2. Administration suggests that this revision has not had a significant impact, as office development, below 1000 m2, is considered minor in nature; is often developed in the context of mixed-use buildings and is not tracked by the City or real estate experts as office development. This floor area regulation, it should be noted, does not prevent the City from approving larger office development that is deemed to be an "accessory" use to an existing business.

Stakeholder Comments

The City has identified a core stakeholder group consisting of industry experts (e.g. commercial real estate experts, office developers and managers, etc.), and has consulted with them as part of this review. The following four questions were posed to the stakeholder group:

- *What issues do you have, generally or specifically, with the existing policy (if any)?*
- *How has the existing office policy affected your operations or objectives?*
- *How do you regard the current state of the Regina office market?*
- *Any thoughts you may have on this subject that you would like to share.*

The main issues identified with the current office policy are as follows:

- That the policy is too restrictive; that it constrains "the market" and prevents users and businesses, which have a bona fide or legitimate reason for locating on the periphery, from developing in a suburban context where the downtown vacancy is over 6.5%;
- That the vacancy and distribution metrics, which are used by the City to determine the merit of a proposed development, are too arbitrary and problematic;

- That the policy is beneficial by supporting the downtown as the primary location for major office development, and by controlling suburban development;
- That the tenant floor area restriction, which applies to the maximum floor area (20,000 ft^2/ tenant) occupied by any single tenant on lands zoned Office Area (the identified office areas), should be removed, as it is too restrictive.

A summary of key stakeholder comments, and the City's response, is included in Appendix 3.

Policy Implications - Status Quo

The City's existing policy requires Council to deny a proposed office development within an identified office area or urban centre when the downtown vacancy rate is over 6.5%. Considering the current downtown vacancy of 11-13%, no new "office park" could be supported in the near-term. However, "building four" in the Harbour Landing Business Park, which was approved while the vacancy rate was below 6.5%, will likely commence development in 2015. Furthermore, there are still office opportunities in the Global Transportation Hub, Wascana Authority lands, Airport lands and outside of the city, as these are areas beyond the City's regulatory jurisdiction. The existing policy also allows small scale office throughout the city; the continuation of office associated with institutional uses and office located in the central city area (extending from College Ave. to 4th Ave., including RRI).

There is evidence to suggest that the 2012 policy revisions, which "opened the door" to new suburban office parks, has resulted in some office tenants migrating out of the downtown (primarily, into the new Harbour Landing Business Park); however, migration into the downtown has also occurred (notably: the relocation of Aboriginal Affairs and Northern Development Canada from their suburban location at the First Nations University to the newly constructed 1827 Albert Street building, downtown). Although migration may be occurring, the policy triggers for "closing the door" have now engaged, which will again benefit the downtown.

Maintaining the status quo, however, may result in one issue that was not contemplated as part of the original review: The inability of Council to approve a proposed office building where the purpose of the development is to accommodate the relocation or redevelopment of an existing development in order to address a conspicuous safety related concern (e.g. industrial or hazard proximity, etc.). Administration suggests that the policy should not impede a relocation/ redevelopment in this instance; therefore, an amendment to the office policy is warranted. These instances will generally not result in a reduction to the downtown inventory.

Policy Implications - Relaxation

Relaxing the existing policy, by removing the vacancy and distribution requirements, may provide for a more fluid and versatile office development context; however, it may also jeopardize the viability of proposed downtown buildings that have been approved but not yet constructed. Administration agrees with the 2012 Dialog study that larger-scale suburban office developments do compete with the downtown; therefore, a policy relaxation could eventually lead Regina to assuming the distribution characteristics of other Canadian cities, where up to half of the office development is scattered throughout peripheral and suburban locations. Optimizing the downtown as an employment environment, by supporting additional office development, will contribute to the vibrancy of the downtown, which is a major objective of the OCP.

Recommendation

Considering the state of the current office market in Regina, and the fact that there are proposed buildings in the downtown, which have been granted approval but await favourable market conditions for commencement, Administration recommends that the existing policy be maintained, with the following exception:

> *That, notwithstanding any other policy herein, Council may approve a proposed medium or major office building where the purpose of the proposed development is to relocate an existing building away from an existing industrial activity, or other activity, that may, in the estimation of Council, pose as a conspicuous hazard.*

The office policy will be reviewed again in 2016 and 2017, as per Council's direction to review the policy for 5 years following its adoption. The policy will then be subject to review as part of the overall review of the OCP that the City will undertake every five years.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

None with respect to this report.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Stakeholders were engaged during the course of the review and were made aware of the Regina Planning Commission date. Stakeholders engaged included: Major Regina commercial/ office realtors and office developers/managers; Regina Regional Opportunities Commission; Regina Chambers of Commerce; Regina Downtown Business Improvement District; Regina Airport Authority; Global Transportation Hub Authority; Federated Cooperatives Limited; Association of Regina Realtors; Building Owners and Managers Association of Regina.

If an amendment to the OCP is pursued, the amending bylaw will be advertised in accordance with the *The Planning and Development Act, 2007*.

DELEGATED AUTHORITY

City Council's approval is required, pursuant to *The Planning and Development Act, 2007*.

Respectfully submitted,

REGINA PLANNING COMMISSION

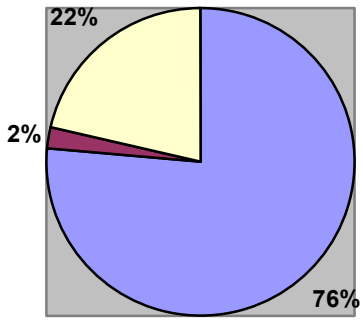
Elaine Gohlke

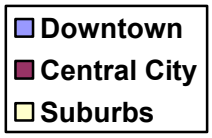
Elaine Gohlke, Secretary

Table I – Regina Office Data

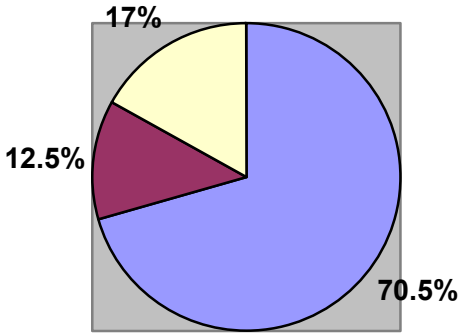
		2013	2014	2015
Inventory Added	Downtown/ Central City	▪ 20114.24 m^2 (2010 12th Ave) ▪ 3002.05 m^2 (1801 Broad St) ▪ 6724.29 m^2 (1827 Albert St)	▪ None	▪ 14864.5 m^2 (1834 Hamilton St)
	Suburbs	▪ 3457.65 m^2 (Parliament Ave)	▪ 3614 m^2 (Parliament Ave)	▪ 3614 m^2 (Parliament Ave) ▪ 1988 m^2 (1550 14th Ave)
	Total Added/ Year	▪ 33298.23 m^2	▪ 3614 m^2	▪ 20466.5 m^2
	Total Added Since 2012	▪ 57,378.73 m^2 ….or, ▪ 617,619.51 ft^2		
Distribution	**Downtown/ Central City**	▪ **84% of Total**	▪ **83.5% of Total**	▪ **83% of Total**
	Suburbs	▪ 16% of Total	▪ 16.5% of Total	▪ 17% of Total
Vacancy	**Downtown Vacancy**	▪ **9%**	▪ **11%**	▪ **13%**
	Suburban Vacancy			
Approved (but not yet commenced)	Downtown	▪ Rose St/ 12th Ave - 40,600 m^2 ▪ Rose St/ 14th Ave - 4645 m^2		
	Suburbs	▪ Parliament Ave - 3614 m^2		
	Total Approved	▪ 48,859 m^2 ….or, ▪ 525,913 ft^2		

Office Floor Area Added Since 2012





Total Office Distribution as of 2015



- **Note on Inventory/ Distribution**: Based on: City Tax Assessment data (BOMA classifications; competitive and non-competitive; office space only); office currently under construction
- **Note on Vacancy**: Based on Industry Experts (e.g. Avison Young, Colliers); 2015 is a projection

Downtown/ Central City

Summary of Office Buildings Constructed/ Under Construction Since 2012

Description
- Address: 2010 12th Ave
- Context: Downtown
- Year Built: 2012
- Size: 20114.24 m^2
- BOMA: A
- Status: Occupied

Illustration

Description
- Address:1827 Albert St
- Context: Downtown
- Year Built: 2013
- Size: 6724.29 m^2
- BOMA: B+
- Status: 50% Vacant

Illustration

Description
- Address: 1801 Broad St
- Context: Downtown
- Year Built: 2013
- Size: 3002.05 m^2
- BOMA: ??
- Status: ??

Illustration

Description
- Address: 1834 Hamilton
- Context: Downtown
- Year Built: 2015
- Size: 14864.5 m^2
- BOMA: A
- Status: Construction

Illustration

Suburban

Summary of Office Buildings Constructed/ Under Construction Since 2012

Description

- Address: HLB Park
- Context: Suburban
- Year Built: 2013
- Size: 3457.65 m^2
- BOMA: B+
- Status: Occupied

Illustration

Description

- Address: HLB Park
- Context: Suburban
- Year Built: 2014
- Size: 3614 m^2
- BOMA: B+
- Status: Occupied

Illustration

Description

- Address: HLB Park
- Context: Suburban
- Year Built: 2015
- Size: 3615 m^2
- BOMA: B+
- Status: Occupied

Illustration

Description

- Address: 1550 14th Ave
- Context: Inner City
- Year Built: 2015
- Size: 1988 m^2
- BOMA: ??
- Status: ??

Illustration

	City Response re: Stakeholder Feedback	
1	Stakeholder Comment	▪ It is important to have a policy that reinforces the downtown as the primary location for office development.
	City Response	▪ The matter of office distribution was subject to significant discussion as part of the original review in 2012. Through that review, Council approved a policy that supports the downtown as the primary location for major office development, while allowing limited suburban "office park" development. This position was reinforced through the approval of the new OCP (*Design Regina*) in 2013. ▪ It is evident that some stakeholders support the downtown as the primary location for major office development and, therefore, support the existing office policy. Support for the downtown is also a major theme of the OCP. For instance, Goal 5 states: "Support the Downtown as the city's primary business centre."
2	Stakeholder Comment	▪ The lack of convenient parking in the downtown is a hindrance to downtown office development, and an incentive to suburban office.
	City Response	▪ The claim respecting downtown parking has been brought forward by both downtown and suburban office proponents. Downtown proponents suggest that additional downtown parking is required to remain competitive, while suburban proponents suggest that large suburban office sites are better able to accommodate vehicle fleets. ▪ Administration suggests that parking is a factor that office tenants and developers take into consideration, and that it is generally easier and less expensive to implement new parking in a suburban context, versus a downtown context. A regulation of the "Office Area" zone controls the over-build of parking in new office parks by requiring structured parking or a monetary payment where specified stall thresholds are exceeded. ▪ Although the issue of downtown parking is acknowledged, it is an objective of the OCP, over the next 20 years, to allow more people to walk, cycle and take transit to work.
3	Stakeholder Comment	▪ That the policy is too restrictive; that it constrains "the market" and prevents users and businesses, which have a bona fide or legitimate reason for locating on the periphery, from developing in a suburban context where the downtown vacancy is over 6.5%.
	City Response	▪ Administration suggests that the concern is valid; however, it is also suggested that office users will migrate to suburban locations simply for lower lease rates and development costs (as opposed to location practicalities per se). ▪ The office policy does affect market choice; however, this may be regarded as a "trade-off" for supporting a robust and successful downtown. Regina is unique by having a significant proportion of its office (83%) in the downtown/ central city area – most other major cities have a scattered distribution, with only 50-60% office in the downtown. ▪ The policy does not prohibit office development within the "central city" area (4th Ave. N to College St.), or office associated with institutional or airport uses, etc. Further, there are opportunities for specialized office development within the GTH, Innovation Place and Airport lands. ▪ Administration recommends one relaxation to policy: relocation of existing office where there is a safety concern. These situations could be approved irrespective of vacancy.

4	Stakeholder Comment	▪ That the vacancy metric (denial of office park development where downtown vacancy is greater than 6.5%) is too arbitrary and problematic: o Vacancy analysis could be subject to bias; o Vacancy relates to competitive space only, which is misleading – if non-competitive was included, vacancy would be lower; o Vacancy, at any point in time, is only a momentary snapshot; market is sensitive to new inventory; therefore, not indicative of overall market conditions
	City Response	▪ **Regarding the issue of reliability:** The City relies on the vacancy analyses of qualified, locally based, real estate agencies, which maintain an accurate understanding of vacancy through regular contact with building owners/ managers. The City is not in a position to research vacancy levels, as this would require considerable time and the implementation of working relations with all affected Regina office owners/ managers. Administration assumes professional due diligence in undertaken during the preparation of these analyses. Further, if a vacancy report is challenged, the challenging party may undertake, through a qualified specialist, their own analysis, which would be considered by the City. ▪ **Regarding the issue of inclusion:** "Non-competitive office" is generally defined as office utilized by a government agency or a single tenant. It is considered non-competitive as it is generally unavailable to general office users/ market. Administration suggests that non-competitive office not be included in the vacancy calculation, as the vacancy level is indicative of more general market conditions (e.g. space available to the open market). Further, should a building transition from a single tenant to the open market, it is assumed it would then be regarded as "competitive". ▪ **Regarding the issue of accuracy:** The office market in Regina is relatively small, and the office vacancy level is sensitive to new inventory. However, it should be noted that the transition from 1.5% vacancy to 13% vacancy, in Regina, was not due to a modest increase, but to the construction of eight new buildings over three years (including one large addition). This considerable growth resulted in an over supply. The existing policy does require Council to deny an application for suburban office park development where the downtown vacancy is above 6.5%. This threshold was established as part of the original office policy review and was considered a compromise between what the downtown advocates desired and what the City was originally suggesting (8%). (Studies suggest that 8% vacancy represents a "healthy" market) Vacancy levels are important, it may be argued, as they affect the viability/ start-up of new downtown office development. Two proposed office developments, which were approved in 2014, have yet to commence. It is a reasonable conclusion that the current downtown vacancy level (13%) may have some bearing on this, as it took an extremely low vacancy of 1.5% to trigger the newly built buildings. It may also be assumed that some downtown-to-suburb migration will occur where office park opportunities exist; therefore, controlling suburban office may enhance the viability of new downtown office.

7	Stakeholder Comment	▪ That the tenant floor area restriction, which applies to the maximum floor area (20,000 ft^2/ tenant) occupied by any single tenant on lands zoned Office Area (the identified office areas), should be removed, as it is too restrictive.
	City Response	▪ The rationale for mandating a maximum floor area of 20,000 ft^2/ tenant was to support the downtown by restricting the relocation of large office users (e.g. corporate head offices) to suburban office parks. Administration acknowledges that there may be some office users that are suited for an office park location, which might exceed 20,000. Removal of this restriction would require an amendment to the Zoning Bylaw.
8	Stakeholder Comment	▪ The Regina Regional Opportunities Commission suggests that it is premature to review the policy at this time, as it has not been subject to sufficient time/ testing. RROC suggests that the policy be reviewed in other two years, as five years is appropriate for testing.
	City Response	▪ As per Council's direction, the office policy will be review for another two years (Council directed, in 2012, an annual review for five years). Furthermore, the office policy will be reviewed every five years, as part of the regular five year review of the OCP. At any point, however, Council may review and revise the policy, at their discretion (e.g. should a situation arise that warrants a revision).

Goal 5 – Office Development

Support the Downtown as the city's primary business centre.

7.28 Endeavour to ensure, over the life of the Plan, that at least 80% of the total office floor area in the city, pertaining to *medium office* and *major office* development, is located in the DOWNTOWN/CENTRAL CITY OFFICE AREA, as identified on Map 6 – Office Areas.

7.29 Require *medium office* and *major office* to locate inside the DOWNTOWN, except for in the following contexts:

- 7.29.1 The conversion of designated heritage buildings or the development of new *medium office* buildings in the Warehouse District, located within the DOWNTOWN/CENTRAL CITY OFFICE AREA, as identified on Map 6 – Office Areas;
- 7.29.2 The development of *medium office* and *major office* buildings in the Centre Square Neighbourhood, in accordance with a Neighbourhood Plan;
- 7.29.3 The development of *medium office* buildings associated with the operations of and located within Regina AIRPORT LAND;
- 7.29.4 The development of *medium office* and *major office* buildings associated with and located adjacent to a *major institutional area* (e.g. university, hospital) or civic use;
- 7.29.5 The development of *medium office* buildings within identified OFFICE AREAS and URBAN CENTRES that are conceptually located on Map 6 – Office Areas; and
- 7.29.6 The development of *medium office* and *major office* buildings along Albert Street and Broad Street, in accordance with the Map 6 – Office Areas location and size limitations.

7.30 Ensure the development of *medium office* buildings within identified OFFICE AREAS and URBAN CENTRES is in accordance with the "Office Area" zone of the City's zoning bylaw, which shall include the following stipulations:

- 7.30.1 Office use shall be limited to businesses that can benefit from close *access* to major corridors and regional customers;
- 7.30.2 Proposed new *medium office* buildings shall be considered as a discretionary use; and
- 7.30.3 Surface parking area shall be restricted; however, additional parking may be allowed where structured parking is used, or where contributions are made towards *community amenities* or services.

7.31 Ensure the development of *medium office* buildings within identified OFFICE AREAS and URBAN CENTRES is in accordance with an approved secondary plan or concept plan, which illustrates, in addition to other considerations:

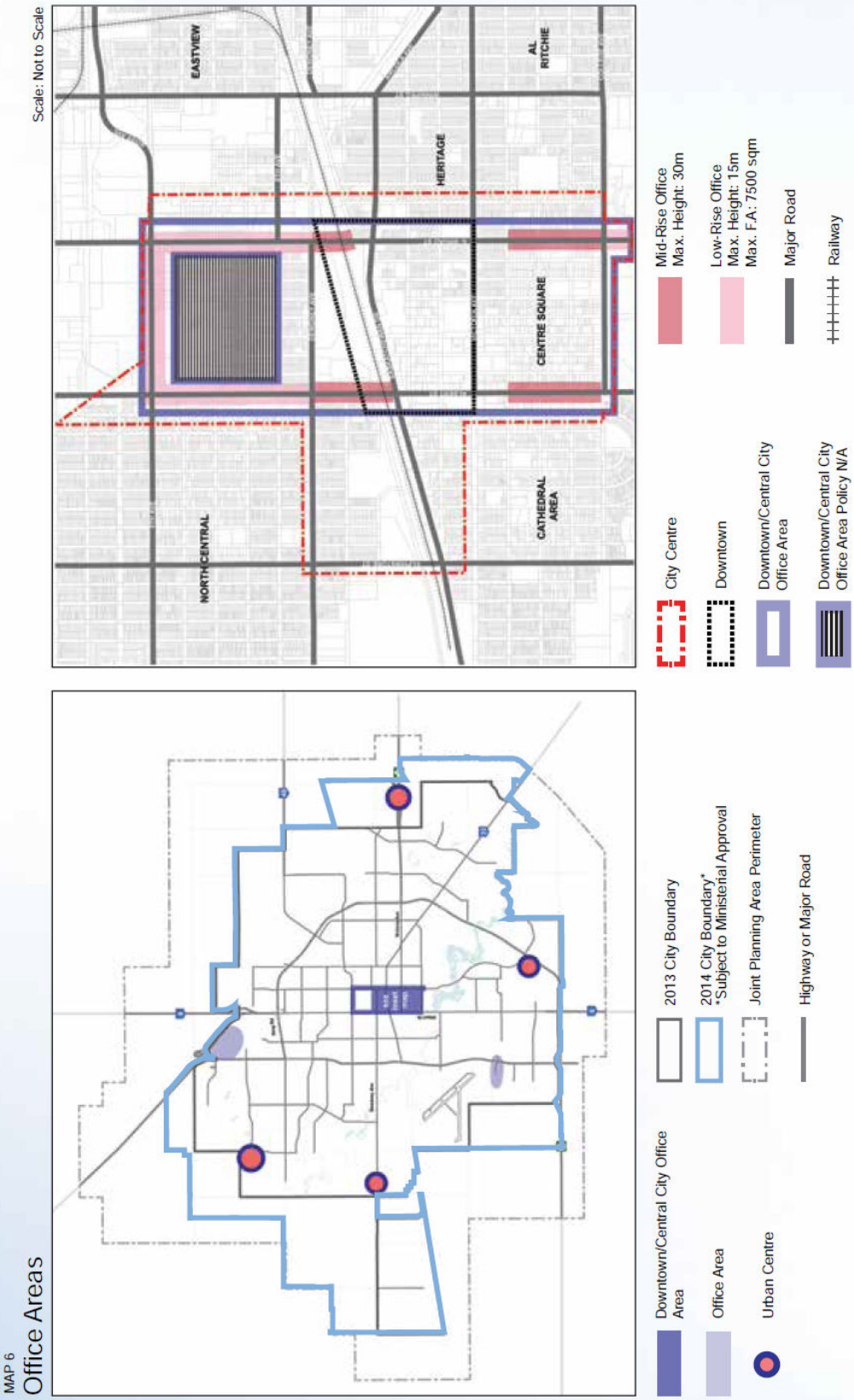
- 7.31.1 The area of land comprising the OFFICE AREA or URBAN CENTRE;
- 7.31.2 The location, amount and type of office development proposed; and
- 7.31.3 How land identified for *medium office* development can transition to other land uses, should offices not be approved or not otherwise occur.

7.32 Ensure that no OFFICE AREAS or URBAN CENTRE includes more than 16,000 square metres of total gross *medium office* floor area.

7.33 Prohibit development or rezoning to accommodate a *medium office* building(s) within an identified OFFICE AREA or URBAN CENTRE unless a market analysis, which has been prepared by a qualified expert based on the most recent available data, demonstrates, to the City's satisfaction, the following:

- 7.33.1 That there is a clear need for the office development;
- 7.33.2 That the proposed amount of office floor area will not result in, or contribute to, the DOWNTOWN/CENTRAL CITY OFFICE AREA retaining less than 80% of the city's total office floor area pertaining to *medium office* and *major office*; and
- 7.33.3 That the vacancy rate, as interpreted by the City, pertaining to *medium office* and *major office* development in the DOWNTOWN, does not exceed 6.5%.

MAP 6: OFFICE AREAS



CR15-65

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Application for Partial Road Closure (15-CL-03)
Portion of McDonald Street Adjacent to 415 Longman Crescent

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – JUNE 3, 2015

1. That the application for the closure and sale of a portion of McDonald Street right-of-way as shown on the attached plan of proposed subdivision prepared by Altus Geomatics Limited Partnership, dated December 24, 2014 and legally described as a portion of Parcel #165087939, St/L 3, Plan No. 90R58264, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw.

REGINA PLANNING COMMISSION – JUNE 3, 2015

The Commission adopted a resolution to concur in the recommendation contained in the report.

Recommendation #3 does not require City Council approval.

Councillors: Mike O'Donnell (Chairperson) and Jerry Flegel; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Laureen Snook and Kathleen Spatt were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on June 3, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the application for the closure and sale of a portion of McDonald Street right-of-way as shown on the attached plan of proposed subdivision prepared by Altus Geomatics Limited Partnership, dated December 24, 2014 and legally described as a portion of Parcel #165087939, St/L 3, Plan No. 90R58264, be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw.

3. That this report be forwarded to the June 22, 2015 City Council meeting, which will allow sufficient time for advertising of the required public notice for the respective bylaw.

CONCLUSION

The applicant proposes to close and consolidate a portion of the McDonald Street right-of-way with an adjacent parcel to the south located at 415 Longman Crescent. The existing parking provided at 415 Longman Crescent currently encroaches into this area. The road closure and consolidation with this property will remedy this encroachment.

There is no impact on the traffic circulation and flow in the area or access issues on adjacent properties. Accordingly, the Administration supports the proposed road closure.

BACKGROUND

A road closure application has been submitted concerning the right-of-way adjacent to 415 Longman Crescent**.**

This application is being considered pursuant to *Regina Zoning Bylaw No. 9250*, *Design Regina; The Official Community Plan Bylaw No. 2013-48*, *The Planning and Development Act, 2007* and *The Cities Act, 2002*.

A related subdivision application is being considered concurrently by the Administration, in accordance with *Bylaw No. 2003-3*, by which subdivision approval authority has been delegated to the Administration. The proposed subdivision is intended to consolidate respective portions of the right-of-way closure with the adjacent property 415 Longman Crescent. A copy of the plan of proposed subdivision is attached as Appendix A-3.1 for reference purposes.

DISCUSSION

The City's Real Estate Branch proposes to close and sell a 303 m^2 portion of the McDonald Street road right-of-way and consolidate it with the adjacent property located at 415 Longman Crescent as shown on the attached plan of proposed subdivision in Appendix A-3.1. The parking area at 415 Longman Crescent currently encroaches onto this portion of road right-of-way. The proposed road closure will consolidate the portion of road right-of-way with the adjacent property and eliminate the encroachment of the parking area onto the road right-of-way.

The surrounding land uses include industrial land use to the north (zoned IC - Heavy Industrial), a railway on the east, and a variety of industrial and service uses to the south and west (zoned IB - Medium Industrial).

The proposed closure will not impact traffic flow or circulation to the surrounding area.

RECOMMENDATION IMPLICATIONS

Financial Implications

The sale price for the portion road/lane is $19,248 + GST. Consolidation of the road right-of-way into the adjacent property will result in a modest increase in the property tax assessment attributable to the property owner at 415 Longman Crescent. The proposed closure will relieve the City of any obligations for its maintenance or physical condition of the closed right-of-way.

Environmental Implications

None with respect to this report.

Policy/Strategic Implications

The proposal is consistent with the policies contained within *Design Regina: The Official Community Plan Bylaw No. 2013-48*, with respect to the community goal of achieving long term financial viability. By divesting itself of an unused portion of the road right-of-way, the City has ensured that there will not be any long term financial implications associated with the land.

The portion of right-of-way to be closed is not required for traffic circulation purposes.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Communication with the public is summarized as follows:

Will be published in the Leader Post on	June 13, 2015
Letter sent to immediate property owners	March 17, 2015
Number of Public Comments Sheets received	0

No comments were obtained from a community association as one does not exist for the subject area. In addition, no comments were received from the public notice process.

The applicant and other interested parties will receive written notification of City Council's decision.

DELEGATED AUTHORITY

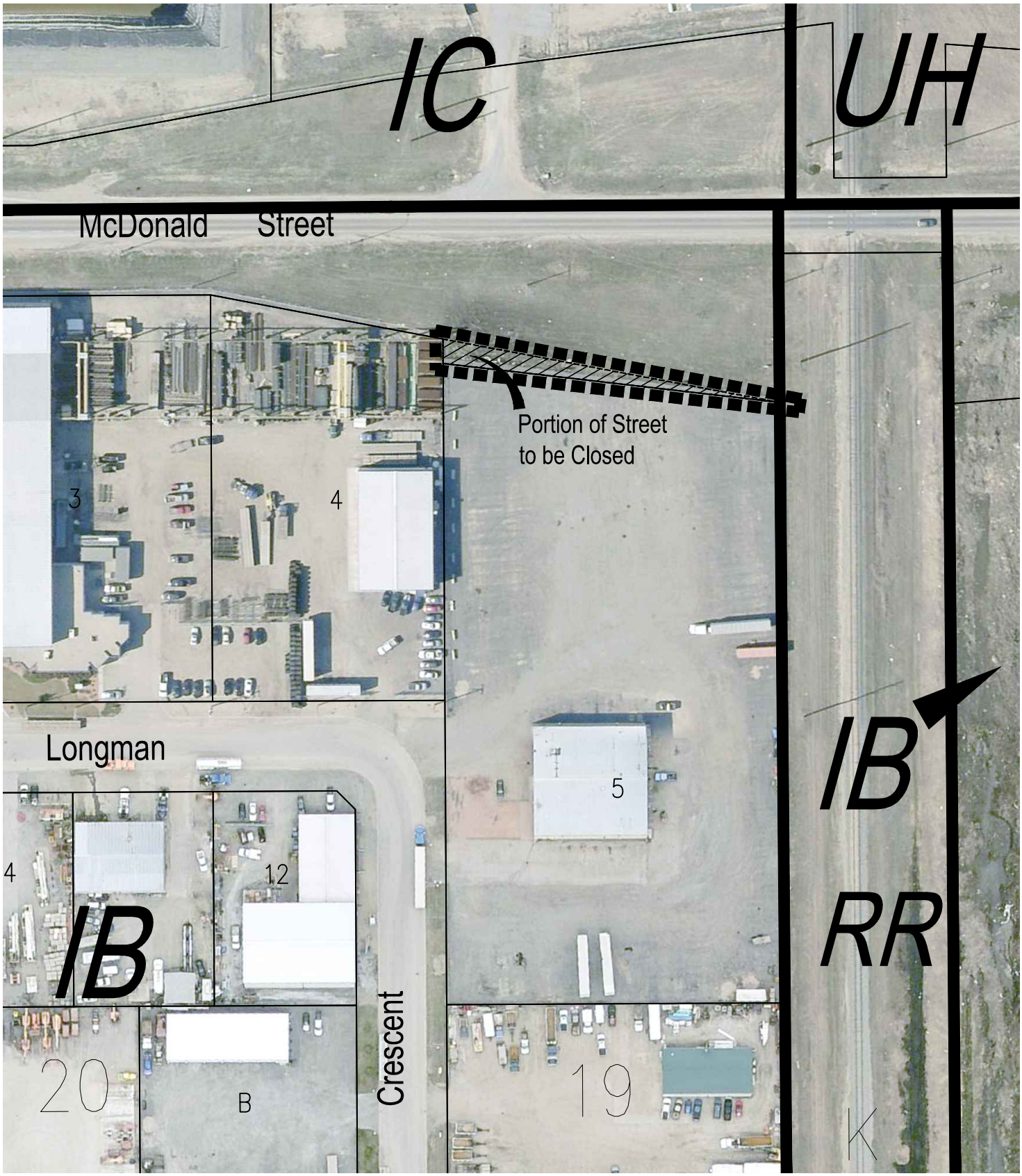
City Council's approval is required, pursuant to *Section 13 of The Cities Act, 2002.*

Respectfully submitted,

REGINA PLANNING COMMISSION

Elaine Gohlke

Elaine Gohlke, Secretary



Subject Property

Project 15-CL-03

Civic Address/Subdivision Part of Surface Parcel #165087939, St/L 3, Plan 90R58264 – Portion of McDonald Street

Appendix A-2

Subject Property

Date of Photography: 2012

Project 15-CL-03

Civic Address/Subdivision Part of Surface Parcel #165087939, St/L 3, Plan 90R58264 – Portion of McDonald Street

Appendix A-3.1

PROPOSED SUBDIVISION
of All of
Surface Parcel # 107229102
Lot 5, Block 19, Plan 85R62864 and Part of
Surface Parcel # 165087939, St/L 3, Plan 90R58264
Regina, Saskatchewan
Scott Assié, MCIP, RPP
2014
Scale 1:2000

Job No.: 182399 | Initials: CJ - SA
Preliminary Survey: N/A
File: 182399PR

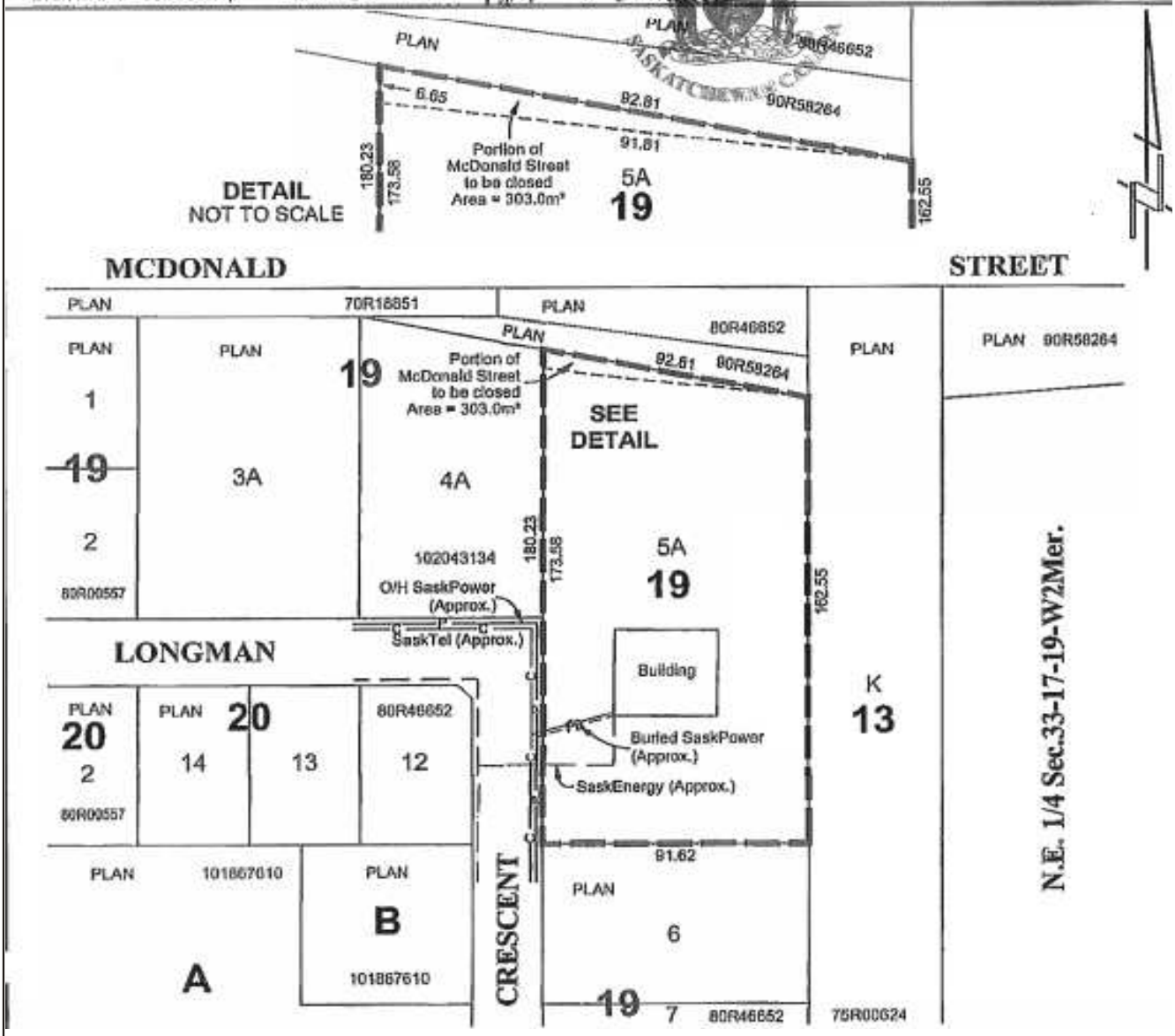
Altus Geomatics Limited Partnership
Toll Free: 1-800-465-6233
www.altusgeomatics.com

CITY OF REGINA APPROVAL
The subdivision proposed herein outlined in bold dashed line is approved under the provisions of Bylaw No. 7748 of The City of Regina.
Dated this ___ day of _____ A.D. 20___.

CITY CLERK
Measurements are in metres and decimals thereof.
Measurements are approximate and may vary by ±0.5m.
Area to be approved outlined in bold dashed line and contains 1.66 ha (9.67 acres)

OWNER'S APPROVAL
Warner Property Holdings Ltd. (Lot 5)
City of Regina (McDonald Street)

Registered Professional Planner
Date: December 24, 2014.



Planning Department

Project 15-CL-03 | Civic Address/Subdivision Part of Surface Parcel #165087939, St/L 3, Plan 90R58264 Portion of McDonald Street

CR15-66

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Zoning Bylaw Amendment (15-Z-10)
MS - Mainstreet Zone to MAC - Major Arterial Commercial
4450 Rochdale Boulevard

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – JUNE 3, 2015

1. That the application to rezone Block W, Plan No. 00RA0511 Ext. 1, Lakeridge Subdivision located at 4450 Rochdale Boulevard from MS - Mainstreet Zone to MAC - Major Arterial Commercial Zone be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.

REGINA PLANNING COMMISSION – JUNE 3, 2015

Dallas Wingerak and Garry Fawley, representing Choice Properties, addressed the Commission.

The Commission adopted a resolution to concur in the recommendation contained in the report.

Recommendation #3 does not require City Council approval.

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Phil Selenski, Laureen Snook and Kathleen Spatt were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on June 3, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the application to rezone Block W, Plan No. 00RA0511 Ext. 1, Lakeridge Subdivision located at 4450 Rochdale Boulevard from MS - Mainstreet Zone to MAC - Major Arterial Commercial Zone be APPROVED.

2. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.

3. That this report be forwarded to the June 22, 2015 City Council meeting, which will allow sufficient time for advertising of the required public notices for the respective bylaw.

CONCLUSION

The proposal to rezone the subject property is consistent with the purpose and intent of the MAC zone and with the policies contained within *Design Regina: The Official Community Plan Bylaw No. 2013-48* with respect to supporting and strengthening Urban Corridors. The proposal will provide for consistent zoning at this key intersection and provide the property owner with equitable and consistent treatment with respect to the application of development standards. The full extent of development on site has been previously authorized by City Council under the discretionary use process. As such, the impact of rezoning the subject property will have a minimal impact on existing development in the immediate area.

Accordingly, the Administration supports the recommendations contained within this report.

BACKGROUND

A Zoning Bylaw Amendment Application has been submitted to rezone the subject property at 4450 Rochdale Boulevard (Real Canadian Superstore site).

This application is being considered pursuant to *Regina Zoning Bylaw No. 9250*, *Design Regina: The Official Community Plan Bylaw No. 2013-48,* and *The Planning and Development Act, 2007.*

On November 24, 2014, City Council approved a discretionary use application (CR14-128) for the subject property for a Shopping Centre which included a number of commercial buildings on site in addition to the existing Real Canadian Superstore development.

DISCUSSION

The zoning and land use related details are summarized in the table below:

Land Use Details	Existing	Proposed
Zoning	MS – Mainstreet	MAC – Major Arterial Commercial
Land Use	Shopping Centre including the Real Canadian Superstore and Gas Bar and a number of commercial buildings currently under construction	Shopping Centre including the Real Canadian Superstore and Gas Bar and a number of commercial buildings currently under construction

Zoning Analysis	Required	Existing
Minimum Lot Area (m^2)	250 m^2	60,722 m^2
Minimum Lot Frontage (m)	6 m	124 m
Maximum Coverage (%)	50%	29%

The MS Zone is applied to a number of properties along the Rochdale Boulevard corridor in northwest Regina including the subject property which was developed for a Real Canadian Superstore in 2000. This site was developed in advance of a broader policy consideration of commercial market demands for northwest Regina which occurred under a review of Part C - Northwest Sector Plan of *Regina Development Plan, Bylaw No 7877.* The Plan was amended on August 24, 2001 and a policy change included the identification of the intersection of Pasqua

Street and Rochdale Boulevard as a future "Major District Commercial" precinct. Subsequently, sites at this intersection were zoned MAC to accommodate large format district scale commercial development with the exception of the Real Canadian Superstore site which remained under the MS Zone.

While the two zones are similar, there is one notable difference with respect to the provision of outdoor patios at food and beverage establishments.

The MAC zone allows for the accommodation of outdoor patios for food and beverage establishments. Outdoor patios are currently not permitted in the MS Zone if they are within 36.5 metres (120 feet) of a residential use, school, park, or recreational space, or if the property is adjacent to a residential zone. The subject property abuts a residential zone to the north and as such outdoor patios are currently not permitted on site. The applicant is development restaurant use on site and intends to have outdoor patios at some restaurants on site. At a minimum the nearest patio to residential use on site would exceed 36.5 metres. It is noted that other food and beverage establishments on MAC zoned properties at this intersection currently have outdoor patios. This includes the Boston Pizza immediately to the south.

The subject property is unique in the MS zone context. Many of the MS Zone properties to the west along Rochdale Boulevard are smaller commercial sites and have more of a direct proximity to residential use. The subject property is more aligned with the purpose and intent of the MAC Zone with respect to accommodating a range of retail, service and office businesses that serve the needs of travellers and residents which require locations with good visibility and accessibility along major arterial roadways.

The MAC Zone is more appropriate for this site given its location at the intersection of two arterial roadways with good visibility from both Rochdale Boulevard and Pasqua Street and that the form of development on site is large format and district scale in nature.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Policy/Strategic Implications

The proposal is consistent with the policies contained within *Part A: Citywide Plan of Design Regina: The Official Community Plan Bylaw No. 2013-48* with respect to:

- Providing appropriate locations and development opportunities for a full range of industrial, commercial and institutional activities.
- Requiring new large-format retail to be to be located on Urban Corridors to mitigate potential adverse impacts on residential uses and to be accessible to surrounding neighbourhoods. Rochdale Boulevard is a defined Urban Corridor in the OCP.

- Supporting urban centres and corridors as locations for pedestrian and transit-oriented mixed use development and as hubs for community interaction and identity.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Communication with the public is summarized as follows:

Public notification signage posted on	May 19, 2015
Will be published in the Leader Post on	June 6, 2015 June 13, 2015

The full build out of the commercial site has been authorized by City Council under the discretionary use process. The full extent of this development was fully vetted with the public and stakeholders under the review of the discretionary use application process. There are no changes proposed to site configuration or building placement and as such the impacts on surrounding property owners will be negligible.

The applicant will receive written notification of City Council's decision.

DELEGATED AUTHORITY

City Council's approval is required, pursuant to *Part V of The Planning and Development Act, 2007.*

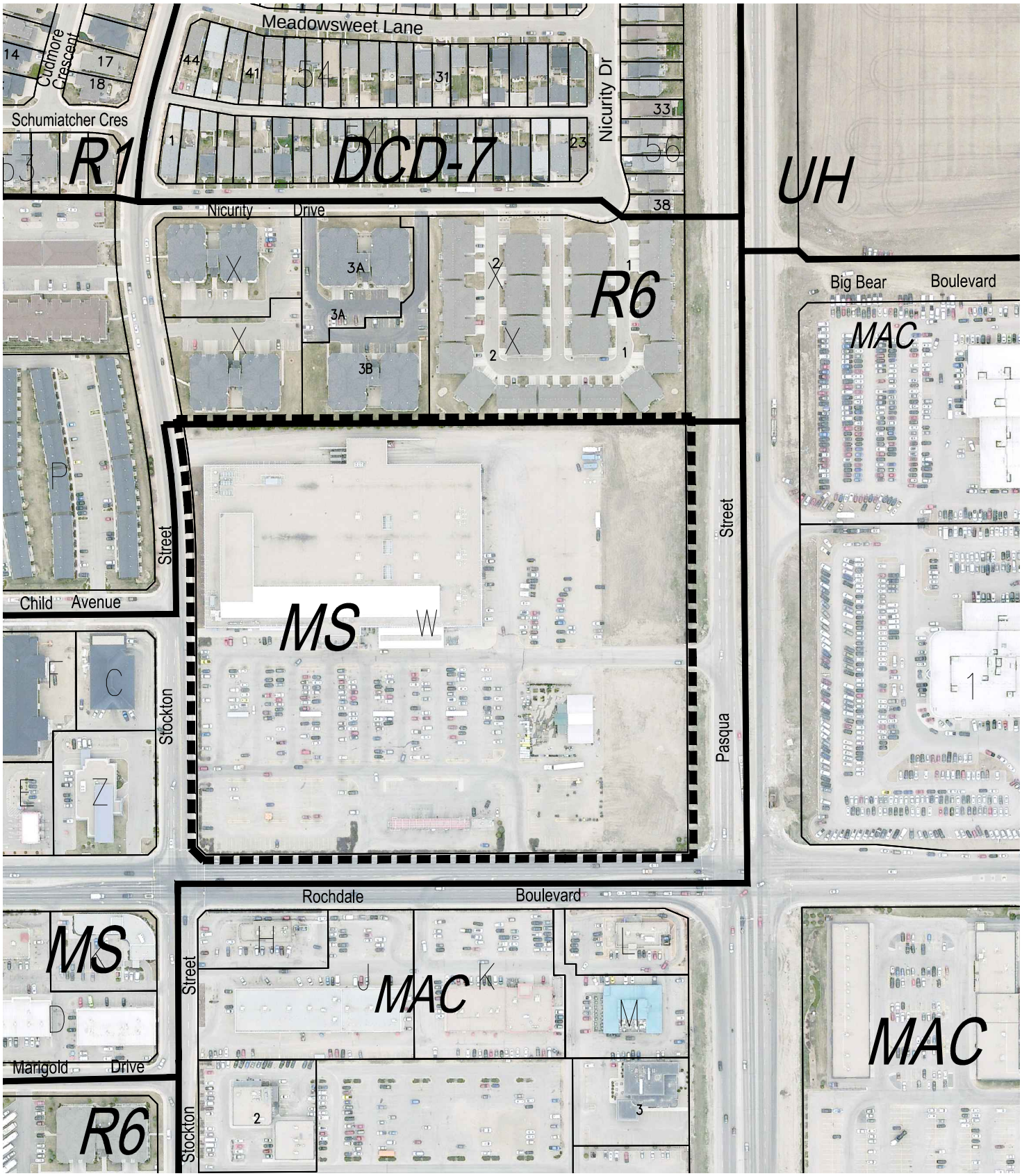
Respectfully submitted,

REGINA PLANNING COMMISSION

Elaine Gohlke

Elaine Gohlke, Secretary

Appendix A-1



Subject Property

Project 15-Z-10 Civic Address/Subdivision 4450 Rochdale Boulevard

Appendix A-2

Subject Property

Date of Photography: 2012

Project 15-Z-10 Civic Address/Subdivision 4450 Rochdale Boulevard

BYLAW NO. 2015-41

AUTHORIZATION TO SELL A PORTION OF THE DEDICATED LANDS OF MUNICIPAL RESERVE PARCEL R3 IN PLAN NO. 71R28646

WHEREAS the Council of the City of Regina deems it expedient to sell a portion of Municipal Reserve Parcel R3 in Plan No. 71R28646, as shown on the Plan of Proposed Subdivision attached as Appendix "A":

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 That portion of Municipal Reserve described as follows:

> "Parcel R3 in Plan No. 71R28646 as shown as proposed Parcel U on the attached Plan of Proposed Subdivision prepared by Scott Assiè, RPP dated November 29, 2013."

may be sold.

2 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 22nd DAY OF June 2015.

READ A SECOND TIME THIS 22nd DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF June 2015.

Mayor	City Clerk (SEAL)

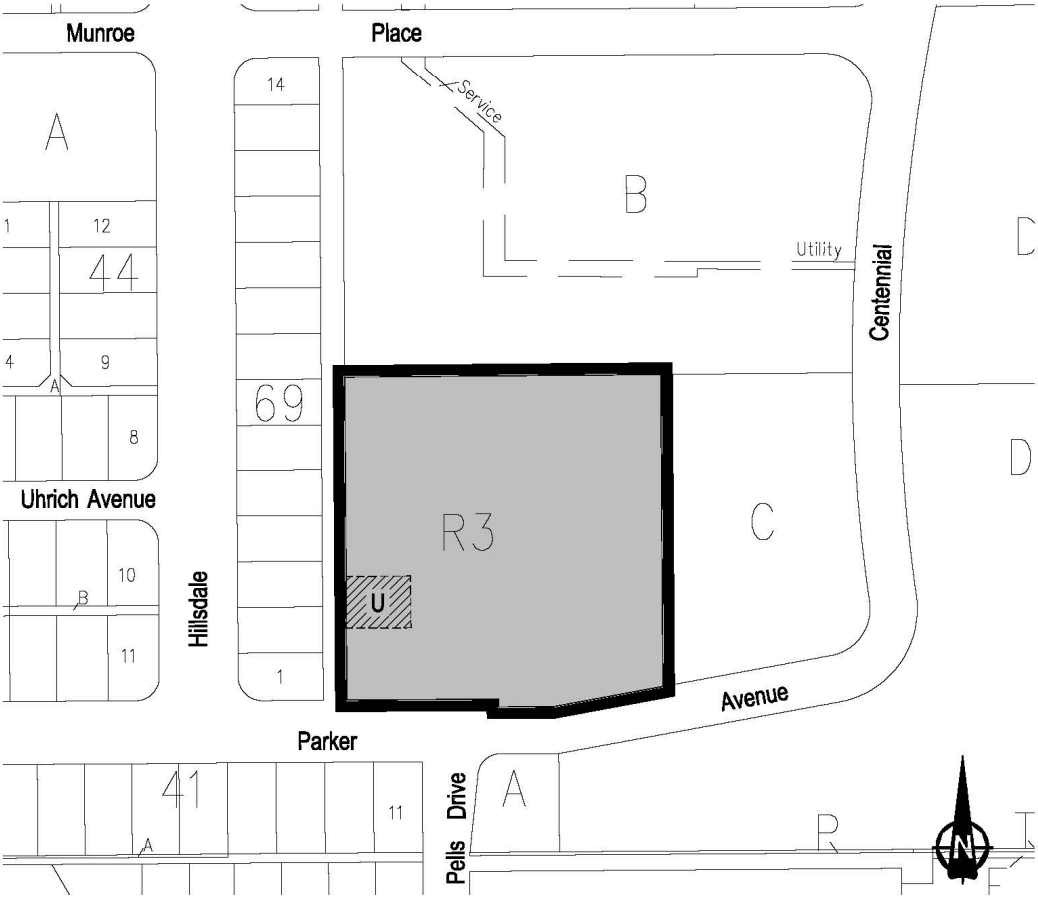
CERTIFIED A TRUE COPY

City Clerk

Approved as to form this _____ day of _____, 20__.

City Solicitor

APPENDIX "A"


Munroe
Place
Service
A
14
B
1
12
44
Utility
Centennial
D
4
9
A
69
8
D
Uhrich Avenue
R3
C
10
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U
Hillsdale
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Avenue
Parker
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Pells Drive
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ABSTRACT

BYLAW NO. 2015-41

AUTHORIZATION TO SELL A PORTION OF THE DEDICATED LANDS OF MUNICIPAL RESERVE PARCEL R3 IN PLAN NO. 71R28646

PURPOSE:	To authorize the sale of dedicated land.
ABSTRACT:	SaskTel has approached the City of Regina to purchase a 500 metre square portion of dedicated municipal reserve, known as Qu'Appelle Park. The affected land would be intended for a cell phone tower. Intended changes to the site would involve a free-standing mono pole and secured equipment cabinets.
STATUTORY AUTHORITY:	Sections 199 and 200 of *The Planning and Development Act, 2007.*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Required, pursuant to section 207 of *The Planning and Development Act, 2007.*
PUBLIC NOTICE:	Required, pursuant to section 207 of *The Planning and Development Act, 2007.*
REFERENCE:	Regina Planning Commission, June 3, 2015, RPC15-31.
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Planning and Development
INITIATING DEPARTMENT:	Planning

BYLAW NO. 2015-42

A BYLAW TO PROVIDE FOR THE SALE AND CLOSURE OF A PORTION OF MCDONALD STREET RIGHT-OF-WAY

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The lane described as follows is closed and may be sold:

"All that portion of McDonald Street right-of-way as shown an the attached plan of proposed subdivision prepared by Altus Geomatics Limited Partnership, dated December 24, 2014 and legally described as a portion of Parcel #165087939, St/L 3, Plan No. 90R58264 as shown on the attached Appendix "A" "

2 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 22nd DAY OF June 2015.

READ A SECOND TIME THIS 22nd DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF June 2015.

Mayor	City Clerk (SEAL)

CERTIFIED A TRUE COPY

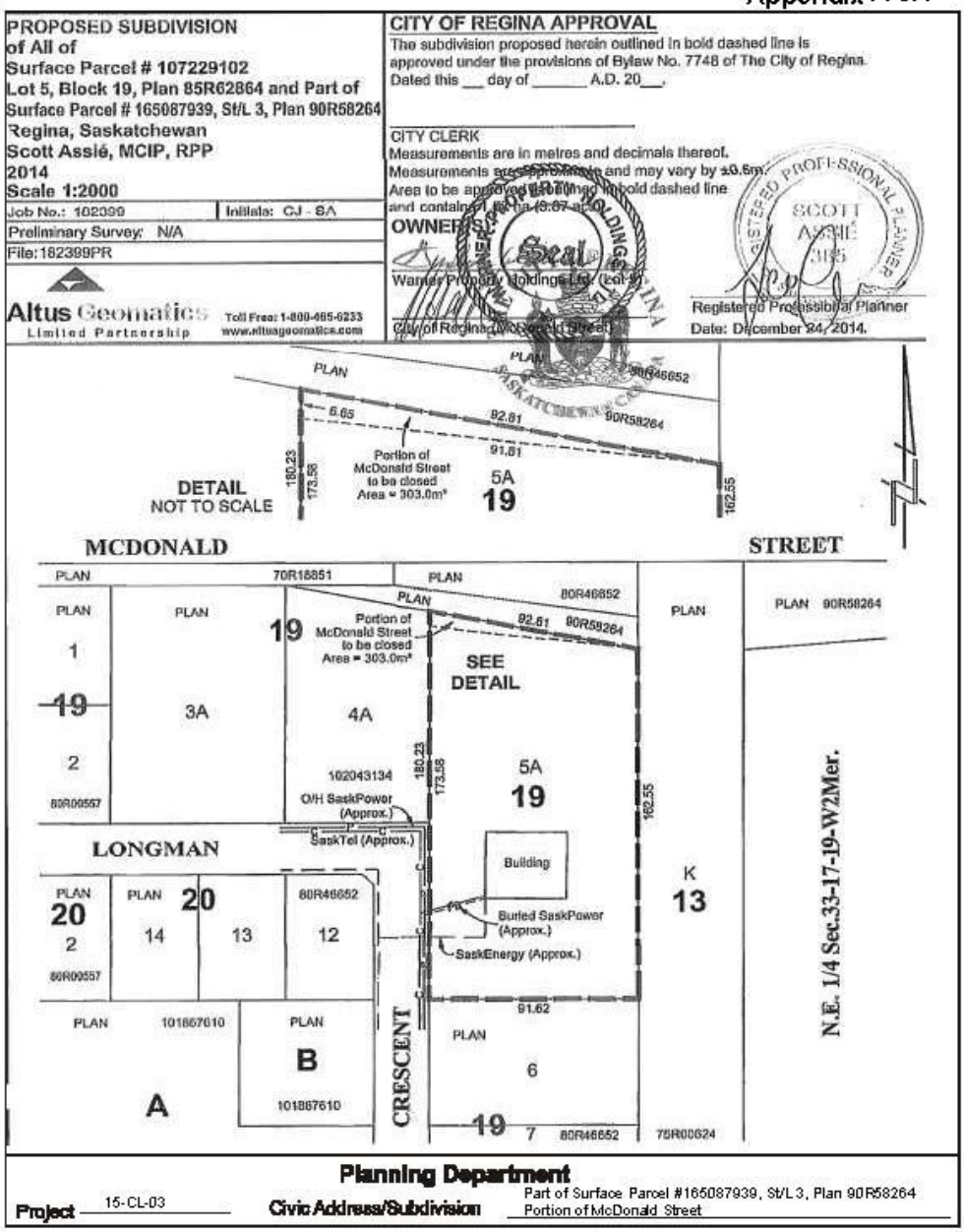
City Clerk

Approved as to form this _____ day of _____, 20__.

City Solicitor

APPENDIX "A"

Appendix A-3.1



ABSTRACT

BYLAW NO. 2015-42

A BYLAW TO PROVIDE FOR THE CLOSURE AND SALE OF A PORTION OF MCDONALD STREET RIGHT-OF-WAY

PURPOSE:	To close a portion of the McDonald Street right-of-way.
ABSTRACT:	This undeveloped portion of McDonald Street right-of-way is currently being used as parking by the adjacent property at 415 Longman Crescent. The road closure and consolidation with 415 Longman Crescent will remedy encroachment onto road right-of-way.
STATUTORY AUTHORITY:	Section 13 of *The Cities Act.*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Yes
PUBLIC NOTICE:	Required, pursuant to subsection 13(6) of *The Cities Act.*
REFERENCE:	Regina Planning Commission, June 3, 2015, RPC15-28.
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning and Development
INITIATING DEPARTMENT:	Planning

BYLAW NO. 2015-43

THE REGINA ZONING AMENDMENT BYLAW, 2015 (No. 18)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 *Regina Zoning Bylaw No. 9250* is amended in the manner set forth in this Bylaw.

2 Chapter 19 – Zoning Maps (Map No. 2493) is amended by rezoning the lands in Regina, Saskatchewan, as outlined on the map as Appendix "A", legally described as:

Legal Address: **Block W, Plan No. 00RA05114, Ext. 1**

Civic Address: **4450 Rochdale Boulevard**

Current Zoning: **MS – Mainstreet Zone**

Proposed Zoning: **MAC – Major Arterial Commercial**

3 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 22nd DAY OF June 2015.

READ A SECOND TIME THIS 22nd DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF June 2015.

Mayor

City Clerk (SEAL)

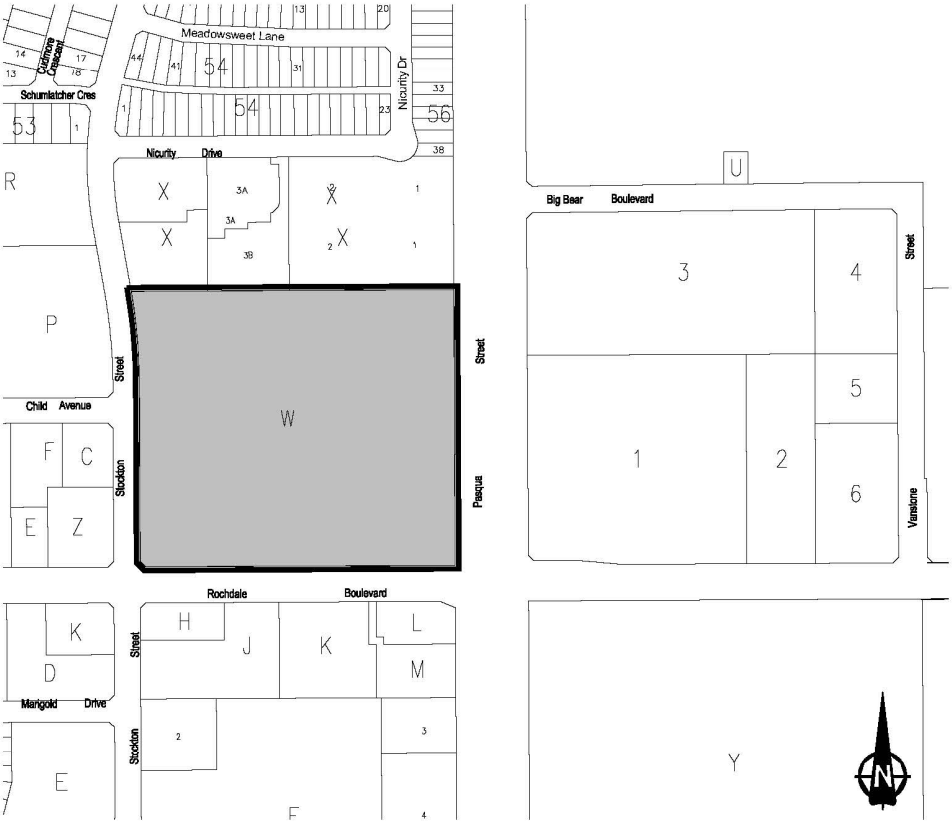
CERTIFIED A TRUE COPY

City Clerk

Approved as to form this _____ day of _____, 20__.

City Solicitor

APPENDIX "A"


Meadowsweet Lane
Schumlatcher Cres
Nicurity Dr
Nicurity Drive
Child Avenue
Stockton Street
Pasqua Street
Rochdale Boulevard
Marigold Drive
Big Bear Boulevard
Vansione Street
W
Y

ABSTRACT

BYLAW NO. 2015-43

THE REGINA ZONING AMENDMENT BYLAW, 2015 (No. 18)

PURPOSE:	To amend *Regina Zoning Bylaw No. 9250.*
ABSTRACT:	The proposed rezoning from MS to MAC is intended to bring the subject property in alignment with other large scale commercial development sites along the Pasqua Street and Rochdale Boulevard intersection.
STATUTORY AUTHORITY:	Section 46 of *The Planning and Development Act, 2007.*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Required, pursuant to section 207 of *The Planning and Development Act, 2007.*
PUBLIC NOTICE:	Required, pursuant to section 207 of *The Planning and Development Act, 2007.*
REFERENCE:	Regina Planning Commission, June 3, 2015, RPC15-34.
AMENDS/REPEALS:	Amends *Regina Zoning Bylaw No. 9250.*
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning and Development
INITIATING DEPARTMENT:	Planning

BYLAW NO. 2015-44

DESIGN REGINA: THE OFFICIAL COMMUNITY PLAN
AMENDMENT BYLAW, 2015 (No. 2)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 Bylaw No. 2013-48, being *Design Regina: The Official Community Plan Bylaw* is amended in the manner set forth in this Bylaw.

2 Part A, Section D5, Goal 5 is amended by adding the following new section after Section 7.33:

"7.33A That, notwithstanding any other policy herein, Council may approve a proposed office building where the purpose of the proposed development is to accommodate the relocation of an existing office use where, at the discretion of Council, there is deemed to be a potential safety issue due to the proximity of the existing office use to a potentially hazardous site or operation."

3 This Bylaw comes into force on the date of approval by the Ministry of Government Relations.

READ A FIRST TIME THIS 22nd DAY OF June 2015.

READ A SECOND TIME THIS 22nd DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF June 2015.

Mayor	City Clerk (SEAL)
	CERTIFIED A TRUE COPY
	City Clerk

Approved by the Ministry of Government Relations
this _____ day of _____, 2015.

_____
Ministry of Government Relations

Approved as to form this _____ day of _____, 20__.

City Solicitor

ABSTRACT

BYLAW NO. 2015-44

DESIGN REGINA: THE OFFICIAL COMMUNITY PLAN AMENDMENT BYLAW, 2015 (No. 2)

PURPOSE:	To amend *Design Regina: The Official Community Plan Bylaw.*
ABSTRACT:	The proposed amendment is to provide Council with the flexibility to approve a proposed office development where there is a conspicuous hazard situation, notwithstanding other potentially prohibitive regulations.
STATUTORY AUTHORITY:	Part IV, Section 29(2) of *The Planning and Development Act, 2007.*
MINISTER'S APPROVAL:	Part IV, Section 39 of *The Planning and Development Act, 2007.*
PUBLIC HEARING:	Required, pursuant to section 207 of *The Planning and Development Act, 2007.*
PUBLIC NOTICE:	Required, pursuant to section 207 of *The Planning and Development Act, 2007.*
REFERENCE:	Regina Planning Commission, June 3, 2015, RPC15-32.
AMENDS/REPEALS:	Amends *Design Regina: The Official Community Plan Bylaw.*
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning and Development
INITIATING DEPARTMENT:	Planning

June 18, 2015 **DE15-42**

Group requesting: Regina Optimist Dolphins Swim Club

Presentor: Pat Palaschuk

Request of City Council: That the Aquatic Groups using the Lawson Aquatic Center be excluded from proposed fee increases until September of 2017.

Rationale for exclusion:

1) Aquatic Groups are not the same as other sports group
a. Hockey can elude the fee increases by renting facilities in centers outside of Regina
b. Soccer and football can elude fee increases by utilizing park facilities.
c. Aquatic groups are restricted to using the Lawson as it is the only 50m pool in the city with the deep tank, diving boards, etc.

2) Aquatic groups do not have the same capacity to recover the cost of the increase by expanding programming. The Lawson is at capacity already, user groups are already disputing allocation of pool use. There is little to no capacity to add programming to offset the fee increase.

3) Aquatic groups cannot recover the cost of the increase by hosting a national meet. While other sports like hockey, soccer and football have state of the art facilities that can host major events, aquatic groups do not. In swimming for example, regional and national meets require "off deck spectator seating", this requirement prohibits the RODS from bidding on the majority of regional, national and international meets.

4) Aquatic groups suffered financial losses for an 18 month period when the Lawson was under the health advisory and no events could be hosted in the venue. Losses were the result of a drop in membership, the inability to host events at the venue and the increase in travel costs to attend events. Aquatic clubs are in a recovery state and need a reprieve from fee increase for a two year period. In addition, user groups are now incurring added costs to rebuild the image of the Lawson. For example the RODS are having to fly swimmers in from other provinces and cover their costs as they have concerns about competing at the venue.

5) User groups have not received adequate notice of the increase. The RODS were advised of the 4% increase for Sept 2015 and Sept 2016 on June 2. The RODS Budget for the 2015-16 fiscal year was finalized in May, and does not provide for the proposed increase in fees.

6) Proposed increases seem discriminatory towards youth groups (where membership is predominantly 16 years of age and under). The increase to the RODS, a user group that consists predominantly of you under 16 years of age is 4% whereas the Leisure Pass for the general public (where the membership is predominantly adult passed) is increasing by 2%.

7) Increases of 2 or 4% are being unilaterally applied with no consideration to the net cost to operate these facilities. If increases are required they should be applied based a revenue expense ratio. Indoor Fitness and Aquatics generate a profit of 6.37% where a 4% increase is being applied. Athletic fields have a profit margin of 36.22% and are receiving a 2% increase. The cost to run indoor arenas has not been disclosed. Neighbourhood Centers, the Neil Balkwell Center and outdoor pools are running at loss between 54 to 185% and are receiving the same 2 to 4% increase. It appears that fees paid by some user groups are being used to offset the cost of other user groups.

Patricia Palaschuk

CR15-67

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: 2016-2017 Community Services Fees and Charges

RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE - JUNE 10, 2015

1. That the fees and charges as outlined in Appendix A, Schedules A-H be approved.

2. That the City Solicitor be instructed to prepare an amendment to *The Community Services Fees Bylaw, 2011* to update the fees and charges as outlined in Appendix A of this report.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – JUNE 10, 2015

Pat Palaschuk, representing Regina Dolphin Swim Club, addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #3 does not require City Council approval.

Councillors: Jerry Flegel (Chairperson), John Findura, Shawn Fraser, Bob Hawkins, and Mike O'Donnell were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at its meeting held on June 10, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the fees and charges as outlined in Appendix A, Schedules A-H be approved.

2. That the City Solicitor be instructed to prepare an amendment to *The Community Services Fees Bylaw, 2011* to update the fees and charges as outlined in Appendix A of this report.

3. That this report be forwarded to the June 22, 2015 City Council meeting for approval.

CONCLUSION

The Community Services Department has reviewed the current fees and charges for admissions, passes and rentals at the City of Regina's (City) sport, culture and recreation facilities. In order to ensure the Department accounts for the rising operating and maintenance costs associated with inflation and aging facilities, Administration is proposing new fee schedules (Appendix A). This review included an analysis of revenues, expenses and cost recovery levels over the past five years; consideration of market rates where they exist; a review of rates at comparable facilities in other western Canadian municipalities and an analysis of feedback from customers and staff.

BACKGROUND

The City's fees and charges for sport, culture and recreation facilities are renewed regularly. The fee schedule associated with a particular facility or service area is determined by a market based pricing strategy or cost-recovery based pricing strategy. In addition, the recommended fee changes are consistent with the strategies that guide recommendations related to programming and activity provision, as outlined in the Recreation Facility Plan.

It should be noted that rates for golf courses are not included in the scope of this report.

Market based pricing is utilized when the program or service offered exists in an environment with other service providers. Market based pricing is utilized for the following services: single admissions, bulk admissions and leisure passes for City of Regina leisure facilities. Market based pricing is also utilized for gym rentals, activity/multi-purpose room rentals and meeting room rentals. The suggested market based price point for a particular fee schedule is determined by a local profile of service providers, and will allow the City to maximize non-tax based revenue sources, while ensuring that the private sector is not discouraged from providing similar services.

Cost recovery based pricing is utilized when a program or service is offered solely or primarily within the Regina marketplace by the City. Cost recovery based pricing is utilized for the following services: Neil Balkwill Civic Arts Centre (NBCAC) rentals, athletic field bookings, Fieldhouse rentals, aquatic rentals, ball diamond bookings and arena/speed skating oval bookings. The suggested cost recovery based price point for a particular fee schedule is determined by a combination of: local historical program and service pricing; a public sector benchmarking of similar programs and services in other Saskatchewan municipalities; and the market's willingness and ability to pay for the service.

DISCUSSION

The proposed fees schedules associated with sport, culture and recreation facilities will take effect on September 1, 2015, and expire August 31, 2017. Fees associated with athletic fields will take effect January 1, 2016, and expire January 1, 2018. Two different effective dates are utilized to simplify the rental and cost estimation processes for user groups. During 2016 and 2017, the Community Services Department will refresh the Recreation Facility Plan. Also during 2016, the Administration will undertake a core services review. It is likely that these two projects will influence fee schedules for September 1, 2017 and beyond. Consequently, a two year plan for Community Services fees and charges has been presented in this report.

COMMUNITY SERVICES REVENUES AND EXPENSES

Over the past five years Community Services Department revenues have increased over 15 per cent. All facility or service areas have positive revenue trends, with the exception of the NBCAC and neighbourhood centres. A business plan is being developed for the NBCAC to address the decline in its revenues. Neighbourhood centre revenues have declined due to the closure of the Pasqua Neighbourhood Centre in 2011. The remaining neighbourhood centres' revenues have remained stable.

The five year trend for revenues is positive. Department revenues are projected to grow in a stable manner due to an increase in athletic field inventory, demand for registered programming, increased Leisure Pass sales and fee schedule price increases.

Table 1: Community Services' 2010-2014 Revenue

Facility or Service Area	2010	2011	2012	2013	2014	% Change 2014/2010
Indoor Fitness & Aquatics[1]	$3,337,100	$3,534,600	$3,656,000	$3,587,600	$3,614,500	8.31%
Indoor Arenas	$1,159,800	$1,252,800	$1,398,500	$1,489,900	$1,446,400	24.71%
Athletic Fields	$481,500	$641,700	$683,500	$802,800	$793,200	64.74%
NBCAC[1]	$198,400	$208,700	$197,500	$206,100	$189,800	-4.33%
Neighbourhood Centres	$202,600	$190,700	$162,500	$165,200	$164,000	-19.05%
Outdoor Pools	$136,200	$194,100	$174,200	$180,700	$179,300	31.64%
Total	**$5,515,600**	**$6,022,600**	**$6,272,200**	**$6,432,300**	**$6,387,200**	**15.80%**

Note: 2013's revenues includes revenues specific to hosting the 2013 Grey Cup.

Table 2: 2010-2014 Expenses

Facility or Service Area	2010	2011	2012	2013	2014	% Change 2014/2010
Indoor Fitness & Aquatics	$2,914,354	$3,002,029	$3,118,017	$3,124,827	$3,384,190	16.12%
Athletic Fields	$350,892	$492,285	$445,008	$451,674	$505,940	44.19%
NBCAC	$269,034	$282,874	$275,472	$294,230	$293,251	9.00%
Neighbourhood Centres	$453,191	$475,378	$453,593	$454,988	$468,110	3.29%
Outdoor Pools	$322,190	$364,832	$410,684	$420,378	$400,908	24.43%
Total	**$4,309,661**	**$4,617,398**	**$4,702,774**	**$4,746,097**	**$5,052,399**	**17.23%**

Over the past five years expenses have increased in relation to increasing revenues. The Department has diversified its revenue streams by offering more swimming lessons, art classes and fitness classes. While registered programs generate a net profit, there are additional expenses associated with offering more programming. Over the same period, the Department has also increased its athletic field rental inventory, which generates both additional revenues and expenses.

The Department's 2014 expenses grew disproportionately to past years expenses due to the costs associated with the indoor fitness and aquatics service area. A significant increase in indoor fitness and aquatics expenses is the result of the 2014 air quality renovations at the Lawson Aquatic Centre. The Department is in the process of repaying the costs for those renovations through a $150,000 annual repayment from its operations to the asset revitalization reserve over the next ten years.

In addition to the renovation costs, lifeguarding and water safety instructor costs have also risen significantly over the past year. It must be noted that while indoor fitness and aquatics expenses have grown, these expenses have been offset by increasing service area revenues, allowing for cost recovery levels to remain stable. The proposed Fee Schedule C increases will account for the rising lifeguarding and water safety instructor costs.

[1] Includes registered program revenue. Authority has been delegated to the Administration to set the fees for registered programs

COST RECOVERY

Cost recovery levels are determined by combining the direct costs from Community Services and all other City departments for a particular facility or service area. Indirect corporate overhead costs are also incorporated through a 22 per cent addition to total direct expenses. These indirect corporate overhead costs account for the cost of the support provided by Corporate Services' departments such as Information Technology Services, Finance and Human Resources. By including both direct and indirect expenses, true corporate cost recovery rates can be reported.

Cost recovery levels fluctuate year to year based on weather and facility maintenance costs. Cost recovery levels for all facility or service areas can fluctuate significantly from year to year as a result of other departmental costs for facility maintenance; a facility or service area will experience lower cost recovery rates in some years when compared to others depending on the level of maintenance required. Athletic fields and outdoor pools cost recovery levels fluctuate more significantly than indoor facilities due to weather; which impacts the length of season, available booking hours, and costs to operate and maintain.

Table 3: 2010 – 2014 Cost Recovery Levels [2]

Facility or Service Area	2010	2011	2012	2013	2014
Indoor Fitness & Aquatics	46.1%	47.8%	50.1%	46.9%	45.7%
Indoor Arenas	38.7%	44.0%	52.1%	52.4%	50.8%
Athletic Fields	23.7%	29.8%	27.0%	31.7%	32.5%
Neil Balkwill Civic Arts Centre	43.7%	42.8%	40.3%	42.1%	40.3%
Neighbourhood Centres	16.9%	14.6%	12.9%	13.7%	12.6%
Outdoor Pools	15.2%	18.6%	14.9%	16.8%	15.3%

Over the past five years, Community Services' total cost recovery level has increased six per cent. The cost recovery levels associated with athletic fields and indoor arenas have increased significantly, 37 per cent and 31 per cent respectively. Cost recovery levels for outdoor pools and indoor fitness and aquatics have remained stable, despite the rising costs associated with maintaining aging facilities. The NBCAC and neighbourhood centre cost recovery levels have decreased over the past five years, eight per cent and 34 per cent respectively. The proposed fees and charges schedules will address the unique cost recovery trends of each facility or service area.

The athletic field cost recovery rate has increased 37 per cent over the past five years. This significant increase is the result of growing demand for new and existing athletic fields and fee increases for the usage of athletic fields. The cost recovery rate for indoor arenas has also increased significantly, 31 per cent, over the past five years. This increase is the result of operational efficiencies and fee increases, specifically more efficient scheduling of City arenas and the Cooperator's Centre. As a result of the positive indoor arena and athletic field cost recovery trend, the Administration will recommend a modest inflationary increase for 2016 and 2017.

The significant decline in cost recovery levels at the Neighbourhood Centres is the result of a decrease in revenue, resulting from the closure of the Pasqua Neighbourhood Centre, and increasing maintenance costs related to aging buildings. While it may seem pertinent to significantly increase room rental rates in an effort to increase cost recovery levels at

[2] Cost Recovery = Revenue / (Direct Expenditures * 1.22)

Neighbourhood Centers, any increase in room rental rates must correspond with the Regina meeting room rental marketplace, and the ability of local organizations to pay for increases. Consequently, the Administration will be recommending a moderate increase for 2016 and 2017.

MARKET ANALYSIS

In some cases, the City offers services that already exist within the marketplace such as single admission, bulk admissions and leisure passes. It is important that the City does not price itself out of the market with respect to these services. Consequently, an analysis of market rates was completed. Currently, City of Regina leisure facility single admission rates are considerably lower than other service providers in the market, while leisure pass prices are comparable to those offered by the YWCA and the University of Regina. With regard to current single admission, bulk admission and leisure pass structure; customer research indicates that our clients prefer the flexibility and fairness of the City's current pass structure, which provides discounts for long term use and also for children, youth, young adults, seniors and families. In addition, single admission is kept low in or to maximize public access to a public owned facility. Given the competitive nature of the current city fitness marketplace, Administration will recommend a moderate increase to single admissions and bulk admissions, and an inflationary increase for leisure passes.

A benchmarking analysis of other municipalities was performed to further inform appropriate fee schedules for City indoor ice, athletic field, aquatics and meeting and multipurpose rooms. City rental rates were comparable to other market providers in Regina and surrounding areas. Additionally, this review showed that City rates for pool, athletic field and indoor arena rentals were comparable to those charged by other western Canadian municipalities such as Saskatoon, Calgary, Edmonton and Winnipeg. It must be noted that direct comparisons with other local providers or regional municipalities is difficult due to the variety of amenities offered.

RECOMMENDED SCHEDULE CHANGES

	2015 Increase	**2016 Increase**	**2017 Increase**
Schedule A & B – Leisure Pass, Single Admission, Bulk Admission & Rush Ice Fees			
Single Admission Fees	4%	4%	
Bulk Admission Fees	4%	4%	
Leisure Pass Fees	2%	2%	
Rush Ice Fees	2%	2%	
Schedule C – SSLC, NWLC, Lawson & Outdoor Pool Rentals			
Aquatic Rentals	4%	4%	
Activity Room Rentals	4%	4%	
Gymnasium Rentals	2%	2%	
Schedule D – Fieldhouse Rentals			
Sport & Fitness Rentals	2%	2%	
Activity Room Rentals	4%	4%	
Schedule E – Indoor Arenas & Speed Skating Oval Rentals			
Boarded Area, Indoor and Speed Skating Oval Ice Rentals	2%	2%	
Activity Room and Social Rentals	4%	4%	
Schedule F – Neil Balkwill Civic Arts Centre Rentals			
Open Studio and Program Rates	2%	2%	

Board Room and Meeting Room Rentals	4%	4%	
Schedule G – Neighbourhood Centres and City Hall Meeting Space Rentals			
Activity and Multipurpose Room Rentals	4%	4%	
Gymnasium Rentals	2%	2%	
Schedule H – Athletic Field Rentals			
Athletic Field Rentals		2%	2%

Note: All schedules are effective September 1 except Schedule H which is effective January 1

Fee increases are tied to the cost recovery level and trends for a particular facility or service area. Where the cost recovery trend is positive, Administration is recommending an inflationary increase of two per cent. For those facilities or service areas where the cost recovery levels are trending downward, a four per cent increase is recommended by Administration.

In addition to the above fee schedule changes, there are three additional changes of note. First, as a result of rising staffing costs, particularly lifeguarding costs, to provide aquatic rentals, both the off-hour and standard competitive training discounts will be reduced from 35 per cent to 25 per cent and 10 per cent to five per cent respectively. Second, Kiwanis Waterfall rental rates will increase $2.50 in both 2015 and 2016, to account for rising costs associated with maintaining the Kiwanis Waterfall. Finally, Leibel Field rentals will remain frozen for 2015 and 2016.

RECOMMENDATION IMPLICATIONS

Financial Implications

Implementation of the proposed fee schedules will result in approximately $190,000[3] in new revenue. The increased revenue from fee increases will be reflected in the 2016 and 2017 budgets.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The fee strategy is aligned with the subsidy levels and approaches outlined in the Recreation Facility Plan, which was previously approved by City Council.

The fees in the attached schedules will be reassessed and redesigned for the 2018 Fees & Charges Report to Community and Protective Services Committee to ensure alignment with the City's forthcoming core services review, the refresh of the Community Services' Recreation Facility Plan, and 2016 implementation of a Cultural Plan.

[3] This amount does not include the increased revenue that will result from reducing the competitive training discounts.

Other Implications

None with respect to this report.

Accessibility Implications

The City offers an Affordable Fun Program for residents who experience financial barriers to participation in sport, culture and recreation programs and services. The Affordable Fun Program provides subsidies for purchase of passes and participation in programs.

Administration was asked to research the community benefit and financial impact in lowering the age threshold for senior citizen discounts on leisure passes, single admissions and bulk admissions. The results of a public sector benchmarking analysis of municipalities across Canada reveals about 50 per cent of municipalities utilize the 65 + discount threshold, 40 per cent utilize an age threshold ranging from 50+ to 60+, and 10 per cent of municipalities do not have seniors discount for leisure services. This work suggests that the City's age threshold of 65+ is comparable to those found in other cities. Best practice research[4] indicates that there is a movement away from an age based threshold for discounts and a movement toward a universal income based discount threshold, like the City's Affordable Fun Program. Administration is confident that the combination of the 65+ discount and the Affordable Fun Program can overcome any potential financial barriers to accessing the City's programs and services. Consequently, Administration does not recommend any changes to the 65+ senior citizen discount threshold at this time.

COMMUNICATIONS

Administration has consulted with major and frequent facility rental groups to discuss the inflationary increase proposed within the new fees and charges schedules. More than 200 groups were notified and consulted in person or by phone, letter or email. The majority of user groups have become accustomed to inflationary increases and offered feedback supporting the practice a few years ago however have since provided no feedback as it has become expected. The majority of feedback received over the past few years supports that most groups understand the need for gradual increases and have stated that such increases will not have a negative impact on their programs. A small number of groups have stated their opposition to the fee increase. City staff will work with these groups to explain the need for gradual increases to account for rising maintenance and operating costs.

Upon approval of the Community Services Fees and Charges, Administration will ensure customers have advance notice of the rental fee changes through the City website and public notices at facilities. Rental groups will also be sent correspondence advising them of the fee change prior to the fees being implemented. It should be noted that the implementation dates for the proposed increases will provide organizations and groups with adequate time to plan their programs and if necessary, adjust their fees to reflect the City's new fees.

[4] Kitchen, H. 2015. No Seniors' Specials: Financing Municipal Services in Aging Communities. IRPP Study 51. Montreal: Institute for Research on Public Policy.

DELEGATED AUTHORITY

The recommendations in this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

Ashley Thompson, Secretary

SCHEDULE "A"
Community Services Fees & Charges
Single Admission, Rush Ice Fees & Bulk Tickets
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Single Admissions:			
Adult (25-64)	**6.00**	**6.24**	**6.49**
Young Adult (19-24) & Senior (65+)	**4.57**	**4.75**	**4.94**
Youth (13-18)	**3.90**	**4.06**	**4.22**
Child (2-12)	**2.71**	**2.82**	**2.93**
Family	**11.71**	**12.18**	**12.67**
Rush Ice Fees:			
Hourly Fee	**8.88**	**9.06**	**9.24**
Five Admission Passes	**35.57**	**36.28**	**37.01**
Bulk Tickets – 10 Admissions @ 10% discount			
Adult (25-64)	**53.86**	**56.01**	**58.25**
Young Adult (19-24) & Senior (65+)	**41.05**	**42.69**	**44.40**
Youth (13-18)	**35.33**	**36.74**	**38.21**
Child (2-12)	**24.29**	**25.26**	**26.27**
Family	**105.52**	**109.74**	**114.13**
Bulk Tickets – 20 Admissions @ 15% discount			
Adult (25-64)	**101.71**	**105.78**	**110.01**
Young Adult (19-24) & Senior (65+)	**77.57**	**80.67**	**83.90**
Youth (13-18)	**66.71**	**69.38**	**72.15**
Child (2-12)	**45.86**	**47.69**	**49.60**
Family	**199.24**	**207.21**	**215.50**
Increase for Single and Bulk Admissions		**4%**	**4%**
Increase for Rush Ice Fees		**2%**	**2%**

Note:

Group Admissions - Groups of 10 or more individuals paying single admissions (excluding those receiving the family rate) will receive a 10% discount.

(#2014-52, s. 4, 2014)

SCHEDULE "B"
Community Services Fees & Charges
Passes - Indoor and Outdoor Aquatics, Fitness, Fieldhouse and Skating
(GST Not Included)

Fee Category		One Month	Three Month 10% Discount	Six Month 15% Discount	Nine Month 20% Discount	One Year 25% Discount
		September 1 – 2014 Fee (GST Not Included)				
Leisure Pass:						
Adult (25-64)	$	**51**	**139**	**263**	**371**	**464**
Young Adult (19-24) & Senior (65+)		**38**	**103**	**195**	**274**	**343**
Youth (13-18)		**31**	**83**	**158**	**222**	**278**
Child (2-12)		**25**	**65**	**124**	**175**	**218**
Family		**101**	**272**	**515**	**727**	**908**

Fee Category		One Month	Three Month 10% Discount	Six Month 15% Discount	Nine Month 20% Discount	One Year 25% Discount
		September 1 - 2015 Fee (GST Not Included)				
Leisure Pass:						
Adult (25-64)	$	**52.02**	**141.78**	**268.26**	**378.42**	**473.28**
Young Adult (19-24) & Senior (65+)		**38.76**	**105.06**	**198.90**	**279.48**	**349.86**
Youth (13-18)		**31.62**	**84.66**	**161.16**	**226.44**	**283.56**
Child (2-12)		**25.50**	**66.30**	**126.48**	**178.50**	**222.36**
Family		**103.02**	**277.44**	**525.30**	**741.54**	**926.16**

Fee Category		One Month	Three Month 10% Discount	Six Month 15% Discount	Nine Month 20% Discount	One Year 25% Discount
		September 1 - 2016 Fee (GST Not Included)				
Leisure Pass:						
Adult (25-64)	$	**53.06**	**144.62**	**273.63**	**385.99**	**482.75**
Young Adult (19-24) & Senior (65+)		**39.54**	**107.16**	**202.88**	**285.07**	**356.86**
Youth (13-18)		**32.25**	**86.35**	**164.38**	**230.97**	**289.23**
Child (2-12)		**26.01**	**67.63**	**129.01**	**182.07**	**226.81**
Family		**105.08**	**282.99**	**535.81**	**756.37**	**944.68**

Increase for Single and Bulk Admissions **2%**

(#2014-52. s. 4, 2014)

SCHEDULE "C"
Community Services Fees & Charges
Aquatic Rentals
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Indoor Pool Rentals (Per Hour):			
Sandra Schmirler Leisure Centre:			
All pools	**193.20**	**200.93**	**208.97**
Leisure pool	**153.60**	**159.74**	**166.13**
Teach or Swirl Pool	**36.80**	**38.27**	**39.80**
25 metre lane (base)	**12.00**	**12.48**	**12.98**
Strength & Conditioning Area	**29.40**	**29.99**	**30.59**
Lobby	**26.00**	**27.04**	**28.12**
Activity Room	**22.00**	**22.88**	**23.80**
North West Leisure Centre:			
Leisure pool (including Swirl Pool)	**122.80**	**127.71**	**132.82**
25 metre lane (base)	**12.00**	**12.48**	**12.98**
Strength & Conditioning Area	**29.40**	**29.99**	**30.59**
Lobby	**26.00**	**27.04**	**28.12**
Activity Rooms (Per Hour):			
City of Regina and Program Partners	**0.00**	**0.00**	**0.00**
Non-Profit Organizations (50% of Private rate)	**9.70**	**10.09**	**10.49**
Private	**19.40**	**20.18**	**20.98**
Social (Non-Profit/Private) (125% of Private Activity Room charge)	**24.20**	**25.17**	**26.17**
Gymnasiums (Per Hour):			
City of Regina and Program Partners	**0.00**	**0.00**	**0.00**
Non-Profit Organizations	**24.50**	**24.99**	**25.49**
Private	**49.00**	**49.98**	**50.98**
Social (Non-Profit/Private) (125% of Private Activity Room charge)	**61.20**	**62.42**	**63.67**
Indoor Pool Rentals (Per Hour):			
Lawson:			
Teach or Swirl Pool	**36.80**	**38.27**	**39.80**
Main Pool (65m pool only)	**206.80**	**215.07**	**223.67**
Whole Pool (65m pool, teach and swirl)	**238.40**	**247.94**	**257.85**
Whole Building (Whole Pool, Classrooms and Lobby)	**262.20**	**272.69**	**283.60**
Per Lane:			
5 metre lane (base charge)	**2.40**	**2.50**	**2.60**
15 metre lane (3 X 5 metre)	**7.20**	**7.49**	**7.79**
25 metre lane (5 X 5 metre)	**12.00**	**12.48**	**12.98**
30 metre lane (6 X 5 metre)	**14.40**	**14.98**	**15.58**
50 metre lane (2 X 25 metre)	**24.00**	**24.96**	**25.96**
18.5 metre width lane	**8.88**	**9.24**	**9.60**

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Lawson (continued):			
Strength & Conditioning Area (full room, exclusive)	**59.00**	**60.18**	**61.38**
Strength & Conditioning Area (1/2 room/shared)	**29.50**	**30.09**	**30.69**
Activity Room	**22.00**	**22.88**	**23.80**
Lobby	**26.00**	**27.04**	**28.12**
Deck (when no pool space is rented)	**12.00**	**12.48**	**12.98**
Outdoor Deck	**12.00**	**12.48**	**12.98**
Competitive Meets - Pool Rental Rates for High Performance Clubs:			
Daily Pool Rate (5 hours @ whole building fee)	**1,312.00**	**1,364.48**	**1,419.06**
Outdoor Pool Rentals (Per Hour):			
Massey/Regent	**153.60**	**159.74**	**166.13**
Dewdney/Maple Leaf	**91.80**	**95.47**	**99.29**
Wascana	**163.60**	**170.14**	**176.95**
Per Lane:			
1 long course lane	**21.40**	**22.26**	**23.15**
1 width lane	**10.80**	**11.23**	**11.68**
Increase for Aquatic Rentals		**4%**	**4%**
Increase for Activity Room Rentals		**4%**	**4%**
Increase for Gymnasium and Strength & Conditioning Area Rentals		**2%**	**2%**

Note:

1. A 25% discount is applied to pool rental rates, weekday early mornings (prior to 7:30 a.m.) and Sunday evenings (after 5:00 p.m.), for competitive training.
2. All pool rental rates for competitive training receive a 5% discount, except for those times noted above.
3. The rate charged to commercial users will be 1.5 x the applicable adult or private rate.
4. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "D"
Community Services Fees & Charges
Fieldhouse Rentals
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Rentals (Per Hour):			
Strength and Conditioning Area	**59.00**	**60.18**	**61.38**
Fitness Area	**29.40**	**30.28**	**31.19**
Infield (4 Tennis Courts, 2 Badminton Courts)	**102.30**	**105.37**	**108.53**
Cell (Infield, track – all lanes, 3 Badminton Courts)	**197.80**	**203.73**	**209.85**
Lounge and Hallway)	**242.40**	**249.67**	**257.16**
Track - per lane	**17.20**	**17.72**	**18.25**
Track - all lanes	**87.80**	**90.43**	**93.15**
Tennis Court	**23.00**	**23.69**	**24.40**
Badminton Court	**14.20**	**14.63**	**15.06**
Work Room	**13.40**	**13.94**	**14.49**
Activity Room #1	**26.00**	**27.04**	**28.12**
Activity Room #2	**22.00**	**22.88**	**23.80**
Lounge and Hallway	**26.00**	**27.04**	**28.12**
Parking Lot	**88.20**	**90.85**	**93.57**
Increase for Room Rentals		**4%**	**4%**
Increase for Fieldhouse Rentals		**3%**	**3%**
Increase for Strength & Conditioning Area Rentals		**2%**	**2%**

Notes:

1. A 10% discount is applied to all rental rates for competitive training.
2. 2. Rental groups receive a 50% discount on the rental rates during the summer months (June, July and August).
3. 3. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
4. 4. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.
5. 5. The maximum daily rental fee for competitive events shall be no more than the cost of 12 hours of rental.

(#2014-52, s. 4, 2014)

SCHEDULE "E"
Community Services Fees & Charges
Indoor Arenas and Speed Skating Oval
(GST Not Included)

Effective Date Fee Category		Sep-01 2014	Sep-01 2015	Sep-01 2016
Indoor Arena Ice Rental Rates (Per Hour):				
Winter Ice Use:				
	Adult/Private			
	Prime time	**232.00**	**236.64**	**241.37**
	Non-Prime time	**139.00**	**141.78**	**144.62**
	Minor (Youth/Child)	**139.00**	**141.78**	**144.62**
	Regina High School Athletic Association Program	**108.00**	**110.16**	**112.36**
Spring/Summer/Fall Ice Use:				
	Per Hour	**232.00**	**236.64**	**241.37**
Rental of Boarded Areas (No Ice)				
Program Use (Per Hour):				
	All Users	**42.00**	**42.84**	**43.70**
Socials (Per Hour):				
	All Users	**140.00**	**142.80**	**145.66**
Speed Skating Oval (Per Hour):				
	Exclusive Use:			
	Adult	**34.40**	**35.09**	**35.79**
0	Youth/Child (65% of Adult Rate)	**22.40**	**22.85**	**23.30**
	Shared Use:			
	Adult (50% of exclusive use)	**17.20**	**17.54**	**17.89**
	Youth/Child (50% of exclusive use)	**11.20**	**11.42**	**11.65**
Arena Activity Rooms (Per Hour):				
	City of Regina Program Partners	**0.00**	**0.00**	**0.00**
	Non-Profit Organizations (50% of Private rate)	**9.70**	**10.09**	**10.49**
	Private	**19.40**	**20.18**	**20.98**
	Social (Non-Profit/Private) (125% of Private Activity Room)	**24.20**	**25.17**	**26.17**
Increase for Indoor Arena and Speed Skating Oval Rentals			**2%**	**2%**
Increase for Activity Room Rentals			**4%**	**4%**

Notes:

1. Minor sport ice rentals that are in addition to the base allocation are charged the adult rates less 15%.
2. The Arena Activity Room rate charged to commercial users will be 1.5x the applicable private rate.
3. Rentals of Arena Activity Rooms on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "F"
Community Services Fees & Charges
Neil Balkwill Civic Arts Centre
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Open Studio Rates (Per Person/Hour):			
Photography/Jewellery/Lampwork/Woodworking	**14.00**	**14.28**	**14.57**
Printmaking/Drawing/Fibre/Painting	**8.40**	**8.57**	**8.74**
Program Use (Per Hour):			
Specialized Studios (i.e. Woodworking, Photography, Jewellery, and Lampwork)	**22.40**	**22.85**	**23.30**
Craft Rooms (Stained Glass, Fibre, Printmaking, Painting, Drawing)	**15.00**	**15.30**	**15.61**
Courtyard	**19.60**	**19.99**	**20.39**
Gallery	**28.00**	**28.56**	**29.13**
Board Room (per Hour):	**15.00**	**15.60**	**16.22**
Meeting Use (Per Hour) (excluding Board Room):	**9.00**	**9.36**	**9.73**
Increase for Open Studio Rentals		**2%**	**2%**
Increase for Program Use Rentals		**2%**	**2%**
Increase for Room Rentals		**4%**	**4%**

Notes:

1. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
2. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "G"
Community Services Fees & Charges
Neighbourhood and Recreation Centres & City Hall Meeting Spaces
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Activity Rooms (Per Hour):			
City of Regina and Program Partners	**0.00**	**0.00**	**0.00**
Non-Profit Organizations (50% of Private rate)	**9.70**	**10.09**	**10.49**
Private	**19.40**	**20.18**	**20.98**
Social/Fundraiser			
Social (Non-Profit/Private) (125% of Private Activity Room charge)	**24.20**	**25.17**	**26.17**
Multipurpose Rooms (Per Hour):			
City of Regina and Program Partners	**0.00**	**0.00**	**0.00**
Non-Profit Organizations (50% of Private rate)	**20.00**	**20.80**	**21.63**
Private	**40.00**	**41.60**	**43.26**
Social/Fundraiser			
Social (Non-Profit/Private) (125% of Private Activity Room charge)	**50.00**	**52.00**	**54.08**
Gymnasiums (Per Hour):			
City of Regina and Program Partners	**0.00**	**0.00**	**0.00**
Non-Profit Organizations (50% of Private rate)	**24.50**	**24.99**	**25.49**
Private	**49.00**	**49.98**	**50.98**
Social/Fundraiser			
Social (Non-Profit/Private) (125% of Private Activity Room charge)	**61.20**	**63.65**	**66.19**
Increase for Room Rentals		**4%**	**4%**
Increase for Gymnasium Rentals		**2%**	**2%**

Notes:

1. User groups are charged by the City for the cost of security as per a contract with the security company.
2. A standard set-up/clean-up fee is charged at the discretion of the City. Generally, three to four staff hours are required for set-up/clean-up related to a social or fundraiser.
3. A deposit for social events is collected from non-profit, private and commercial groups. The deposit is due at the time the permit is confirmed, i.e. two (2) weeks prior to the event. The deposit is refunded following the event less any cleaning or damage fees assessed.
4. When a user group is deemed responsible for a call-out to a facility, a fee is charged to cover the staff costs.
5. Costs for relocation of City equipment from one facility to another is the responsibility of the user group.
6. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
7. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "H"
Community Services Fees & Charges
Athletic Fields
(GST Not Included)

Effective Date Fee Category	Jan-01 2015	Jan-01 2016	Jan-01 2017
Mosaic Stadium at Taylor Field			
Adult/Private Allocations (Including Regina Rams)	**98.20**	**100.16**	**102.17**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**63.80**	**65.08**	**66.38**
Stair/Ramp Program Rate	**26.80**	**27.34**	**27.88**
Leibel Field			
Adult/Private	**84.20**	**84.20**	**84.20**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**54.80**	**54.80**	**54.80**
Currie and Kaplan Fields			
Adult /Private	**62.60**	**63.85**	**65.13**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**40.60**	**41.41**	**42.24**
Rambler Fields			
Adult/Private	**56.40**	**57.53**	**58.68**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**36.60**	**37.33**	**38.08**
Adult Tournament Rate	**28.20**	**28.76**	**29.34**
Youth Tournament Rate (65% of Adult Tournament Rate)	**18.40**	**18.77**	**19.14**
Livingstone and Soccer			
Adult /Private	**49.20**	**50.18**	**51.19**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**32.00**	**32.64**	**33.29**
Level 2A (per Hour):			
Adult /Private	**24.00**	**24.48**	**24.97**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**15.60**	**15.91**	**16.23**
Level 2B (Per Hour):			
Adult /Private	**19.40**	**19.79**	**20.18**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**12.60**	**12.85**	**13.11**
Level 3 & 4, All Parks, Boarded Outdoor Rinks, Outdoor Shelters, Outdoor Basketball Courts and City Hall Courtyard:			
Facility Permit Fee (Single use and/or seasonal)	**16.20**	**16.52**	**16.85**

Effective Date Fee Category	Jan-01 2015	Jan-01 2016	Jan-01 2017
Canada Games Athletics Complex (Track and Infield) (Per Hour):			
Exclusive Use:			
Adult /Private	**36.20**	**36.92**	**37.66**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**23.60**	**24.07**	**24.55**
Shared Use			
Adult/Private (50% of exclusive use)	**18.10**	**18.46**	**18.83**
Youth/Child (50% of exclusive use)	**11.80**	**12.04**	**12.28**
Tennis Courts (Per Hour/Per Court):			
AE Wilson, Canada Games Complex, Gardiner Park, Lakeview.			
Adult /Private	**8.20**	**8.36**	**8.53**
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	**5.40**	**5.51**	**5.62**
Kiwanis Waterfall (per hour)	**35.00**	**37.50**	**40.00**
Facility Permit Fee (Single use and/or seasonal)	**16.20**	**16.52**	**16.85**
Increase for Athletic Fields		**2%**	**2%**
Increase for Kiwanis Waterfall		**2.50**	**2.50**

Notes:

1. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
2. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.
3. The maximum daily rental fee for competitive events shall be no more than the cost of 12 hours of rental.
4. The applicable athletic field rental rate for school use of 2A fields adjacent to schools will only be applied to games.
5. The applicable athletic field rental rate will be assessed for school use of Taylor Field, Mount Pleasant, and 2A fields not adjacent to schools (for games and practices).
6. School activity use of 2B, Class 3 and lower athletic fields will not be subject to rental fees.
7. Lighting charges (both demand and per hour) are charged based on the operational charges. These charges will be passed onto the customer once the monthly bill is received and the appropriate portions of the charges can be separated amongst all of the user groups.

(#2012-74, s. 4, 2012; #2013-50, s. 5, 2013, #2014-52, s. 4, 2014)

CR15-68

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Property Tax Exemption - Ahmadiyya Muslim Jama`at (AMJ)

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - JUNE 2, 2015

1. That the request from the Ahmadiyya Muslim Jama`at (AMJ) for a two year tax exemption agreement for the property at 3810 Eastgate Drive, under the condition that if the land is sold during that time period that AMJ would be responsible for the taxes be APPROVED;

2. That the request for an abatement for previous year's taxes be DENIED;

3. That the City solicitor be instructed to bring forward the necessary two year tax exemption agreement and bylaw to provide for the property tax exemption

FINANCE AND ADMINISTRATION COMMITTEE – JUNE 2, 2015

Muhammad Fiaz, representing Ahmadiyya Muslim Jama`at, addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #4 does not require City Council approval.

Councillors: Wade Murray (Chairperson), Shawn Fraser, Bob Hawkins, and Barbara Young were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on June 2, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the request from the Ahmadiyya Muslim Jama`at (AMJ) for a two year tax exemption agreement for the property at 3810 Eastgate Drive, under the condition that if the land is sold during that time period that AMJ would be responsible for the taxes be APPROVED;

2. That the request for an abatement for previous year's taxes be DENIED;

3. That the City solicitor be instructed to bring forward the necessary two year tax exemption agreement and bylaw to provide for the property tax exemption; and

4. That this report be forwarded to be considered at the June 22, 2015 City Council meeting.

CONCLUSION

The Ahmadiyya Muslim Jama`at (AMJ) has requested a property tax exemption be provided for 2015 and remain in place until the construction of a mosque is completed on the property at 3810 Eastgate Drive. AMJ has also requested to receive a tax refund for the taxes they have paid since they have owned the property.

BACKGROUND

A letter was received from the AMJ (Appendix A) requesting a property tax exemption be provided for 2015 and future years until the mosque they are constructing is completed on the property at 3810 Eastgate Drive. Once the Mosque is completed and the property is used as a place of public worship a statutory exemption would apply. AMJ is also requesting a refund of the property tax already paid on the land from 2005.

AMJ purchased the property at 3810 Eastgate Drive in 2005 with the intent to construct a mosque. The construction is underway and is anticipated to be complete in 2016. AMJ is requesting that the land be tax exempt in 2015 and future years until which time the mosque is complete and an exemption pursuant to Section 262(1) (e) of *The Cities Act* will apply.

In 2003 Council provided an exemption on land owned by Resurrection Parish at 3155 Windsor Park Road until construction of a church was complete with the condition that if the land is sold or construction not begun within a two year period, Resurrection Parish would be responsible for the taxes during that period.

City Council has the authority pursuant to subsection 262(3) of *The Cities Act* to exempt from taxation, in whole or in part, any land or improvements designated in the bylaw. Unless specifically exempted, all property in a municipality is subject to assessment and taxation pursuant to *The Cities Act*. There are specific exemptions provided in subsection 262(1) of *The Cities Act*. Further, Council may enter into agreements, on any terms and conditions, to exempt property from taxation for not more than five years. City Council also has the authority to abate taxes pursuant to Section 244 of *The Cities Act*.

DISCUSSION

Ahmadiyya Muslim Jama`at (AMJ) was founded in 1889 and is registered as a non-profit organization. This Islamic organization is an advocate for universal human rights and endorsing the separation of mosque and state.

AMJ is requesting a 2015 property tax exemption on the land they own at 3810 Eastgate Drive until the construction of a mosque is complete. Construction is underway and is expected to be complete in 2016. Further, AMJ is requesting a refund of the property tax they have paid to date on the subject property.

Section 262(1) (e) of *The Cities Act* provides an exemption from taxation for “every place of public worship and the land used in connection with a place of public worship”. There are limits as to the amount of land and the ownership of the property for exemptions. The exemption does not apply to any portion of a property used as a residence or vacant land.

The property is under construction and as such, it is not eligible for an exemption pursuant to Section 262(1) (e) of *The Cities Act*. This section of *The Cities Act* provides an exemption for property owned by a religious organization and used for public worship but does not address land owned by a religious organization intended to be used for future public worship.

City Council has the authority to abate taxes pursuant to Section 244, and exempt the property taxes for 2015 and future years pursuant to Section 262(3) and (4).

City Council has provided a tax exemption on property owned by a religious organization where the intent of the religious organization is to construct a place of worship. In 2003, Council approved an exemption for Resurrection Parish at 3155 Windsor Park Road while the construction of their place of worship was underway. While the request for the exemption was approved, a request for the refund of prior years' taxes was not.

If the total property taxes on this property was abated for years the property has been owned by AMJ the total cost would be approximately $50,807.13. If only the City share of the taxes were abated, the cost would be about $31,620.30. If an abatement is provided for previous years the full cost of the abatement is the responsibility of the City. Taxes collected on behalf of the other taxing authorities in the amount of $19,186.63 has been distributed to the taxing authorities and would be a loss to the City.

The assessed values are calculated by the City Assessor in accordance with provincial legislation. The 2013 reassessment updated values from a base date of June 30, 2006 to a base date of January 1, 2011. Over that time frame, there was significant change in the value of properties with land in particular increasing in value at a faster rate than improved properties. The 2013 assessed value was $645,100 compared to the 2012 assessed value of $126,100. The property includes .823 acres of vacant land. The records indicate AMJ has been the owner of the property since August 1, 2005.

Assessment and property tax information since 2006 is shown in the following table:

Tax Year	Assessed Value	Municipal Tax	Library Tax	School Tax	Phase-In	Total Tax
2006	$106,400	$2,533.89	$276.60	$2,443.69	-	$5,254.18
2007	$106,400	$2,632.97	$290.15	$2,450.32	-	$5,373.44
2008	$106,400	$2,707.74	$301.49	$2,486.93	-	$5,496.16
2009	$126,100	$2,083.96	$232.03	$1,544.71	$957.13	$4,817.83
2010	$126,100	$2,167.32	$238.76	$1,544.71	$478.57	$4,429.36
2011	$126,100	$2,254.01	$246.79	$1,544.71	-	$4,045.51
2012	$312,700	$2,341.92	$251.48	$1,544.71	-	$4,138.11
2013	$1,389,500	$7,236.32	$767.06	$5,341.42	($6,585.17)	$6,759.13
2014	$1,345,800	$7,662.17	$782.41	$5,341.41	($3,292.58)	$10,493.41
2015	$1,345,800	$7,960.95	$803.50	$5,341.41		$14,105.86

RECOMMENDATION IMPLICATIONS

Financial Implications

If the recommendations in the report are approved and an exemption is provided, the amount of the exemption would be $14,105.86 annually until such time as the mosque is complete. The City's portion of the exemption would be $7,960.95. An exemption for this land was not considered in the 2015 budget and if provided would be a variance to the 2015 budget.

If a property tax abatement for previous years' tax is approved the total cost to the City would be $50,807.13. Of that, $19,186.83 has already been distributed to the other taxing authorities and is unrecoverable.

Environmental Implications

None with regards to this report.

Policy and/or Strategic Implications

None with regards to this report.

Other Implications

None with regards to this report.

Accessibility Implications

None with regards to this report.

COMMUNICATIONS

A copy of this report was provided to School Boards, Regina Public Library, and the AMJ.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

Appendix A

Date: March 20th, 2015

Finance and Administrative Committee
C/O City Clerk's Office
City of Regina
2476 Victoria Ave
Regina, S4P3C8

Subject: Exemption of Property Tax- Regina Mosque

We are writing to request consideration of a property tax exemption for the property at 3810 Eastgate Drive, Regina. The property is owned by Ahmadiyya Muslim Jama`at Canada (AMJ).

Ahmadiyya Muslim Jama`at (AMJ) is registered as a non-profit organization. It is a dynamic, fast growing international revival movement within Islam. Founded in 1889, it is the only Islamic organization to endorse a separation of mosque and state. AMJ believes in protecting the sanctity of both religion and government by becoming righteous souls as well as loyal citizens. The organization is an advocate for universal human rights and protection of religious and other minorities.

The captioned property was purchased by AMJ in 1989 with the intent to construct the mosque. The issue is that the land currently is taxable until the building is completed and used for worship. The construction of the Mosque is underway on the land with the construction anticipated to be completed in 2016.

As the land was purchased for the purpose of constructing a place of public worship, we request that a property tax exemption be provided for 2015 by City Council and remain in place until the Mosque in completed at which time an exemption for a place of public worship would begin. In the past similar exemptions had been granted on land.

Further, it is also requested to kindly reimburse the property tax already paid in past on the captioned land.

Thank you for consideration of our request.

Kind Regards

Syed Nabi

On behalf of Dr. Habib ur Rehman, President – Ahmadiyya Muslim Jama`at, Regina

CC: Don Barr
Director, City Assessor
Assessment, Tax and Real Estate Department

BYLAW NO. 2015-45

THE COMMUNITY SERVICES FEES AMENDMENT BYLAW, 2015

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The purpose of this Bylaw is to set new fees and charges for sport, culture and recreation facilities.

2 The authority for this Bylaw is section 8 of *The Cities Act*.

3 Bylaw No. 2011-67, being *The Community Services Fees Bylaw*, is amended in the manner set forth in this Bylaw.

4 Schedules A, B, C, D, E, F, G, and H are repealed and the attached Schedules A, B, C, D, E, F, G, and H are substituted.

5 This Bylaw comes into force on the day passage.

READ A FIRST TIME THIS 22nd DAY OF June 2015.

READ A SECOND TIME THIS 22nd DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF June 2015.

Mayor	City Clerk (SEAL)
	CERTIFIED A TRUE COPY
	City Clerk

Approved as to form this _____ day of _____, 20__.

City Solicitor

SCHEDULE "A"
Community Services Fees & Charges
Single Admission, Rush Ice Fees & Bulk Tickets
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Single Admissions:			
Adult (25-64)	6.00	6.24	6.49
Young Adult (19-24) & Senior (65+)	4.57	4.75	4.94
Youth (13-18)	3.90	4.06	4.22
Child (2-12)	2.71	2.82	2.93
Family	11.71	12.18	12.67
Rush Ice Fees:			
Hourly Fee	8.88	9.06	9.24
Five Admission Passes	35.57	36.28	37.01
Bulk Tickets – 10 Admissions @ 10% discount			
Adult (25-64)	53.86	56.01	58.25
Young Adult (19-24) & Senior (65+)	41.05	42.69	44.40
Youth (13-18)	35.33	36.74	38.21
Child (2-12)	24.29	25.26	26.27
Family	105.52	109.74	114.13
Bulk Tickets – 20 Admissions @ 15% discount			
Adult (25-64)	101.71	105.78	110.01
Young Adult (19-24) & Senior (65+)	77.57	80.67	83.90
Youth (13-18)	66.71	69.38	72.15
Child (2-12)	45.86	47.69	49.60
Family	199.24	207.21	215.50
Increase for Single and Bulk Admissions		4%	4%
Increase for Rush Ice Fees		2%	2%

Note:
Group Admissions - Groups of 10 or more individuals paying single admissions (excluding those receiving the family rate) will receive a 10% discount.
(#2014-52, s. 4, 2014)

SCHEDULE "B"
Community Services Fees & Charges
Passes - Indoor and Outdoor Aquatics, Fitness, Fieldhouse and Skating
(GST Not Included)

Fee Category	One Month	Three Month 10% Discount	Six Month 15% Discount	Nine Month 20% Discount	One Year 25% Discount
	September 1 – 2014 Fee (GST Not Included)				
Leisure Pass:					
Adult (25-64)	$ 51	139	263	371	464
Young Adult (19-24) & Senior (65+)	38	103	195	274	343
Youth (13-18)	31	83	158	222	278
Child (2-12)	25	65	124	175	218
Family	101	272	515	727	908

Fee Category	One Month	Three Month 10% Discount	Six Month 15% Discount	Nine Month 20% Discount	One Year 25% Discount
	September 1 - 2015 Fee (GST Not Included)				
Leisure Pass:					
Adult (25-64)	$ 52.02	141.78	268.26	378.42	473.28
Young Adult (19-24) & Senior (65+)	38.76	105.06	198.90	279.48	349.86
Youth (13-18)	31.62	84.66	161.16	226.44	283.56
Child (2-12)	25.50	66.30	126.48	178.50	222.36
Family	103.02	277.44	525.30	741.54	926.16

Fee Category	One Month	Three Month 10% Discount	Six Month 15% Discount	Nine Month 20% Discount	One Year 25% Discount
	September 1 - 2016 Fee (GST Not Included)				
Leisure Pass:					
Adult (25-64)	$ 53.06	144.62	273.63	385.99	482.75
Young Adult (19-24) & Senior (65+)	39.54	107.16	202.88	285.07	356.86
Youth (13-18)	32.25	86.35	164.38	230.97	289.23
Child (2-12)	26.01	67.63	129.01	182.07	226.81
Family	105.08	282.99	535.81	756.37	944.68

Increase for Single and Bulk Admissions 2%

(#2014-52. s. 4, 2014)

SCHEDULE "C"
Community Services Fees & Charges
Aquatic Rentals
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Indoor Pool Rentals (Per Hour):			
Sandra Schmirler Leisure Centre:			
All pools	193.20	200.93	208.97
Leisure pool	153.60	159.74	166.13
Teach or Swirl Pool	36.80	38.27	39.80
25 metre lane (base)	12.00	12.48	12.98
Strength & Conditioning Area	29.40	29.99	30.59
Lobby	26.00	27.04	28.12
Activity Room	22.00	22.88	23.80
North West Leisure Centre:			
Leisure pool (including Swirl Pool)	122.80	127.71	132.82
25 metre lane (base)	12.00	12.48	12.98
Strength & Conditioning Area	29.40	29.99	30.59
Lobby	26.00	27.04	28.12
Activity Rooms (Per Hour):			
City of Regina and Program Partners	0.00	0.00	0.00
Non-Profit Organizations (50% of Private rate)	9.70	10.09	10.49
Private	19.40	20.18	20.98
Social (Non-Profit/Private) (125% of Private Activity Room charge)	24.20	25.17	26.17
Gymnasiums (Per Hour):			
City of Regina and Program Partners	0.00	0.00	0.00
Non-Profit Organizations	24.50	24.99	25.49
Private	49.00	49.98	50.98
Social (Non-Profit/Private) (125% of Private Activity Room charge)	61.20	62.42	63.67
Indoor Pool Rentals (Per Hour):			
Lawson:			
Teach or Swirl Pool	36.80	38.27	39.80
Main Pool (65m pool only)	206.80	215.07	223.67
Whole Pool (65m pool, teach and swirl)	238.40	247.94	257.85
Whole Building (Whole Pool, Classrooms and Lobby)	262.20	272.69	283.60
Per Lane:			
5 metre lane (base charge)	2.40	2.50	2.60
15 metre lane (3 X 5 metre)	7.20	7.49	7.79
25 metre lane (5 X 5 metre)	12.00	12.48	12.98
30 metre lane (6 X 5 metre)	14.40	14.98	15.58
50 metre lane (2 X 25 metre)	24.00	24.96	25.96
18.5 metre width lane	8.88	9.24	9.60

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Lawson (continued):			
Strength & Conditioning Area (full room, exclusive)	59.00	60.18	61.38
Strength & Conditioning Area (1/2 room/shared)	29.50	30.09	30.69
Activity Room	22.00	22.88	23.80
Lobby	26.00	27.04	28.12
Deck (when no pool space is rented)	12.00	12.48	12.98
Outdoor Deck	12.00	12.48	12.98
Competitive Meets - Pool Rental Rates for High Performance Clubs:			
Daily Pool Rate (5 hours @ whole building fee)	1,312.00	1,364.48	1,419.06
Outdoor Pool Rentals (Per Hour):			
Massey/Regent	153.60	159.74	166.13
Dewdney/Maple Leaf	91.80	95.47	99.29
Wascana	163.60	170.14	176.95
Per Lane:			
1 long course lane	21.40	22.26	23.15
1 width lane	10.80	11.23	11.68
Increase for Aquatic Rentals		4%	4%
Increase for Activity Room Rentals		4%	4%
Increase for Gymnasium and Strength & Conditioning Area Rentals		2%	2%

Note:

1. A 25% discount is applied to pool rental rates, weekday early mornings (prior to 7:30 a.m.) and Sunday evenings (after 5:00 p.m.), for competitive training.
2. All pool rental rates for competitive training receive a 5% discount, except for those times noted above.
3. The rate charged to commercial users will be 1.5 x the applicable adult or private rate.
4. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "D"
Community Services Fees & Charges
Fieldhouse Rentals
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Rentals (Per Hour):			
Strength and Conditioning Area	59.00	60.18	61.38
Fitness Area	29.40	30.28	31.19
Infield (4 Tennis Courts, 2 Badminton Courts)	102.30	105.37	108.53
Cell (Infield, track – all lanes, 3 Badminton Courts)	197.80	203.73	209.85
Lounge and Hallway)	242.40	249.67	257.16
Track - per lane	17.20	17.72	18.25
Track - all lanes	87.80	90.43	93.15
Tennis Court	23.00	23.69	24.40
Badminton Court	14.20	14.63	15.06
Work Room	13.40	13.94	14.49
Activity Room #1	26.00	27.04	28.12
Activity Room #2	22.00	22.88	23.80
Lounge and Hallway	26.00	27.04	28.12
Parking Lot	88.20	90.85	93.57
Increase for Room Rentals		4%	4%
Increase for Fieldhouse Rentals		3%	3%
Increase for Strength & Conditioning Area Rentals		2%	2%

Notes:

1. A 10% discount is applied to all rental rates for competitive training.
2. 2. Rental groups receive a 50% discount on the rental rates during the summer months (June, July and August).
3. 3. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
4. 4. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.
5. 5. The maximum daily rental fee for competitive events shall be no more than the cost of 12 hours of rental.

(#2014-52, s. 4, 2014)

SCHEDULE "E"
Community Services Fees & Charges
Indoor Arenas and Speed Skating Oval
(GST Not Included)

Effective Date Fee Category		Sep-01 2014	Sep-01 2015	Sep-01 2016
Indoor Arena Ice Rental Rates (Per Hour):				
Winter Ice Use:				
	Adult/Private			
	Prime time	232.00	236.64	241.37
	Non-Prime time	139.00	141.78	144.62
	Minor (Youth/Child)	139.00	141.78	144.62
	Regina High School Athletic Association Program	108.00	110.16	112.36
Spring/Summer/Fall Ice Use:				
	Per Hour	232.00	236.64	241.37
Rental of Boarded Areas (No Ice)				
Program Use (Per Hour):				
	All Users	42.00	42.84	43.70
Socials (Per Hour):				
	All Users	140.00	142.80	145.66
Speed Skating Oval (Per Hour):				
	Exclusive Use:			
	Adult	34.40	35.09	35.79
0	Youth/Child (65% of Adult Rate)	22.40	22.85	23.30
	Shared Use:			
	Adult (50% of exclusive use)	17.20	17.54	17.89
	Youth/Child (50% of exclusive use)	11.20	11.42	11.65
Arena Activity Rooms (Per Hour):				
	City of Regina Program Partners	0.00	0.00	0.00
	Non-Profit Organizations (50% of Private rate)	9.70	10.09	10.49
	Private	19.40	20.18	20.98
	Social (Non-Profit/Private) (125% of Private Activity Room)	24.20	25.17	26.17
Increase for Indoor Arena and Speed Skating Oval Rentals			2%	2%
Increase for Activity Room Rentals			4%	4%

Notes:

1. Minor sport ice rentals that are in addition to the base allocation are charged the adult rates less 15%.
2. The Arena Activity Room rate charged to commercial users will be 1.5x the applicable private rate.
3. Rentals of Arena Activity Rooms on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "F"
Community Services Fees & Charges
Neil Balkwill Civic Arts Centre
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Open Studio Rates (Per Person/Hour):			
Photography/Jewellery/Lampwork/Woodworking	14.00	14.28	14.57
Printmaking/Drawing/Fibre/Painting	8.40	8.57	8.74
Program Use (Per Hour):			
Specialized Studios (i.e. Woodworking, Photography, Jewellery, and Lampwork)	22.40	22.85	23.30
Craft Rooms (Stained Glass, Fibre, Printmaking, Painting, Drawing)	15.00	15.30	15.61
Courtyard	19.60	19.99	20.39
Gallery	28.00	28.56	29.13
Board Room (per Hour):	15.00	15.60	16.22
Meeting Use (Per Hour) (excluding Board Room):	9.00	9.36	9.73
Increase for Open Studio Rentals		2%	2%
Increase for Program Use Rentals		2%	2%
Increase for Room Rentals		4%	4%

Notes:

1. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
2. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "G"
Community Services Fees & Charges
Neighbourhood and Recreation Centres & City Hall Meeting Spaces
(GST Not Included)

Effective Date Fee Category	Sep-01 2014	Sep-01 2015	Sep-01 2016
Activity Rooms (Per Hour):			
City of Regina and Program Partners	0.00	0.00	0.00
Non-Profit Organizations (50% of Private rate)	9.70	10.09	10.49
Private	19.40	20.18	20.98
Social/Fundraiser Social (Non-Profit/Private) (125% of Private Activity Room charge)	24.20	25.17	26.17
Multipurpose Rooms (Per Hour):			
City of Regina and Program Partners	0.00	0.00	0.00
Non-Profit Organizations (50% of Private rate)	20.00	20.80	21.63
Private	40.00	41.60	43.26
Social/Fundraiser Social (Non-Profit/Private) (125% of Private Activity Room charge)	50.00	52.00	54.08
Gymnasiums (Per Hour):			
City of Regina and Program Partners	0.00	0.00	0.00
Non-Profit Organizations (50% of Private rate)	24.50	24.99	25.49
Private	49.00	49.98	50.98
Social/Fundraiser Social (Non-Profit/Private) (125% of Private Activity Room charge)	61.20	63.65	66.19
Increase for Room Rentals		4%	4%
Increase for Gymnasium Rentals		2%	2%

Notes:

1. User groups are charged by the City for the cost of security as per a contract with the security company.
2. A standard set-up/clean-up fee is charged at the discretion of the City. Generally, three to four staff hours are required for set-up/clean-up related to a social or fundraiser.
3. A deposit for social events is collected from non-profit, private and commercial groups. The deposit is due at the time the permit is confirmed, i.e. two (2) weeks prior to the event. The deposit is refunded following the event less any cleaning or damage fees assessed.
4. When a user group is deemed responsible for a call-out to a facility, a fee is charged to cover the staff costs.
5. Costs for relocation of City equipment from one facility to another is the responsibility of the user group.
6. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
7. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.

(#2014-52, s. 4, 2014)

SCHEDULE "H"
Community Services Fees & Charges
Athletic Fields
(GST Not Included)

Effective Date Fee Category	Jan-01 2015	Jan-01 2016	Jan-01 2017
Mosaic Stadium at Taylor Field			
Adult/Private Allocations (Including Regina Rams)	98.20	100.16	102.17
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	63.80	65.08	66.38
Stair/Ramp Program Rate	26.80	27.34	27.88
Leibel Field			
Adult/Private	84.20	84.20	84.20
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	54.80	54.80	54.80
Currie and Kaplan Fields			
Adult /Private	62.60	63.85	65.13
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	40.60	41.41	42.24
Rambler Fields			
Adult/Private	56.40	57.53	58.68
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	36.60	37.33	38.08
Adult Tournament Rate	28.20	28.76	29.34
Youth Tournament Rate (65% of Adult Tournament Rate)	18.40	18.77	19.14
Livingstone and Soccer			
Adult /Private	49.20	50.18	51.19
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	32.00	32.64	33.29
Level 2A (per Hour):			
Adult /Private	24.00	24.48	24.97
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	15.60	15.91	16.23
Level 2B (Per Hour):			
Adult /Private	19.40	19.79	20.18
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	12.60	12.85	13.11
Level 3 & 4, All Parks, Boarded Outdoor Rinks, Outdoor Shelters, Outdoor Basketball Courts and City Hall Courtyard:			
Facility Permit Fee (Single use and/or seasonal)	16.20	16.52	16.85

Effective Date Fee Category	Jan-01 2015	Jan-01 2016	Jan-01 2017
Canada Games Athletics Complex (Track and Infield) (Per Hour):			
Exclusive Use:			
Adult /Private	36.20	36.92	37.66
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	23.60	24.07	24.55
Shared Use			
Adult/Private (50% of exclusive use)	18.10	18.46	18.83
Youth/Child (50% of exclusive use)	11.80	12.04	12.28
Tennis Courts (Per Hour/Per Court):			
AE Wilson, Canada Games Complex, Gardiner Park, Lakeview.			
Adult /Private	8.20	8.36	8.53
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	5.40	5.51	5.62
Kiwanis Waterfall (per hour)	35.00	37.50	40.00
Facility Permit Fee (Single use and/or seasonal)	16.20	16.52	16.85
Increase for Athletic Fields		2%	2%
Increase for Kiwanis Waterfall		2.50	2.50

Notes:

1. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
2. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.
3. The maximum daily rental fee for competitive events shall be no more than the cost of 12 hours of rental.
4. The applicable athletic field rental rate for school use of 2A fields adjacent to schools will only be applied to games.
5. The applicable athletic field rental rate will be assessed for school use of Taylor Field, Mount Pleasant, and 2A fields not adjacent to schools (for games and practices).
6. School activity use of 2B, Class 3 and lower athletic fields will not be subject to rental fees.
7. Lighting charges (both demand and per hour) are charged based on the operational charges. These charges will be passed onto the customer once the monthly bill is received and the appropriate portions of the charges can be separated amongst all of the user groups.

(#2012-74, s. 4, 2012; #2013-50, s. 5, 2013, #2014-52, s. 4, 2014)

ABSTRACT

BYLAW NO. 2015-45

THE COMMUNITY SERVICES FEES AMENDMENT BYLAW, 2015

PURPOSE:	To set new fees and charges for sport, culture and recreation facilities.
ABSTRACT:	This Bylaw amends *The Community Services Fees Bylaw,* to substitute new schedules which set fees and charges effective September 1, 2015.
STATUTORY AUTHORITY:	Section 8 of *The Cities Act*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Community & Protective Services Committee, June 10, 2015, CPS15-7
AMENDS/REPEALS:	Amends Bylaw 2011-67
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Planning and Development
INITIATING DEPARTMENT:	Community Services

BYLAW NO. 2015-46

THE 3810 EASTGATE DRIVE TAX EXEMPTION BYLAW, 2015

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

1 The purpose of this Bylaw is to provide a tax exemption to the owner of property located at 3810 Eastgate Drive, Regina, SK.

Authority

2 The authority for this Bylaw is pursuant to section 262(4) of *The Cities Act*.

Exemption

3 An exemption for taxation is granted for the real property owned by Ahmadiyya Muslim Jama'at Canada Inc., located at 3810 Eastgate Drive and legally described as:

Surface Parcel: 107017747
Lot 7
Block D
Regina, Saskatchewan
Plan No. 84R59480, Extension 0
As described on Certificate of Title 96R69258

Scope of Exemption

4 The City shall exempt from taxation an amount equivalent to the total property taxes on the Property payable for the years 2015 and 2016.

Agreement

5 The exemption in sections 3 and 4 shall be governed by the attached agreement between The City of Regina and Ahmadiyya Muslim Jama'at Canada Inc. marked as Schedule "A".

Approved as to form this _____ day of _____, 20__.

City Solicitor

6 The City Clerk is authorized to sign and seal the Agreements in section 5 on behalf of the City of Regina.

Coming Into Force

7 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF June 2015.

READ A SECOND TIME THIS 22nd DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF June 2015.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

TAX EXEMPTION AGREEMENT
3810 EASTGATE DRIVE

Agreement dated_____, 2015 (City Clerk to fill in)

Between:

THE CITY OF REGINA (the "City")

- and -

AHMADIYYA MUSLIM JAMA'AT CANADA INC. (the "Owner")

The Parties agree as follows:

Definitions

1 In this Bylaw:

"**Property**" means the real property owned by the Owner which Land is civically known as 3810 Eastgate Drive, Regina, Saskatchewan and legally described as Surface Parcel No. 107017747, with a Reference Land Description of:

Lot 7
Block D
Plan No. 84R59480, Extension 0
as described on Certificate of Title 96R69258

City's Covenants

Tax Exemption

2 Pursuant to section 262(4) of *The Cities Act*, and subject to the terms of this Agreement, the City exempts from taxation the Property for the years 2015 and 2016.

Scope

3 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, subject to the statutory right of appeal against the assessment of the Property.

4 The exemption from taxation granted pursuant to this Agreement does not include local improvement levies, utility charges, special taxes, development fees or other such charges or fees properly imposed by the City or other taxing authority.

Owner's Covenants

5 The Owner shall:

(a) not sell or agree to sell the Property during the term of this Agreement;

(b) begin construction of a place of public worship on the property by December 31, 2015;

(c) notify the City of any occurrences which would, pursuant to the Agreement, discontinue or terminate the tax exemption;

(d) provide the City Assessor with any information or documents requested by the City Assessor for the purpose of assessing the Property.

Continuation

6 The tax exemption will continue only for so long as the Owner complies with the terms of this Agreement.

7 The tax exemption will cease if the Owner:

(a) becomes bankrupt or insolvent or is so adjudged;

(b) makes a general assignment for the benefit of creditors;

(c) substantially changes its operations such that the Property is no longer being used or intended for the use as a place of public worship, unless such change has been expressly approved in writing by the City;

(d) ceases to operate entirely;

(e) carries out major alterations or improvements to the Property not related to the construction of a place of public worship, unless such alterations have been expressly approved in writing by the City;

(f) sells or agrees to sell the Property.

8 If the tax exemption ceases by reason of an event in section 7 occurring:

(a) the Property shall be taxable on a pro-rated basis for the portion of the year during which the exemption granted no longer continues; and

(b) the taxes that would have been payable on the Property during the term of this agreement up to the date of the termination including any penalties shall become due and payable as a debt due to the City.

Notices

9(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by prepaid mail, addressed:

To the City at:

Attention: City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, Saskatchewan
S4P 3C8

To the Owner at:

Ahmadiyya Muslim Jama'at Canada Inc.
699 Garnet Street
Regina, Saskatchewan
S4T 2W9

or to such alternate address as either Party may, from time to time, by notice advise.

(2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.

(3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.

General

10 This Agreement is not assignable without the prior written consent of the City.

11 In the event that this Agreement or any part of it is found to be invalid or ultra vires of Council, then the City shall not be liable to the Owner for any amount of the tax exemption which would otherwise have been granted to the Owner.

12 The City may register this Agreement at the Land Titles Registry, Saskatchewan Land Registration District, with respect to the Property.

13 This Agreement will not become effective until adopted by bylaw of the Council of the City and fully executed by both parties to the Agreement.

In witness whereof, the Parties have executed the Agreement on the date first written above.

THE CITY OF REGINA

_____

City Clerk

AHMADIYYA MUSLIM JAMA'AT CANADA INC.

_____

_____

The corporate seal should be affixed. If the corporate seal is not affixed the attached affidavit of corporate signing authority must be filled out.

AFFIDAVIT OF CORPORATE SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am a Director or Officer of **AHMADIYYA MUSLIM JAMA'AT CANADA INC.** named in the Tax Exemption Agreement to which this Affidavit is attached.

2. I am authorized by **AHMADIYYA MUSLIM JAMA'AT CANADA INC.** to execute the Tax Exemption Agreement without affixing the Corporate Seal of **AHMADIYYA MUSLIM JAMA'AT CANADA INC.**

Sworn/Affirmed before me at _____,
_____
on
_____ _____ , 20__
Month Date

A Commissioner for Oaths in and for the
Province of Saskatchewan.
Being a lawyer —or—
My commission
expires:

Signature of Signing Authority

ABSTRACT

BYLAW NO. 2015-46

THE 3810 EASTGATE DRIVE TAX EXEMPTION BYLAW, 2015

PURPOSE:	To provide a tax exemption to the owner of property located at 3810 Eastgate Drive, Regina, SK.
ABSTRACT:	The owner of the property located at 3810 Eastgate Drive will receive a tax exemption which is governed by a tax exemption agreement between the parties.
STATUTORY AUTHORITY:	Clause 262(4) of *The Cities Act.*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Finance and Administration Committee, June 2, 2015, FA15-16
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Executory
INITIATING DIVISION:	City Planning and Development
INITIATING DEPARTMENT:	Assessment Tax & Real Estate

I:\wordpro\bylaw\2015\2015-46 the 3810 eastgate drive tax exemption agreement bylaw 2015.doc

REGINA FLYING CLUB

2610 Airport Road, Regina, Sask. S4W 1A3
PH.: (306) 525-6194 FAX: (306) 525-6196

February 6, 2015

Office of the City Clerk
City of Regina
2476 Victoria Avenue
Regina, SK
S4P 3C8

Re: Regina Flying Club Tax Exemption Request

The Board of Directors of the Regina Flying Club (RFC) hereby respectfully submits a request to the City of Regina for consideration of an exemption from its municipal tax commitment for the 2015 tax year. Attached to this submission are RFC financial statement documents that include statements (unaudited) for the fiscal years 2011, 2012, 2013 and 2014.

The Regina Flying Club is currently experiencing a bit of a down turn in its operating activity which puts a strain on the RFC to maintain its partnerships and activities serving the interests of the aviation community and the people of Regina. Also attached to this submission is an overview about the Regina Flying Club that may be of interest to the City of Regina in its consideration of our request. A positive response to our request for a tax exemption would assist with some financial breathing room for the RFC to sustain and continue its community partnership activities in 2015 and 2016. The Regina Flying Club is aware of other not-for-profit organizations receiving positive consideration of a municipal tax exemption during times of difficulty for the organization.

Representatives of the Regina Flying Club can be made available to speak to the request and respond to inquiries pertaining to the interests of the RFC and its community partnership activities.

Sincerely;

Bill Thorn
Vice-President
Board of Directors
Regina Flying Club

ABOUT THE REGINA FLYING CLUB

1. What The Regina Flying Club Is Today

The Regina Flying Club (RFC) is a not-for-profit organization that operates a flight training school out of its facility at the Regina International Airport. The RFC teaches flight training for persons interested in personal recreational flying and for individuals seeking to become a professional pilot and obtain a career as a commercial pilot in the aviation industry.

The RFC is a designated education institution with the Canada-Saskatchewan student loan program and is a flight training affiliate with the Saskatchewan Polytechnic Commercial Pilot Diploma Program.

For its members the RFC maintains and makes available its aircraft for rental.

Due to the unique nature of aircraft utilized in its education program the RFC is also available to support local business enterprises, government organizations and special non-governmental environment and ecological interest and protection organizations where a low level aerial platform is needed including for photography, patrol and inspection.

Through its many associations and initiatives the Regina Flying Club strongly supports the interests of the local aviation community.

2. Established In 1927

The Regina Flying Club has been in existence since 1927 when formed under the leadership of Roland J. Groome. Groome was a former WWI Royal Flying Corp instructor and a local aviation entrepreneur. With the assistance of the Government of Canada through the allocation of two surplus aircraft the Regina Flying Club was established to teach flight training to meet both civilian and military interests. The Regina Flying Club operated Regina's aerodrome or "air harbour" as it was referred to at the time and the current Regina International Airport (CYQR) is named Roland J. Groome Field after Groome. Groome was the first commercially licensed pilot in Canada.

During the Second World War the Regina Flying Club participated in the British Commonwealth Air Training Plan (BCATP) training pilots, observers and navigators for the RAF and RCAF from 1940 to 1944.

The Regina Flying Club operates today in honour of its significant aviation heritage.

3. Incorporation In 1944

Following the completion of the Regina Flying Club's participation in the BCATP in 1944 a group of aviation interested individuals applied to the federal government for charter under Part II of The Companies Act, 1934. The Regina Flying Club met the criteria for forming a not-for-profit body corporate and politic without share capital for the purpose of carrying on, without pecuniary gain to its members, objects of a national, patriotic, religious, philanthropic, charitable, scientific, artistic, social, professional or sporting character.

The 1944 articles of incorporation set out the purposes and objects of the Regina Flying Club including:

a) *To acquire, hold, operate and maintain all manner of lighter-then-air and heavier-then-air craft;*
b) *To promote flying and aviation in general and to teach and train persons in the art and science of flying and navigating and operating all manner of lighter-then-air and heavier-then-air craft;*
c) *To acquire and hold land for the purpose of establishing and maintaining flying and landing fields, airports, airharbours, depots and hangars for the care, housing, reception and dispatch of air craft for the purpose of the corporation and of the members thereof;*
d) *To make, use and conduct experiments in connection with flying and aviation generally and the training of persons therein and to promote race meetings, speed trial tests and other exhibitions of air craft and to offer for competition and to distribute prizes in connection therewith or for any other purpose likely to tend to the advancement of the art, science and practice of flying, aeronautics and aviation in general;*
e) *To establish, maintain, and conduct or to assist in the establishment, maintenance and conduct of any organization, association or society formed for the purpose of advancing the study and practice of flying, aeronautics and aviation in general.*

The operation and conduct of the Regina Flying Club today continues to reflect and honour these historical provisions, purposes and intents.

4. Aviation Community Partnerships

The Regina Flying Club maintains long standing and extremely important partnerships with local aviation community organizations that support the aviation organization's principles and function. These partnerships include the Civil Air Search and Rescue Association (CASARA), the Royal Canadian Air Cadets and the Canadian Owners and Pilots Association (COPA).

The RFC maintains corporate policy that provides for the RFC to make aircraft available to CASARA in the instance of a search and rescue event. The policy provides that the RFC will make qualified aircraft available to CASARA in the event of the need for a search and rescue flight. Making aircraft available to CASARA may mean the cancellation or postponement of a prior reserved flight on the designated aircraft.

The RFC provides qualified pilot and aircraft resources at a discounted rate for all local Air Cadet Squadrons. This program is established to provide aviation and flying orientation and familiarization for squadron cadet members. The program includes air cadet squadrons from Regina, Moose Jaw, Assiniboia and Gravelbourg.

Transport Canada (TC) regulations require that licensed pilots, to maintain their legal currency, must participate in at least one of a number of authorized activities designed and established specifically for the currency requirement program. One of these authorized activities is to attend a designated and approved recurrent training seminar to update pilot knowledge on aviation topics including regulations, weather analysis and interpretation, pilot safety and decision making, human factors, flight planning, navigation, flight procedures in controlled and uncontrolled airspace and airports and air traffic control communication. COPA annually sponsors an approved currency seminar. At no cost to COPA or to the seminar participants the RFC develops the seminar curriculum and material to meet the requirements for approval under

the TC regulations and RFC staff conduct the presentation of seminar details, information and materials.

5. Local Schools Program

The Regina Flying Club makes itself available at no cost to local schools for aviation interest technical sessions and tours. Kindergarten and elementary school are the primary users of this program which provides supplemental education to their school program.

6. Regina Flying Club Annual Open House

For more than 30 years the Regina Flying Club has held its annual Open House. The Open House is a tradition of the RFC to provide the people of Regina and local area an opportunity to get up-close and personal with aviation whether they are interested in being a pilot or not. Under the organization of the RFC and at its Regina airport location numerous aviation related organizations are brought together to put their organization and aviation activities on display.

Some of the organizations that participate in the Open House include: Government of Saskatchewan Air Ambulance, STARS, RCMP, CASARA, Saskatchewan Polytechnic, Canada Department of National Defense, Canadian Aviation Historical Society, Regina Airport Authority and a number of local business operations.

Admission to the annual RFC Open House is free of charge.

7. Regina Flying Club Open House and Local Charity

During its annual Open House the Regina Flying Club offers airplane rides. The cost of the rides is reasonably priced and the proceeds from the rides are donated by the RFC to a local charity. Recent charities have included: Big Brothers, Souls Harbour Mission, Regina Humane Society, Children's Wish Foundation, Regina North Central Family Centre, Canadian Cancer Society, Olympics Torch Run (Special Olympics).

RFC staff participating in the Open House airplane rides program volunteer their time.

8. Regina Flying Club and Charitable Donations

Throughout the year the Regina Flying Club is asked to contribute a donation to a local charitable organization. The traditional RFC donation is a "discovery flight" gift certificate that the charitable organization includes in their fund raising activity, typically in the form of a silent auction item. The fund raising proceeds for the RFC gift certificate item are pooled by the charitable organization with its total fund raising. Upon submission of the gift certificate for redemption by the holder the RFC honours the gift certificate designation at RFC cost.

Organizations to which the RFC has recently provided charitable donation gift certificates include: STARS, Nickolia McIvor McDonald Fundraiser, Regina and District Association For Community Living, Regina Catholic Schools Annual Jazz Fundraiser, Saskatchewan Science Centre Fundraiser, Eastview Rotary Club, 703 Air Cadet Squadron Fundraiser, Harvest City Church Fundraiser, Ducks Unlimited Fundraiser, Regina Christian School Fundraiser, Canadian Coalition of Women in Engineering, Fibromyalgia Association of Regina, Children's Wish Foundation, Kids Help Phone, Canadian Diabetes Association, Catholic Family Services Fundraiser, YMCA, Saskatchewan Arthritis Association, Campbell Collegiate Fundraiser.

9. The Regina Flying Club Advanced Pilot Scholarship Award

Annually since 2001 the Regina Flying Club provides a cash award to a financially deserving RFC student who is enrolled in the commercial pilot program and who is working towards becoming a professional commercial pilot. The scholarship is awarded at the RFC's Wings Presentation held annually in May.

10. Regina Flying Club Land Lease With the Regina Airport Authority (RAA)

Along with other tenants at the Regina International Airport the Regina Flying Club is in a long term land lease arrangement and agreement with the Regina Airport Authority. The lease agreement allows the conduct of RFC business within its owned facility structure situated on crown land administered and controlled by the RAA. Expansion, development and alteration of RFC business pertaining to its operations on the leased land would be controlled and restricted by the lease agreement provisions.

11. Regina Flying Club and City of Regina – Agreement for the Payment of Tax Arrears

In 1993 the Regina Flying Club and City of Regina entered into an agreement whereby the RFC pay the City of Regina in accordance with an established schedule its municipal tax account arrears. The payment schedule concluded in 2012 with the RFC meeting its obligations to pay its tax arrears as set out in the agreement and schedule. The RFC continues to meet its municipal tax obligations.

REGINA FLYING CLUB

2610 Airport Road, Regina, Sask. S4W 1A3
PH.: (306) 525-6194 FAX: (306) 525-6196

March 12, 2015

Deborah Bryden
Manager, Property Taxation and Administration
City of Regina
PO Box 1790
Regina, SK S4P 3C8

Dear Ms. Bryden:

Re: Regina Flying Club Request For Consideration of Tax Exemption

Further to our telephone conversation and your correspondence of February 24, 2015 please find enclosed the following documents pertaining to the RFC request for consideration of a tax exemption:

1. Report to the City of Regina
2. RFC Letters Patent – 1944
3. RFC By-Laws – current
4. RFC corporate profile report to Information Services Corporation – current

In our initial communication to the City regarding this matter we had provided a document containing information about the RFC and our financial statements for 2011, 2012, 2013 and 2014.

If you have any questions or need any additional information please let me know.

Thank you for the consideration of our request.

Sincerely;

Dave Atkinson
General Manager

cc: Board of Directors

REGINA FLYING CLUB

REPORT TO THE CITY OF REGINA

REQUEST FOR TAX EXEMPTION

1. Registered Status As A Non-Profit Organization

The Regina Flying Club (RFC) was established as a non-profit organization in 1944 under Part II of *The Companies Act, 1934*. Further, the RFC was registered under *The Non-profit Corporations Act, 1995* effective December 10, 1991.

Attached documents include:

- RFC Letters Patent – 1944
- RFC By-Laws – current
- corporate registry profile report to Saskatchewan Information Services Corporation – current

The 1944 Letters Patent set out the purposes and objects of the Regina Flying Club and in part they include:

a) *To acquire, hold, operate and maintain all manner of lighter-then-air and heavier-then-air craft;*
b) *To promote flying and aviation in general and to teach and train persons in the art and science of flying and navigating and operating all manner of lighter-then-air and heavier-then-air craft;*
c) *To acquire and hold land for the purpose of establishing and maintaining flying and landing fields, airports, airharbours, depots and hangars for the care, housing, reception and dispatch of air craft for the purpose of the corporation and of the members thereof;*
d) *To make, use and conduct experiments in connection with flying and aviation generally and the training of persons therein and to promote race meetings, speed trial tests and other exhibitions of air craft and to offer for competition and to distribute prizes in connection therewith or for any other purpose likely to tend to the advancement of the art, science and practice of flying, aeronautics and aviation in general;*
e) *To establish, maintain,. and conduct or to assist in the establishment, maintenance and conduct of any organization, association or society formed for the purpose of advancing the study and practice of flying, aeronautics and aviation in general.*

The operation and conduct of the Regina Flying Club today continues to reflect and honour these historical values, provisions, purposes and intents.

2. Record of Government Funding

The RFC does not, nor has it received any funding from municipal, provincial or federal governments.

3. Statement of Operational Plan

The primary function of the RFC is an education institution and its intention is to continue in that role into the future. The RFC is a certified flight training school as set out in the Canadian Aviation Regulations (CARs). The RFC provides courses for qualification as a licensed pilot under the regulations and requirements set by Transport Canada. Courses include: Private

Pilot License, Night Rating, Multi-Engine Rating, Instrument Rating, Commercial Pilot License and Instructor Rating.

The RFC is a designated education institution with the Canada-Saskatchewan student loan program and is a primary affiliate with the Saskatchewan Polytechnic Commercial Pilot Diploma Program.

The RFC is the only aviation education institution in the Regina and local area and it has been in existence in the flight training school role since its inception in 1927.

Due to the unique nature of the aircraft used for flight training and the commercial registration and maintenance regimen of the aircraft, the RFC also operates a secondary function providing an aerial platform for low level photography, patrol and inspection. The RFC provides this niche function to local businesses, government (environment, water) and non-government organizations (environment and ecological support and interest groups). The low level aerial platform work performed by the RFC is conducted under the authorization and certification of Transport Canada.

Due to the nature of the functions performed by the RFC, flight training and aerial platform services, safety is of paramount concern and focus in its operations. Over the last few years RFC flying hours have been in decline due in part to the significant impact of problematic local weather both in winter and summer periods and as a result the RFC is experiencing a revenue decline. Flight safety cannot be put at risk in attempts to sustain revenue levels.

A summary of RFC flying hours in recent years is as follows:

2007	5456
2008	4878
2009	5301
2010	4232
2011	4115
2012	3396
2013	3429
2014	2862

4. Membership Information

Current membership and membership numbers over the past three fiscal years are as follows:

2012	244
2013	231
2014	229
2015	105*

*The RFC membership year is the calendar year. Membership renewal is currently taking place.

Student volume as a percentage of total membership fluctuates from year to year but in an average year the student population would be made up of approximately 60-70 individuals at various stages in their flight training and participation in a flight training course or activity. An individual is determined to be a member if they are active in a flight training course or

circumstance irrespective of the length of time that they are in that activity. In most instances where the flight training activity is of a short duration these individuals are certified as a member in that fiscal year.

The RFC By-Laws generally provide for the following membership categories:

a) General Member

A General Member may be a student, a licensed pilot flying member or a non-flying member.

b) Sustaining Member

Sustaining Members are General Members who have been elected by the general membership to be a Sustaining Member. Sustaining Members:

- provide advice and counsel to the Board of Directors of the corporation in regards to the Board's function and activities in managing the corporation;
- vote on matters of the corporation; and
- elect persons from the Sustaining Member group to the Board of Directors.

5. Brief History of Membership and Operational Fees/Rates

Annual Membership Fee (all membership categories)

- 2004-13 $70.00
- 2014 $150.00
- 2015 $150.00

Instructor Rates (per hour – the rate charged for instruction carried out by a qualified Instructor)

- 2004 $38
- 2007 $41
- 2011 $45
- 2013 $55
- 2015 $57
-

Aircraft Rental Rates (per hour and depending on aircraft type)

- 2004 $95/$114
- 2005 $97/$116
- 2006 $103/$124
- 2007 $105/$128
- 2008 $115/$140
- 2011 $129/$154
- 2012 $139/$164
- 2013 $144/$169
- 2014 $149/$169
- 2015 $151/$173

Instructor and aircraft rental rates are reviewed annually and are subject to adjustment based on market comparison, cost of operations and revenue volume. The RFC goal is to set rates at levels that will sustain revenues in response to fluctuating operational costs (maintenance, fuel, infrastructure, wages) and which will not be a deterrent to customers. As a not-for-profit organization the balance of meeting expenses and attracting revenue customers presents a significant challenge for the RFC. Further, it is readily understood that the majority of RFC customers are participating in our programs with disposal income that is extremely fragile in respect of competing interests and needs.

The current estimate cost to obtain a Private Pilot License is $12,000.00. Each student progresses at his or her own pace and as such this amount can vary depending upon the individual. The concern of the RFC and the flight training industry in general is that prices will rise to a level that could be prohibitive to all but a few individuals. Reduced customer volumes would put the RFC at risk of downsizing or cessation of operations.

6. Community Involvement and Benefit to the Citizens of Regina

a) Aviation Community Partnerships

The Regina Flying Club maintains long standing and extremely important partnerships with local aviation community organizations that support the aviation organization's principles and function. These partnerships include the Civil Air Search and Rescue Association (CASARA), the Royal Canadian Air Cadets and the Canadian Owners and Pilots Association (COPA).

The RFC maintains corporate policy that provides for the RFC to make aircraft available to CASARA in the instance of a search and rescue event. The policy provides that the RFC will make qualified aircraft available to CASARA in the event of the need for a search and rescue flight. Making aircraft available to CASARA may mean the cancellation or postponement of a prior reserved flight on the designated aircraft and involving a RFC member.

The RFC also provides aircraft to CASARA for their regular pilot, navigator and spotter training. Such training is mandatory for all CASARA personnel in order for the local CASARA unit to sustain their certification and qualification for search and rescue operations. CASARA provides compensation to the RFC for the use of RFC aircraft. Scheduling of RFC aircraft for CASARA training purposes may result in the aircraft not being available for RFC members.

The RFC provides qualified pilot and aircraft resources at a discounted rate for all local air cadet squadrons. This program is established to provide aviation and flying orientation and familiarization for squadron cadet members. The program includes air cadet squadrons from Regina, Moose Jaw, Assiniboia and Gravelbourg.

Transport Canada (TC) regulations require that licensed pilots, to maintain their legal currency, must participate in at least one of a number of authorized activities designed and established specifically for the currency requirement program. One of these authorized activities is to attend a designated and approved recurrent training seminar to update pilot knowledge on aviation topics including regulations, weather analysis and interpretation, pilot safety and decision making, human factors, flight planning, navigation, flight procedures in controlled and uncontrolled airspace and airports and air traffic control communication. COPA annually sponsors an approved currency seminar. At no cost to COPA or to the seminar participants the RFC develops the seminar curriculum and material to meet the requirements for approval under

the TC regulations and RFC staff conduct the presentation of seminar details, information and materials.

b) Local Schools Program

The Regina Flying Club makes itself available at no cost to local schools for aviation interest technical sessions and tours. Kindergarten and elementary school are the primary users of this program which provides supplemental education to their school program.

c) Regina Flying Club Annual Open House

For more than 30 years the Regina Flying Club has held its annual Open House. The Open House is a tradition of the RFC to provide the people of Regina and local area an opportunity to get up-close and personal with aviation whether they are interested in being a pilot or not. Under the organization of the RFC and at its Regina airport location numerous aviation related organizations are brought together to put their organization and aviation activities on display.

Some of the organizations that participate in the Open House include: Government of Saskatchewan Air Ambulance, STARS, RCMP, CASARA, Saskatchewan Polytechnic, Canada Department of National Defense, Canadian Aviation Historical Society, Regina Airport Authority and a number of local business operations.

The cost of organizing and conducting the Open House is borne by the RFC and admission to the event is free of charge.

d) Regina Flying Club Open House and Local Charity

During its annual Open House the Regina Flying Club offers airplane rides. The cost of the rides is reasonably priced and the proceeds from the rides are donated by the RFC to a local charity. Recent charities have included: Big Brothers, Souls Harbour Mission, Regina Humane Society, Children's Wish Foundation, Regina North Central Family Centre, Canadian Cancer Society, Olympics Torch Run (Special Olympics). RFC pilot staff who participate in the Open House rides program volunteer their time.

e) Regina Flying Club and Charitable Donations

On numerous occasions throughout the year the Regina Flying Club is asked to contribute a donation to a local charitable organization. The traditional RFC donation is a "discovery flight" gift certificate that the charitable organization includes in their fund raising activity, typically in the form of a silent auction item. The fund raising proceeds for the RFC gift certificate item are pooled by the charitable organization with its total fund raising. Upon submission of the gift certificate for redemption by the holder the RFC honours the gift certificate designation at RFC cost.

Organizations to which the RFC has recently provided charitable donation gift certificates include: STARS, Nickolia McIvor McDonald Fundraiser, Regina and District Association For Community Living, Regina Catholic Schools Annual Jazz Fundraiser, Saskatchewan Science Centre Fundraiser, Eastview Rotary Club, 703 Air Cadet Squadron Fundraiser, Harvest City Church Fundraiser, Ducks Unlimited Fundraiser, Regina Christian School Fundraiser, Canadian Coalition of Women in Engineering, Fibromyalgia Association of Regina, Children's Wish

Foundation, Kids Help Phone, Canadian Diabetes Association, Catholic Family Services Fundraiser, YMCA, Saskatchewan Arthritis Association, Campbell Collegiate Fundraiser.

7. Summary/Conclusion– Request For Temporary Tax Exemption

The RFC is requesting a temporary tax exemption to assist in its current financial circumstance. The RFC is experiencing a downturn in its operations and it is firmly believed that weather, beyond our control, has been a contributing factor in this regard. However, even in times of diminished flying hours and revenue the RFC wants to continue with its aviation community partnerships, local schools program, Open House, Open House charity and charitable donations and with a temporary tax exemption, the RFC would have some financial breathing room to assist us in that regard.

REGINA FLYING CLUB

TO THE FINANCE AND ADMINISRTRATION COMMITTEE
CITY OF REGINA

June 2, 2015

REQUEST FOR TEMPORARY TAX EXEMPTION

On behalf of the Board of Directors of the Regina Flying Club we thank you very much for your consideration of our request and for the opportunity to be in attendance here today in support of our request.

Further to the information and material submitted to the City earlier regarding our request the following is presented:

ITEM 1: Education Institution

Although the RFC is not a registered independent school under *The Education Act, 1995* it is a registered not-for-profit corporation that is an education institution. The RFC provides education for individuals who seek aviation as a personal recreation interest and for individuals who seek to become a professional pilot and achieve a career in aviation. The RFC is a registered school with the Canada-Saskatchewan Student Loan Program and the Canada Revenue Agency and is affiliated with the Saskatchewan Polytechnic Commercial Pilot Diploma Program.

In an average year approximately 75% of our revenue flying hours are dedicated to education, both personal and career professional.

The RFC is the only school of its kind in the Regina and local area.

ITEM 2: Impact of Weather

Although flying and flying training interest cannot be held constant or predicted accurately from year to year the RFC has recently seen a down turn in our overall flying hours (17% down - 2014 over 2013).

The RFC believes that part of this flying hours reduction can be attributed to the impact of weather. To help us better understand this circumstance the RFC began tracking no-fly weather days at the beginning of the current fiscal year (December 2014-November 2015). A no-fly weather day means lost revenue from cancelled flights and lost potential revenue from flights not booked.

December 2014:	9 days (31% of the days of the month not available for flying)
January 2015:	10 days (33%)
February 2015:	11 days (39%)
March 2015:	7 days (22%)
April 2015:	5 days (17%)
May 2015:	4 days (13%)

ITEM 3: Aviation Community Partnerships and Community Involvement

Stemming from, and in honour of its 1944 letters patent, the RFC is committed to continuing to serve the interests of the aviation community in Regina and contributing to its well-being and to maintain our involvement with local community charitable organizations.

In order to be certified to carry out its education role (and its light charter role) the RFC must establish and maintain a rigorous aircraft maintenance program that meets commercial standard. That means intensive and regular inspections of our aircraft involving substantive operational cost.

Where the RFC makes its planes available for CASARA, Air Cadet and local charitable program flights the flying time that these flights place on our aircraft contribute to the overall maintenance requirements of the aircraft. These additional flying hours move the aircraft into required inspection cycles sooner than would otherwise be required, move the engine time towards major overhaul sooner than normal and add to the cost of fixing the general wear and tear that the aircraft experience.

ITEM 4: Other Not-For-Profit Organizations Serving the Regina Community

The RFC is aware of other not-for-profit organizations that have received recognition of their community service and programming contribution to the community in the form of a temporary tax exemption. Although we are not aware of the specific details in each case we refer to the Royal Regina Golf Club and the Callie Curling Club having received exemptions.

ITEM 5: City of Regina Community Investment Grant Program

The RFC is aware of the City of Regina Investment Grant Program. The RFC has not pursued the grant program as it does not appear to us that our organization, nor our immediate term objectives, would meet the application and assessment criteria for a grant.

In Closing

A temporary exemption from our tax commitment for 2015 would assist the RFC in the short term (2015 and 2016) by making available a small cash infusion that would help us with the costs associated with meeting our community interest and charitable organization programming.

Thank you for your time and consideration.

Regina Flying Club
Board of Directors

REGINA FLYING CLUB

2610 Airport Road, Regina, Sask. S4W 1A3
PH.: (306) 525-6194 FAX: (306) 525-6196

June 17, 2015

Office of the City Clerk
City of Regina

RE: Regina Flying Club Request for Temporary Property Tax Exemption

The Regina Flying Club hereby requests permission to appear before City Council on June 22, 2015 regarding our request for temporary tax exemption. If approved to appear before Council, enclosed is a copy of our presentation.

Thank you.

Sincerely;

for Al Bateman
President
Regina flying Club

REGINA FLYING CLUB
REQUEST FOR TEMPORARY TAX EXEMPTION

TO CITY COUNCIL – CITY OF REGINA
June 22, 2015

REQUEST

The Regina Flying Club respectfully requests a temporary tax exemption for the 2015 taxation year.

OPENING REMARKS

On behalf of the Board of Directors of the Regina Flying Club we thank you very much for your consideration of our request and for the opportunity to be in attendance here today in support of our request. We also want to express our sincere appreciation to the Finance and Administration Committee for their kind consideration of our request at its meeting of June 2.

PRESENTATION ITEMS

It is our understanding that copies of the information and materials that the RFC submitted to the City earlier regarding our request have been provided to the Councillors. In regards to the matter of our request the following items are presented at this time:

ITEM 1: Education Institution

Although the RFC is not a registered independent school under *The Education Act, 1995* it is a registered not-for-profit corporation that is an education institution. The RFC provides education for individuals who seek aviation as a personal recreation interest and for individuals who seek to become a professional pilot and achieve a career in aviation. The RFC is a registered school with the Canada-Saskatchewan Student Loan Program and the Canada Revenue Agency and is affiliated with the Saskatchewan Polytechnic Commercial Pilot Diploma Program.

In an average year approximately 75% of our revenue flying hours are dedicated to education, both personal and career professional.

The RFC is the only school of its kind in the Regina and local area.

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Although flying and flying training interest cannot be held constant or predicted accurately from year to year the RFC has recently seen a down turn in our overall flying hours (2014 down 17% from 2013).

The RFC believes that part of this reduction in flying hours can be attributed to the impact of weather. To help us better understand this circumstance the RFC began tracking no-fly weather days at the beginning of the current fiscal year (December 2014-November 2015). A no-fly weather day means lost revenue from cancelled flights and lost potential revenue from flights not booked.

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ITEM 3: Aviation Community Partnerships and Community Involvement

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In order to be certified to carry out its education role (and its light charter role) the RFC must establish and maintain a rigorous aircraft maintenance program that meets commercial standard. That means intensive and regular inspections of our aircraft involving substantive operational cost.

Where the RFC makes its planes available for CASARA, Air Cadet and local charitable program flights the flying time that these flights place on our aircraft contribute to the overall maintenance requirements of the aircraft. These additional flying hours move the aircraft into required inspection cycles sooner than would otherwise be required, move the engine time towards major overhaul sooner than normal and add to the cost of fixing the general wear and tear that the aircraft experience.

ITEM 4: Other Not-For-Profit Organizations Serving the Regina Community

The RFC is aware of other not-for-profit organizations that have received recognition of their community service and programming contribution to the community in the form of a temporary tax exemption. Although we are not aware of the specific details in each case we refer to the Royal Regina Golf Club and the Callie Curling Club having received exemptions.

ITEM 5: City of Regina Community Investment Grant Program

The RFC has been made aware of the City of Regina Investment Grant Program and notes that the administrative procedure for the program includes making initial contact with the program administrators to assess organization eligibility. We have not at this time pursued the grant program but do note the following information regarding eligibility criteria. The eligibility criteria state that "community" organizations are eligible. As an education institution, the definition of community organization may not apply to the RFC. The eligibility criteria further

state that post-secondary institutions and private schools are not eligible. The definitions of these may apply to the RFC.

CLOSING

The RFC requests a temporary tax exemption for one year – the 2015 tax year. A temporary exemption from our tax commitment for 2015 would assist the RFC in the short term by making available a small cash infusion that would help us with the costs associated with meeting our community interest and charitable organization programming over the operating years 2015 and 2016.

Thank you for your time and consideration.

Board of Directors
Regina Flying Club

CR15-69

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Regina Flying Club Request for Property Tax Exemption

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - JUNE 2, 2015

No recommendation is being made to City Council by the Finance and Administration Committee.

FINANCE AND ADMINISTRATION COMMITTEE – JUNE 2, 2015

Dave Atkinson, representing Regina Flying Club, addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report. The motion was put, the vote was a tie, and the motion was declared LOST.

Councillor Barbara Young made a motion to provide a one year tax exemption to provide time to build a business plan and apply for grants. The motion was put, the vote was a tie, and the motion was declared LOST.

The Chair noted that the report would be forwarded to City Council without recommendation.

Recommendation #2 does not require City Council approval.

Councillors: Wade Murray (Chairperson), Shawn Fraser, Bob Hawkins, and Barbara Young were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on June 2, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the request from the Regina Flying Club for a tax exemption for the property at 2610 Airport Road for the 2015 tax year be DENIED; and

2. That this report be forwarded to the June 22, 2015 meeting of City Council.

CONCLUSION

The Regina Flying Club (RFC) has requested a tax exemption for the property they own at 2610 Airport Road for the 2015 tax year. As there is no City policy to support an exemption for not-for-profit organizations, it is recommended that the request be denied.

BACKGROUND

A letter was received from the RFC requesting a tax exemption for the 2015 tax year (Appendix A). The RFC is experiencing a down turn in its activity and feels a tax exemption would help them to maintain their community partnerships and activities.

City Council has the authority pursuant to subsection 262(3) of *The Cities Act* to exempt from taxation, in whole or in part, any land or improvements designated in the bylaw.

Unless specifically exempted, all property in a municipality is subject to assessment and taxation pursuant to *The Cities Act*. There are specific exemptions provided in subsection 262(1) of *The Cities Act*. Council may enter into agreements, on any terms and conditions, to exempt property from taxation for not more than five years.

DISCUSSION

The Regina Flying Club (RFC) is a not-for-profit organization that operates a flight training school out of its facility at the Regina International Airport. The RFC was established in 1927 to teach flight training to meet both civilian and military needs. From 1940 to 1944 during the Second World War, the RFC participated in the British Commonwealth Air Training Plan training pilots, observers and navigators.

In 1944 the RFC became a not-for-profit organization. Today, the RFC operates a flight training school from its facility leased from the Regina Airport Authority for persons interested in recreational or commercial flying. The RFC is also a designated education institution and is a flight training affiliate with the Saskatchewan Polytechnic Commercial Pilot Diploma Program.

The RFC maintains community partnerships with local aviation community organizations including Civil Air Search and Rescue Association, the Royal Canadian Air Cadets and the Canadian Owners and Pilots Association.

Several charities have been the recipient of donations from the RFC. The RFC hosts an annual open house event to provide Regina citizens an opportunity to learn about aviation. During the open house, airplane rides are offered with the proceeds going to a local charity.

In 2014 the RFC had 229 members with an overall 2,862 flying hours. The membership fees are $150 per year, an increase from $70 per year in 2013.

In November of 1992 the RFC and the City of Regina entered into a property tax repayment schedule that saw the RFC make annual payments for 20 years as well as the annual levy every year. The City would not proceed with Tax Enforcement proceedings against the RFC if the payment plan was adhered to. The payment plan ended in 2012 and since then RFC has paid property taxes annually.

The RFC requests a tax exemption for the 2015 tax year to assist in its current financial downturn. In recent years the weather has not allowed for high flying hours and they are having a difficult time maintaining partnerships and activities serving the interests of the aviation community.

City Council does not have a policy to provide tax exemptions or reduced taxes to non-profit charitable or recreational entities. City Council has moved to a policy of providing Community Investment Grants for support provided to organizations that provide sport, recreation, arts and cultural services, as well as organizations with a mandate to address social development issues. The Community Investment Grants have limited funding to disburse to groups that apply.

The assessed values are calculated by the Assessor in accordance with provincial legislation. The 2013 reassessment updated values from a base date of June 30, 2006 to a base date January 1, 2011. Over that time frame, there was significant change in the value of properties with land in particular increasing in value at a faster rate than improved properties. The 2013 assessed value was $921,800 compared to the 2012 assessed value of $335,300. The property includes 1.355 acres of land and a 22.873 square foot storage hangar.

Tax Year	Assessed Value	Municipal Tax	Library Tax	School Tax	Phase-In	Total 2015 Tax
2012	$335,300	$6,227.17	$668.68	$4,107.41		$11,003.26
2013	$921,800	$10,340.17	$1096.08	$7,632.49	($6,016.25)	$13,052.49
2014	$922,200	$10,953.42	$1,118.49	$7,635.81	($3,008.13)	$16,699.59
2015	$774,700	$9,560.30	$964.92	$6,414.51		$16,939.73

The Regina Flying Club provided its unaudited financial statements for the year ended November 30, 2014. The statements show a net deficiency of revenue over expenses from operations of $29,895 for 2014 with revenues totalling $760,858 and expenses of $790,753.

RECOMMENDATION IMPLICATIONS

Financial Implications

If the recommendations in the report are approved there would be no financial impact for the City. If a property tax exemption were provided the annual amount of the exemption would be $16,939.73 with the city share being $9,560.30. A tax exemption for this property was not in the 2015 budget and would be a variance to the revenue in the 2015 budget.

Environmental Implications

None with regards to this report.

Policy and/or Strategic Implications

None with regards to this report.

Other Implications

None with regards to this report.

Accessibility Implications

None with regards to this report.

COMMUNICATIONS

A copy of this report was provided to the School Boards, the Regina Public Library and the Regina Flying Club.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

Appendix A

REGINA FLYING CLUB

2610 Airport Road, Regina, Sask. S4W 1A3
PH.: (306) 525-6194 FAX: (306) 525-6196

CITY CLERK
RECEIVED
FEB 12 2015
FILE

February 6, 2015

Office of the City Clerk
City of Regina
2476 Victoria Avenue
Regina, SK
S4P 3C8

Re: Regina Flying Club Tax Exemption Request

The Board of Directors of the Regina Flying Club (RFC) hereby respectfully submits a request to the City of Regina for consideration of an exemption from its municipal tax commitment for the 2015 tax year. Attached to this submission are RFC financial statement documents that include statements (unaudited) for the fiscal years 2011, 2012, 2013 and 2014.

The Regina Flying Club is currently experiencing a bit of a down turn in its operating activity which puts a strain on the RFC to maintain its partnerships and activities serving the interests of the aviation community and the people of Regina. Also attached to this submission is an overview about the Regina Flying Club that may be of interest to the City of Regina in its consideration of our request. A positive response to our request for a tax exemption would assist with some financial breathing room for the RFC to sustain and continue its community partnership activities in 2015 and 2016. The Regina Flying Club is aware of other not-for-profit organizations receiving positive consideration of a municipal tax exemption during times of difficulty for the organization.

Representatives of the Regina Flying Club can be made available to speak to the request and respond to inquiries pertaining to the interests of the RFC and its community partnership activities.

Sincerely;

Bill Thorn
Vice-President
Board of Directors
Regina Flying Club

June 17, 2015 **DE15-45**

City Clerk's Office
City of Regina

Re: Request for Property Tax Exemption for Tartan Curling Club

The Tartan Curling Club is a not-for-profit co-operative with a volunteer Board of Directors. Club members own and operate a curling rink at 1464 Broadway Avenue in the middle of Regina's Ward 1. The club provides members and others in the community with a safe place to exercise and socialize. In most respects, we perform a function similar to the city's community centers.

With this letter, we request permission to speak to City Council, on June 22, in support of our request for a property tax exemption for the Tartan Curling Club.

Ken Dishaw
Volunteer Board member
Tartan Curling Club

Presentation to City of Regina, City Council by Tartan Curling Club
June 22, 2015

Introduce Ken Dishaw, volunteer Board member and Liane McLean, president – representing the Tartan Curling Club. The club is a not-for-profit Cooperative that operates a curling rink at 1464 Broadway Avenue, in Ward 1.

We are here today requesting an exemption from paying City property tax.

Our request is based on number of factors:

Fairness:

There are many not-for profit sports organizations in Regina who are not required to pay property tax. In many cases the City has provided these groups with land and facilities and maintains those properties on an ongoing basis.

Regina has 3 curling rinks. The Caledonia Club is a competitor for curlers. The Callie does not pay property tax.

Throughout Saskatchewan, there are 147 curling clubs affiliated with the provincial body, CurlSask. Only 5 of those 147 clubs pay property tax. Many are provided the land, and are built, operated and maintained by the cities and towns where they reside.

We believe, to be fair and consistent, the Tartan Club deserves to be granted similar tax status.

Sustainability:

The Tartan Club is struggling financially. In recent years we have been running deficits. Factors contributing to this are; declining curler numbers and increased maintenance on our building. Given our situation, it has been disheartening to see our annual property tax bill triple from $10,000 to $30,000 over the past two years.

We are taking initiative on a number of fronts to improve our finances. One of our aims is to generate more revenue in the off-season. We are developing a summer pickle ball league. In the past two months, we've hosted a woodworkers' trade show, the MS Society fundraising walk, Gay Pride parade after-party, Ultimate Frisbee social, a rummage sale and over 1,000 people for the Dolphins swim club annual event. As usual, we provided space for Mosaic's Scottish pavilion.

In the past year we assumed operation of our kitchen, from a contract group. This provides improved support for club events and also draws in patrons on its own and offers catering services.

We are currently in the process of hiring an event coordinator, on contract, to optimize facility usage.

For curlers, we have introduced new programs with an emphasis on bringing in youngsters to revitalize membership. We have been increasing our fees annually but have to be sensitive to our competitors' rates, especially if they don't have to recoup property taxes.

On the expense side, we recently made the last payment on a loan that was costing us $20,000 a year. We are currently debt free but unfortunately our reserves are almost depleted.

There used to be 7 curling facilities in Regina. We've already lost 4. We respect the position of the City that it requires revenue to provide services, and exemptions from tax policy should not be granted lightly. But the reality is, that without tax relief the Tartan may have to close soon as well.

Maintaining the fabric of the community:

The City's 'Official Community Plan' says (I paraphrase) that its goal is to ensure a variety of recreation facilities and services, in all parts of the City, both now and for future generations. It will do this by building and maintaining facilities either directly or through **partnerships with other organizations**. For the Tartan's part, we've raised money, bought the land, built the rink and have operated and maintained it at our own expense. We believe that we have been a valuable partner in the community for nearly 60 years.

Who is the Tartan important to?

We have curling programs for toddlers as young as 5 years old, elementary school kids, teens, working-age adults and many retired seniors. Over 1,100 people curled at the Tartan this past winter. We had over 2,100 visits alone from kids in the Grade 6 learn to curl program.

The club is especially important for seniors. Most weekday mornings and afternoons there are leagues geared for retirees, some on limited incomes. Many of these people are curling well into their 80's. Prior to play and afterwards, there is the sound of lively socializing over coffee.

The Tartan is truly a community centre. It would be a loss felt by many, if we have to close.

In conclusion:

We were struggling financially when our annual property tax was $10,000. The recent increase to $30,000 might just guarantee our demise.

We are asking the City's help to keep our doors open.

Thank you.

End of 5 minute oral presentation.

In addition to the oral presentation:

Thanks to Don Barr, Deborah Bryden and Councillor Barbara Young (Ward 1).

For the younger generation, the Tartan hosts bus loads of children from both the public and separate school systems. Within the schools, curling is part of the physical education program known as "The Grade Six Program". The Tartan had over 2,100 visits from grade six kids this past season. In addition the clubs, in association with Curl Regina, operate a "Curl for Kids" program for younger children. There is also a Youth Program that brought in 36 new kids this year. For both "Grade Six Program" and the "Curl for Kids" instructors and helpers are recruited to be on ice with the children.

Each year the club hosts a number of Curling events and bonspiels. For example, on January 15-18 of this year the Tartan hosted the Men's Southern Playdowns. During this event, curlers from the southern portion of the province played off on the way to choose Saskatchewan's representative for the Brier. There is an economic benefit to the City when participating teams come with their families and supporters for the three days of this type of competition. In addition, the clubs host several other events, on an annual or semi- annual basis which bring people to our city. Some examples are: The Mechanical Contractors Bonspiel; Elks Club Provincial Curling; and others. The clubs also provide trained volunteers for major events such as the recent Scotties in Moose Jaw.

The Club lost $75,000 last fiscal year. We will lose $60,000 for the fiscal year ending April 30, 2015. AS indicated, we are taking initiatives to reduce our deficit, but success in this request for a property tax exemption is a critical step in our effort to survive.

There is a good reason why communities like ours subsidize non-profit recreation facilities. It enables the greatest number of citizens to participate, minimizing the disparity of their locations and incomes.

Hand-in-glove with this is the reality that these facilities would generally not be viable without civic help.

January 21, 2015 was declared 'provincial curling day'.

Curling is Saskatchewan's provincial sport.

End

Highland Curling Club Delegation

Regina City Council Meeting

June 22, 2015

Good Evening and thank you to city council for the opportunity to delegate in favor of the city providing a property tax exemption to the Highland and Tartan Curling Clubs. My name is Derek Boe and I am currently the President of the Board of the Highland Curling Club which is of course a volunteer board in its entirety.

The province of Saskatchewan and the city of Regina have a long and distinguished history when it comes to curling—we would like to see that continue. The curling clubs of Regina have a long and distinguished history of producing world-class athletes but more importantly world-class ambassadors of our great city and province. We have produced Olympic gold medal winners including the Sandra Schmirler team, Ben Hebert, and of course everyone knows we are home to curling royalty namely the Richardson family. If my friend Sam were here to delegate on our behalf tonight he would say "it takes teamwork to make the dream work".

With that in mind, I truly believe we are here to discuss how the city views its partnership with the sport of curling as we move into the future. Much has been made about the Callie's lease arrangement with the City and for some reason the tone and debate around that partnership has been negative and quite frankly that puzzles me. It seems to me that if any public or private group came forward today and said we'll build, maintain, staff, and manage a $6 million recreational facility—be it a swimming pool, hockey rink, or indoor soccer facility—and all the city has to contribute is a piece of dirt and forego the taxes—I'd say the city should take that deal every day and twice on Sunday. Not to mention all the while offering programs to thousands of school-aged children, youth-at-risk, and new immigrants. Several years ago when I was President of Curl Regina I sat in on a presentation at one of the school's in the city as they were rolling out their new grant and funding program. We were quite excited after hearing of the criteria and funding streams as we thought we fit them perfectly and thought we might even get an increase. Instead we actually saw our longstanding funding from the city cut by almost 70% from $30,000 to $10,000 after the applications were all reviewed.

The Highland's business plan calls for us to operate at or around break-even on a cash flow basis annually. In addition we have an aging infrastructure that requires ongoing maintenance as well as significant updates and improvements from time to time, and we have dealt with that in two ways:

1. In 2011 we implemented a $20.00/curler capital improvement fee across the city. I have attached the Highland's history of collecting those fees and where the money was spent at the back of this report. You will see in 5 years we have raised just over $80,000 in capital improvement fees and in the same time frame have spent over $150,000.
2. Regina and area has a tremendous volunteer base and history of hosting financially-successful, major curling events every few years including the 2001 Olympic Trials, 2006 Brier, 2008 Scotties and most recently the 2011 Men's World Curling Championship. I had the privilege of chairing the 2011 Worlds which won a Canadian Sport and Tourism Award for International Event of the Year and had an estimated economic impact on the city of Regina of $18 million. I have attached the profit split from 2011 to show you how these events go to help our club as we were able to turn over just under $44,000 to each of the city clubs. This does not include

$195,000 that we were able to distribute to Curl Regina's Junior Development Fund that was the net proceeds of the 50/50 of the event that go to hire our junior curling coordinators and fund youth programs. Curl Regina currently has a sanctioned bid for the 2018 or 2019 Brier that we anticipate will be successful and should be a financial win again for the clubs.

In closing, I'd like to think that with the city's support the Highland can continue to operate for many years as a fun, friendly, and economically viable entity for young and old. Failing that it would seem to me the most likely future path would be to do what most of the other cities in Saskatchewan like Swift Current, Moose Jaw, Estevan and North Battleford are doing which would be to build a new, taxpayer-funded and maintained facility. If that's the direction we decide to go I would be happy to support that initiative as well.

Highland Curling Club

Capital Improvement Fees Collected

2011--$17,776.00
2012--$18,082.00
2013--$15,567.00
2014--$15,140.00
2015--$14,040.00

Total $80,605.00 collected

Major Capital Expenses

2011—Furnace $9171.00
2012—Tables and Chairs $6,645.00
2012—Curling Rocks $56,075.00
2013—Reverse Osmosis Water System--$12,493.00
2013—Ice Area Walkways--$3,176.00
2014—Ice Area Lighting Retrofit--$9,152.00 (net of Saskpower grant)
2014—new range for canteen--$7,463.00
2014—new freezer for canteen--$11,800.00
2015—dehumidifier for ice surface--$37,733.00

Total $153,708.00

2011 WMCC Regina

Event Profit	**600,935.40**

Calculation of Profit Sharing		
Net Profit/Loss		600,935.40
Less Host Base Fee	-	100,000.00
Less WCF Base Revenue	-	87,500.00
Less CCA Base Revenue	-	87,500.00
		325,935.40

Host	
Base Fee	100,000.00
Secondary Fee	162,967.70
Host's total share of profit	**262,967.70**

CCA	
Base Revenue	87,500.00
Secondary Revenue	81,483.85
CCA's total	**168,983.85**

Amount owing to SCA	
(10% of CCA's share of profit)	
CCA's Base Revenue	*87,500.00*
CCA's Secondary Revenue	*81,483.85*
Total CCA's Share of Profit	*168,983.85*
Member Association Revenue	*16,898.39*
Payable by CCA to SCA	

Summary	
*Host **	262,967.70
WCF	168,983.85
CCA	152,085.47
SCA	16,898.39
Total Event Profit	**600,935.40**

** Summary of Distribution of Host Share of Profit*	
Caledonian Curling Club Co-operative Limited	43,827.95
Highland Curling Club Co-operative Limited	43,827.95
Tartan Curling Club Co-operative Limited	43,827.95
Curl Regina Junior Development Fund	43,827.95
Curl Regina Inc.	43,827.95
Saskatchewan Curling Association	43,827.95
Total Host Share of Profit	262,967.70

DE15-47

June 17, 2015

Caledonian Curling Club
2225 Sandra Schmirler Way
Regina SK S4W 1B6

City Clerk's Office
City of Regina

Re: Request to present to City Council

The Callie Curling Club respectfully requests the opportunity to make presentation to Regina City Council regarding property taxes, the assessments for Regina Curling Clubs, and the request for tax relief that has been submitted by two of those clubs.

A copy of our presentation is attached, containing information on this issue along with our perspective.

On behalf of the two curling clubs appearing before you today and Regina's curling community, we ask that you consider and approve one of three possible options for tax relief:

1. Approve an exemption from property taxes for Regina's 3 curling clubs,
2. Approve a reduction in the tax rate applied to these facilities, or
3. Change the classification of these facilities to one more favorable.

Again, thank you for your time and your consideration of this issue.

Sincerely,

Brian Warbey

Brian L. Warbey
President, Callie Curling Club

Presentation to City Council - (For Council Meeting, June 22, 2015)

INTRODUCTION

My name is Brian Warbey. I am the president of the Callie Curling Club. I am here on behalf of my club, to show support for both the Tartan and Highland curling clubs, who are appearing before you today seeking relief from significant increases in their property taxes. I am speaking in favor of that request and would like to thank you for that opportunity.

OUR REQUEST

As noted in our submission, I ask that the City Council consider and approve one of three possible options:

1. Approve an exemption from property taxes for Regina's 3 curling clubs,
2. Approve a reduction in the tax rate applied to these facilities, or
3. Change the classification of these facilities to one more favorable. My understanding is that Regina's curling facilities are currently categorized as warehouse space and the city has no separate classification for recreational facilities.

BACKGROUND INFORMATION

Recently, the Tartan CC's property taxes have tripled, from $10G to almost $30G. So what you say. Why not just increase fees to cover this? With curling membership of slightly more than 1100 curlers, rough math says that every curler would have to pay about $20 more (each) however fees typically cannot be increased uniformly for all categories of members.

Although public interest in curling has never been higher, for a variety of reasons actual grass roots participation has declined. Regina has seen several clubs close their doors as a result of this trend … the Wascana, the Regina, and the Wheat City Curling Clubs have all closed, and only clubs remain (all of whom are represented here today). Curling capacity in Regina has been reduced to 28 sheets in total, consisting of 12 sheets at the Callie, 10 sheets at the Tartan, and 6 at the Highland.

Simply put, clubs are struggling now to maintain their membership base. The increase in fees needed to cover property taxes is a financial burden imposed on curling clubs that CANNOT be absorbed or recovered through fee increases. Attempting to increase fees by enough to cover recent tax increases can be expected to result in curlers turning to other competing recreational activities that are more affordable.

Any increase in fees are typically born by approximately 65% of the membership base (as minimal increases are possible for seniors, youth, commercial or casual curlers, etc.). This is true for other clubs as well.

It used to be the case that curling clubs would receive periodic infusions of cash from hosting National and International events. The profits from these events would help subsidize and sustain the clubs for a number of years, until the next big event. This is no longer the case. Due to changes in our sport that are beyond the control of local clubs, a large part of the profits from hosting such major events will now go to the national and provincial bodies for our sport. As a result the "host share" of future revenues from these events will be significantly reduced, and can no longer be counted on as a means of sustaining the local clubs.

At a club level, lower participation revenue (from memberships, lounge activity, and food services), increasing operating costs (water, energy and power), and mandatory expenditures on capital improvements (required to maintain aging facilities) has meant reduced profitability. As non-profit organizations, curling clubs have always operated on a break even basis. We have struggled, and despite our best efforts have had to draw upon and deplete our existing cash reserves. There are no owners reaping profits here. We are cooperatives and all money goes back into facilities and programming not to shareholders.

I believe the decision to be made is not whether providing tax relief will set a precedent, or whether the city favors grants over tax relief as an administrative practice. The real decision is whether or not the city is willing to acknowledge that the current level of taxation is harmful, and if so, is Council willing to see one or more of Regina's remaining curling facilities close when something can be done now to help them.

In my opinion, and the opinion of my club, status quo is not an option and grants are not the answer.

WHY SUPPORT CURLING

What does curling mean to the city, and why should we help curling clubs? There are a number of reasons:

- Curling has helped put Regina on the map, and is a source of pride to our city, having hosted numerous national and international – high profile events, and produced many champions along the way. (You all should recognize names like Marg Mitchel, Ernie Richardson and Sandra Schmirler).
- The high profile events curling has brought to our city have contributed to the local economy – restaurants, hotels, and other venues all benefit financially when these events take place in our city. Curling clubs also rent the facilities to host these events (the Brandt Center).
- Curling clubs also provide much needed capacity for shows and events like Mosaic pavilions, and a number of smaller events like the RKOC's annual dog show. As well, they provide or have provided facilities for a number of other sports such as Roller Derby, tennis, and indoor hockey.

- Curling clubs provide programming and instruction for youth, seniors and others – including curl for kids, learn to curl, youth at risk, wheelchair curling, blind curling, and other special interest groups.
- The facilities, as well as the sports and recreation programming, are provided at no cost to taxpayers. In the absence of curling clubs, the facilities and the recreational programming and services would have to be provided and funded by the city.
- The city does provide grants for some of the programming being offered by clubs, but these grants are insufficient. They are less than the taxes being collected, and for this reason fail to provide additional money to cover costs of the various sports programs being provided by curling clubs. Moreover, they are now extremely difficult to obtain due to recent changes to the grant allocation process.
- With only 3 clubs and 28 sheets left in Regina, any further reduction in capacity would jeopardize our ability to host a variety of small but import events (men's and women's play downs, Junior men's & Jr women's play downs, Senior men's & Sr. women's, wheelchair, firefighters championships, postal championships and others… a variety of play downs and championships – both southern, and provincial. Simply put, these events, which are both a source of pride for our city and essential to the sport, could not be held here without the ice that is currently available.

THE CALLIE and TAX

One question that has come up is "why does the Callie not pay property taxes, unlike the other clubs?"

As noted earlier, for the most part clubs and sporting facilities situated on city owned land and/or run by the city do not pay property taxes, and in some cases are paid operating grants.

The Callie Club has been fortunate, in that we have had a long standing, positive relationship with the city and has always operated on city owned land. When the Callie began in 1915, our club was in the Implement Building on the Exhibition Grounds. We moved to the Grain show building in 1933, where we stayed until 1978. In 1978, when the Callie moved from the Exhibition Grounds and built a new building at our current location.

Our "deal" with the city was as follows:

- The Callie would lease land from the city to build a new facility, which the Callie would finance, maintain and run.
- The city, having intended to upgrade the Craig Golf Course, would turn the Craig into a 9 hole executive course.
- The Callie would provide the required clubhouse (space) for the golf course, thus allowing the Callie to be year round operation.
- The Callie would leave the ice plant and rocks at the Grain Show Building, and the City would run the facility for school curling. Curl Regina would do the scheduling for the Junior program.

- The Callie would receive a tax free lease for 99 years.
- The downside is that because we do not own the land on which we sit, we do have an asset we can sell.

When the city didn't improve the golf course the Callie Club actually had plans drawn for the course, however the plans came to naught when the club was unable to use water from Wascana Creek. The city operated the course for a few years, then had the Callie operate the course, then leased the course to a group who continued to use the Callie as a clubhouse but did no improvements. Finally the course was shut down.

It should be noted that The Callie is not unique. Of the 140 or so curling clubs across Saskatchewan, only about 4 are currently paying property taxes. In most cases these clubs are on land owned by the city, or are run by the city or town with their operating and facilities costs being born by taxpayers.

In Regina, curling clubs have been built and run privately, at no cost to taxpayers. Getting sporting facilities and programming at no cost is a FANTASTIC deal for the city… one they should jump at every time. Consider the financial investment required to construct and run their own sports facilities - like the Lawson, the Field House, and numerous city rinks and leisure centers.

CONCLUSION

In conclusion, the city has a mandate or objective of providing recreation services and curling clubs help to fulfill that mandate. The Tartan and the Highland curling clubs are seeking tax relief. Such relief would afford fair and equitable treatment with other competing sports facilities.

Therefore, I urge you to favorably consider (and approve) the request that is before you.

Respectfully Submitted,

Brian Warbey
President, Caledonian Curling Club.

Curl Regina
P.O. Box 3775
Regina, Sask. S4P 3L7

June 18, 2015

VIA EMAIL - clerks@regina.ca

City of Regina
City Hall
2476 Victoria AVE
Regina, SK S4P 3C8

Attention: Office of the City Clerk

Dear Sirs:

Re: City Council Meeting June 22, 2015

Please find enclosed the written submission of Curl Regina in support of the Tartan and Highland Curling Clubs' request for a tax exemption.

Sincerely,

Kenda Richards
President
Curl Regina

PRESENTATION BY CURL REGINA TO CITY COUNCIL, JUNE 22, 2015

My name is Kenda Richards. I am President of Curl Regina, the umbrella organization for curling in the City of Regina.

We are the organization that bids for, and hosts, major curling events in the City of Regina. Since our first event in 1973, we have hosted 3 Briers, 3 Scotties, 3 World Championships and a Roar of the Rings. All of these events have been supported by the City of Regina and the Province. All have been highly successful, bringing millions of dollars to the City and its businesses, providing exciting curling for its residents and visitors and providing much needed funds for the curling clubs of Regina. Curl Regina has shared the profits of events with CURL CANADA, CurlSASK, Regina's curling clubs and Curl Regina's junior curling program. We are currently bidding to host a Brier in 2018 or 2019, however due to Curl Canada now keeping most of the profit from major events, less money will be coming to our clubs.

Because of these windfall funds, since the mid-70's we have partnered with the Regina Public and Separate School Boards and the Regina High Schools to provide curling instruction to thousands of students. We have also offered learn to curl programs for children since the mid-70's. The major costs of these programs have been borne by the curling clubs and Regina has been well ahead of other major communities in providing these types of programs.

All of the curling clubs in Regina are membership, non-profit co-operatives, run by volunteers, who have raised funds, built their own buildings, operated, maintained and upgraded their facilities, at their own cost, for the benefit of their members and the general public. The City of Regina has not had to construct, operate and maintain any curling facilities in Regina, except for the period of time the Curlodrome and the Junior Ice Arena operated on the Exhibition Grounds.

So while the City of Regina has built and operated hockey and skating rinks, ball diamonds, soccer fields, lawn bowling, rugby fields, swimming pools, water parks, tennis courts, football fields, cricket pitches, golf courses, bike paths, playgrounds, walking trails and green spaces for its citizens to use and enjoy, all at taxpayer expense, curling has been provided, for those same citizens, by member-based clubs trying to provide good facilities and recreational experiences

with no assistance from the City of Regina, all with a goal of breakeven on operations. Apparently the fault of curlers was operating independently instead of lobbying for the City to provide facilities for their sport as well.

Regina, Saskatoon and Melfort are the only municipalities in the Province that do not provide municipal facilities for curling. Of the 147 curling clubs in the Province, only the Regina and Saskatoon clubs pay property tax - Melfort only pays education tax. The Callie Club in Regina is tax exempt due to a long-standing negotiated agreement with the City.

All of the new curling facilities built in Saskatchewan in the last 20 years have been municipally funded, operated and maintained and leased to the local curling clubs to run the curling programs. These include new facilities in Moose Jaw, Swift Current, North Battleford, Assiniboia, Humboldt, Nipawin, Tisdale. Every other community curling rink is a municipal facility - including Weyburn, Estevan, Yorkton and Lloydminster.

The City's Official Community Plan has a goal of ensuring a variety of recreation facilities and services either directly or through partnerships with other organizations. Curling should be viewed by the City as one of those partners, which to date, has cost the City of Regina very little and has brought to the City much recognition. Most notably, we have been home to World Champions Ernie Richardson, Marj Mitchell, Kyle George, Nancy Kerr and World and Olympic Champion Sandra Schmirler, as well as many Canadian champions.

Saskatchewan legislation specifically identifies and provides property tax exemption for numerous organizations and activities including school divisions, Indian Bands, places of public worship, cemeteries and agricultural societies. As well it names specific organizations that are exempt including the YMCA, YWCA, the Legion and other veteran's associations, the Mental Health Association and CNIB.

The City of Regina has the authority under The Cities Act to offer exemptions to property tax. Section 262(3) states "A council may exempt any property from taxation in whole or in part with respect to a financial year."

We believe the three Regina curling clubs serve a community purpose, in the same manner as the hockey rinks, baseball diamonds, soccer fields and other recreational facilities owned by the City that are presently exempt from taxes and whose operational costs are funded by the City of Regina. Curling clubs provide the same municipal purposes as do the city owned and operated recreational facilities and we do so as volunteer operations.

Curling is the official sport of Saskatchewan. The City provides no facilities for this lifetime sport. We ask that you support the membership based clubs that do provide curling facilities to the citizens of Regina by offering tax exemptions to all curling clubs in the City.

CR15-70

June 2, 2015

To: His Worship the Mayor
and Members of City Council

Re: Tartan Curling Club Cooperative and Highland Curling Club Request for Property Tax Exemption

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RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - JUNE 2, 2015

That the requests from the Tartan Curling Club Cooperative at 1464 Broadway Avenue and Highland Curling Club located at 348 Broad Street for five year property tax exemptions be DENIED.

FINANCE AND ADMINISTRATION COMMITTEE – JUNE 2, 2015

The following addressed the Committee:

- Ken Dishaw and Allen Bratt, representing Tartan Curling Club; and
- Travis Netterfield, representing Highland Curling Club.

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #2 does not require City Council approval.

Councillors: Wade Murray (Chairperson), Shawn Fraser, Bob Hawkins, and Barbara Young were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on June 2, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the requests from the Tartan Curling Club Cooperative at 1464 Broadway Avenue and Highland Curling Club located at 348 Broad Street for five year property tax exemptions be DENIED; and

2. That this report be forwarded to the June 22, 2015 meeting of City Council.

CONCLUSION

The Tartan Curling Club Cooperative at 1464 Broadway Avenue and the Highland Curling Club at 348 Broad Street request a five year property tax exemption for the properties they own. There is no City policy to support an exemption for not-for-profit organizations, therefore it is recommended that the request be denied.

BACKGROUND

Letters have been received from the Tartan Curling Club Cooperative (Appendix A) and the Highland Curling Club (Appendix B) requesting tax exemptions. City Council has the authority pursuant to subsection 262(3) of *The Cities Act* to exempt from taxation, in whole or in part, any land or improvements designated in the bylaw.

Unless specifically exempted, all property in a municipality is subject to assessment and taxation pursuant to *The Cities Act*. There are specific exemptions provided in subsection 262(1) of *The Cities Act*. Further, Council may enter into agreements, on any terms and conditions, to exempt property from taxation for not more than five years.

DISCUSSION

Both the Tartan Curling Club Cooperative (the Tartan) and the Highland Curling Club (the Highland) are not-for-profit organizations that own and operates a curling rink in Regina. The Tartan is located at 1464 Broadway Avenue, the Highland is located at 348 Broad Street. The Tartan Curling Club Cooperative was formed in 2003 when the Tartan Club and the Wheat City Curling Club amalgamated. The Highland has been in operation since the mid-1950s.

The Tartan has men's, women's, junior, mixed and commercial teams with 400 curlers in mixed leagues and 300 curlers in daytime leagues. In 2014 the club had approximately 1,100 curlers. This number does not include several groups of school children who participate in the learn to curl programs, such as The Grade Six Program, Curl for Kids, Youth League and Youth at Risk Program at the facility. In 2014, the Highland had approximately 760 active members, not including the groups of school children participating in the learn to curl programs. The membership fees for both clubs vary depending on the age or category of the member. In 2014, the total revenue from membership fees for the Tartan was $196,322 and the total revenue from the Highland was $175,277. Over the past few years membership fees have increased gradually for both clubs. The clubs are both open year round with the facilities rented out for events over the summer.

The Tartan provided its financial statements for the year ending April 30, 2014. The statements show a net deficiency of revenue over expenses from operations of $74,701 for 2014 with revenues totalling $444,305 and expenses of $518,906.

The Highland provided its draft financial statements for the year ending May 31, 2014. The statements show a net deficiency of revenue over expenses from operations of $16,757 for 2014 with revenues totalling $103,618 and expenses of $120,375.

City Council does not have a policy to provide tax exemptions or reduced taxes to not-for-profit charitable or recreational entities. City Council has moved to a policy of providing Community Investment Grants for support provided to organizations that provide sport, recreation, arts and cultural services, as well as organizations with a mandate to address social development issues. The Community Investment Grant Program has limited funding to disperse to groups that apply.

The assessed values are calculated by the Assessor in accordance with provincial legislation. The 2013 reassessment updated values from a base date of June 30, 2006 to a base date January 1, 2011. Over that time frame, there was significant change in the value of properties with land in particular increasing in value at a faster rate than improved properties.

The 2013 assessed value for the Tartan was $1,389,500 compared to the 2012 assessed value of $312,700. The property includes 1.098 acres of land with a building of 32,930 square feet. The property taxes over the past few years are shown in the following table:

Tax Year	Assessed Value	Municipal Tax	Library Tax	School Tax	Phase-In	Total Tax
2012	$312,700	$5,807.44	$623.61	$3,830.57		$10,261.62
2013	$1,389,500	$15,586.54	$1,652.20	$11,505.05	($13,285.07)	$15,458.72
2014	$1,345,800	$15,984.73	$1,632.25	$11,143.21	($6,642.53)	$22,117.66
2015	$1,345,800	$16,608.05	$1,676.25	$11,143.21		$29,427.51

The 2013 assessed value for the Highland was $866,900 compared to the 2012 assessed value of $345,100. The property includes 1.084 acres of land with a building of 23,328 square feet. The property taxes over the past few years are shown in the following table:

Tax Year	Assessed Value	Municipal Tax	Library Tax	School Tax	Phase-In	Total Tax
2012	$345,100	$6,409.17	$688.22	$4,227.47		$11,324.86
2013	$866,900	$9,724.34	$1,030.80	$7,177.92	($5,006.67)	$12,926.39
2014	$866,900	$10,296.60	$1,051.42	$7,177.92	($2,503.34)	$16,022.60
2015	$866,900	$10,698.11	$1,079.76	$7,177.92		$18,955.79

In reviewing similar organizations there is one curling club that is exempt from property taxes in Regina. In 1978 the City of Regina entered into a lease agreement with the Caledonian Curling Club (the Curling Club). As part of the agreement, the City leased the land to the curling club for 99 years, the Curling Club constructed the building and the City has exclusive use of defined space in the building from May to October of each year to support the Craig Golf Course. The agreement provides that for the use of the space the City is to pay rent to the Caledonian in the amount of the property tax. Although the Craig Golf Course has ceased operations and the space in the Caledonia is no longer used by the City, the lease agreement still provides the City with exclusive use of the space.

RECOMMENDATION IMPLICATIONS

Financial Implications

If the recommendations in the report are approved there would be no financial impact for the City.

If an exemption were provided the amount of the exemption for both clubs would be $49,345.80 annually with the city share being $27,306.16. An exemption for these properties was not considered in the 2015 budget and if provided would be a variance to the 2015 budget.

Environmental Implications

None with regards to this report.

Policy and/or Strategic Implications

None with regards to this report.

Other Implications

None with regards to this report.

Accessibility Implications

None with regards to this report.

COMMUNICATIONS

A copy of this report was provided to the School Boards, Regina Public Library, the Highland Curling Club and the Tartan Curling Club Cooperative.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

Appendix A

Tartan CURLING CLUB COOPERATIVE
1464 BROADWAY AVE., REGINA, SASK., PHONE 522-1649

March 24, 2015

Finance and Administration Committee
City of Regina

Dear Committee members:

Re: Request for Property Tax Exemption for Tartan Curling Club

The Tartan Curling Club is a co-operative with a volunteer Board of Directors. We are not a for-profit organization. Club members own and operate a curling rink at 1464 Broadway Avenue in the middle of Regina's Ward 1. The club provides members and others in the community with a safe place to exercise and socialize. In most respects, we perform a function similar to the city's community centers.

With this submission, we request a property tax exemption for the Tartan Curling Club. The attached information and documents are in support of our request.

Ken Dishaw
Volunteer Board member
Tartan Curling Club

Appendix B

348 Broad Street
Regina, Saskatchewan S4R 1W9
Phone: 543-8600
Fax: 543-9879
Email: highlandcurlingclub@accesscomm.ca
Web site: www.highlandcurlingclub.com

May 6, 2015

Finance and Administration Committee
City of Regina

Dear Committee Members:

Re: Request for Property Tax Exemption for Highland Curling Club

The Highland Curling Club is a not-for-profit co-operative that has operated with a volunteer Board of Directors since the mid 1950s. We are a not-for-profit organization. Club members own and operate a curling rink at 348 Broad Street in Regina's Ward 7. The club provides members and others in our community with a safe place to exercise and socialize. In most respects, we perform a function similar to the city's community centres.

With this submission, we request a property tax exemption for Highland Curling Club. The attached information and documents are in support of our request.

Travis Netterfield
General Manager
Highland Curling Club

June 18, 2015 **DE15-49**

To: His Worship the Mayor
and Members of City Council

Re: Application for Discretionary Use (15-DU-03)

Hello. My name is Adrienne Duke. I currently have an application before you with regards to operating a Bed and Breakfast Homestay.

At this time I wish to address and clarify three concerns that were mentioned at the meeting of the Planning Commissioners on June third.

To briefly recap, Mr. Elliott advises there is a difference in house size between the information listed on the property tax section of the City's web site and my drawings. If you would kindly refer to my site drawing and note the date of my site plan: Jan 2015.

To take the necessary measurements for the drawing I was leaping through snow banks in minus 20 something weather. As I knew my numbers may not be as precise as I would have liked I indicated they were approximate by the internationally accepted symbol which appears before each measurement noted on the drawings.

I also remember in the seventies my father assisting a city tax assessor measuring the house and providing access to the interior. The house size listed on the property tax roll is correct as measured by a representative for the city.

I would also like to address the concern of parking. I had previously mentioned at the meeting of the Planning Commissioners the house was built by my parents prior to my birth. When they built the house they included a "mother-in-law" suite. My grandparents lived in the suite where I am proposing a B&B.

I have been renting that suite for approximately seven years. To my knowledge there were no licensing requirements. The last five years was to a young couple. By keeping the rent reasonable they were able to save a down payment to purchase a house of their own for their growing family. When they first moved in they had one vehicle. When they moved out at the end of November 2014 they were a two car family. I anticipate the parking usage for the B&B to be less than what it was for the rental suite. How so? I may not have reservations for each night and some guests may arrive by taxi.

The people using the park and my next door neighbour impact the usage of street parking more than we do.

On to the final concern regarding the B&B being a rooming house. I have been researching B&B's for some time and have incurred expenses while conducting my research. In December 2014 I incurred further expenses when my partner and I travelled to Ontario to attend a B&B Academy. The knowledge gained at course has set the bar for a level of service that far exceeds the current accepted norm. If I were planning to operate a rooming house I would not have travelled to Ontario in December.

Also mentioned in the same breath was the worry of someone staying too long – 30 days or more. Someone on a rooming house budget would not be staying at my location. To entertain the thought that I would operate a rooming house is absurd. It is my intention to carry on providing hospitality as did my parents. I have many fond memories of their kindness as extended to family, neighbours and strangers. My 96 year old mother lived with us until her passing at the end of December. She was excited for the new direction I was planning with that side of the house. Since her passing I now have more time to enhance the curb appeal of the property. For any primary care givers present this evening I am sure you can relate to the time demands.

I was reviewing the B&B Guidelines as outlined in your document produced by Urban Planning. Very early in the document the "INTENT" is clearly stated. There are three.

I am compatible with the character of the established residential neighbourhood.

I am increasing the viability of my neighbourhood by utilizing vacant residential space.

I am increasing the capacity of the city to host major events by increasing public accommodation.

I appear before you today to respectfully request the approval of my application.

I wish to thank all those involved in this process especially the Council Members. At the meeting of the Planning Commission I witnessed firsthand how thoughtful their questions and remarks. I am sure the same care and attention will be exercised again. Whatever your decision today I truly appreciate your time and thoughtful consideration of my application.

Thank you. ☺

CR15-71

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Application for Discretionary Use (15-DU-03)
Proposed Bed and Breakfast Homestay - 201 Douglas Crescent

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – JUNE 3, 2015

That the discretionary use application for a proposed Bed and Breakfast Homestay located at 201 Douglas Crescent, being Lot 18, Block 15, Plan No. FP620 ext. 0, Arnheim Place Subdivision be APPROVED and that a Development Permit be issued subject to the following conditions:

a) The development shall be consistent with the plans attached to this report as Appendix A-3.1 to A-3.2 inclusive, prepared by Adrienne Duke and dated January 2015; and

b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250.*

REGINA PLANNING COMMISSION – JUNE 3, 2015

The following addressed the Commission:

- Jim Elliott, representing the Al Ritchie Community Association, addressed the Commission; and
- Adrienne Duke addressed the Commission.

The Commission adopted a resolution to concur in the recommendation contained in the report.

Recommendation #2 does not require City Council approval.

Councillors: Mike O'Donnell (Chairperson) and Jerry Flegel; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Phil Selenski, Laureen Snook and Kathleen Spatt were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on June 3, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the discretionary use application for a proposed Bed and Breakfast Homestay located at 201 Douglas Crescent, being Lot 18, Block 15, Plan No. FP620 ext. 0, Arnheim Place Subdivision be APPROVED and that a Development Permit be issued subject to the following conditions:

a) The development shall be consistent with the plans attached to this report as Appendix A-3.1 to A-3.2 inclusive, prepared by Adrienne Duke and dated January 2015; and

b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250.*

2. That this report be forwarded to the June 22, 2015 City Council meeting.

CONCLUSION

The applicant proposes to operate a Bed and Breakfast Homestay within an existing detached dwelling at 201 Douglas Crescent. The proposal provides additional short-term accommodation options for visitors to the City of Regina and as such enhances Regina's capacity to host major events and support tourism. The subject property is also located in close proximity to two significant tourist destinations including Wascana Centre and the Saskatchewan Science Centre.

The proposal complies with the development standards and regulations contained in *Regina Zoning Bylaw No. 9250* and is consistent with the policies in *Design Regina: The Official Community Plan Bylaw No. 2013-48.*

Accordingly, the Administration recommends approval.

BACKGROUND

This application is being considered pursuant to *Regina Zoning Bylaw No. 9250*, *Design Regina: The Official Community Plan Bylaw No. 2013-48*, and *The Planning and Development Act, 2007*.

Pursuant to subsection 56(3) of the *The Planning and Development Act*, Council may establish conditions for discretionary uses based on the nature of the proposed development (e.g. site, size, shape and arrangement of buildings) and aspects of site design (e.g. landscaping, site access, parking and loading), but not including the colour, texture or type of materials and architectural details.

DISCUSSION

The applicant proposes to use a portion of the existing detached dwelling at 201 Douglas Crescent as a Bed and Breakfast Homestay. This use is defined in *Regina Zoning Bylaw No. 9250* as "an owner-occupied dwelling unit where short-term lodging rooms and meals are provided." There are two guest bedrooms designated within the detached dwelling for Bed and Breakfast Homestay use. This application only deals with the establishment of a Bed and Breakfast Homestay within an existing detached dwelling.

A Bed and Breakfast Homestay is a defined land use under *Regina Zoning Bylaw. 9250* and is intended to provide short-term lodging rooms only. While the city does not typically regulate residential tenancy, the Bed and Breakfast Homestay land use classification requires that the establishment be owner occupied.

A Residential Business is also currently operating at the subject property. The Residential Business consists of an office for a contractor. Residential Businesses are permitted in all residential areas subject to compliance with standards in *Regina Zoning Bylaw No. 9250* pertaining to their use and operation.

Land use and zoning related details and are provided in the tables below:

Land Use Details	Existing	Proposed
Zoning	R2 - Residential Semi-Detached	R2 - Residential Semi-Detached
Land Use	Detached Dwelling, Residential Business (Office)	Detached Dwelling, Residential Business (Office) and Bed & Breakfast Homestay
Number of Dwelling Units	1	1
Building Area	158 m^2	158 m^2

Zoning Analysis	Required	Proposed
Number of Parking Stalls Required: ▪ A minimum of 1 space per dwelling unit in R2 - Residential Semi Detached ▪ For a Bed and Breakfast Homestay, must have 1 space in addition to required parking for the dwelling ▪ For a Residential Business, must have 1 space in addition to the required parking for the dwelling where a business vehicle is operated in conjunction a Residential Business.	3 stalls	3 stalls
Minimum Lot Area (m^2)	250 m^2	665.60 m^2
Minimum Lot Frontage (m)	7.50 m	20.80 m
Maximum Building Height (m)	11.00 m	4.26 m
Maximum Floor Area Ratio	0.75	0.24
Maximum Coverage (%)	50%	30.40%
Maximum Number of Guest Rooms	4	2
Minimum Guest Room Floor Area	10 m^2	Guest Bedroom #1 – 11.47 m^2 Guest Bedroom #2 – 11.07 m^2

Surrounding land uses are single detached dwellings to the north and east, Wascana Centre Authority lands to the south, and a landscaped island to the west. The subject property is also in close proximity to the Saskatchewan Science Centre as shown in Appendix A-2.

RECOMMENDATION IMPLICATIONS

Financial Implications

The subject area currently receives a full range of municipal services including water, sewer and storm drainage. The applicant will be responsible for the cost of any additional or changes to existing infrastructure that may be required to directly or indirectly support the development in accordance with City standards and applicable legal requirements.

Environmental Implications

None with respect to this report.

Policy/Strategic Implications

The proposal is consistent with the policies contained within *Part A of Design Regina: The Official Community Plan Bylaw No. 2013-48)* with respect to:

Economic Growth:

- Establish and implement mechanisms to expand and diversify the economy, promote the attractiveness of Regina and the region as a place to live, invest, do business, and visit.

Economic Generators:

- Encourage innovative options to support and incubate new entrepreneurs and commercial ventures.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Communication with the public is summarized as follows:

Public notification signage posted on	February 26, 2015
Letter sent to immediate property owners	February 26, 2015
Number of Public Comments Sheets received	6

The application was circulated to the Al Ritchie Community Association. The Al Ritchie Community Association indicated that it opposes the proposed use as they believe that this will permit the development of rooming houses and that it does not conform to the intent of the current residential zone. Other concerns from the community association included the lack of parking.

A more detailed accounting of the residents' and community association concerns and the Administration response to them is provided in Appendix B of this report.

The applicant and interested parties have received notification of this report and will receive written notification of City Council's decision.

DELEGATED AUTHORITY

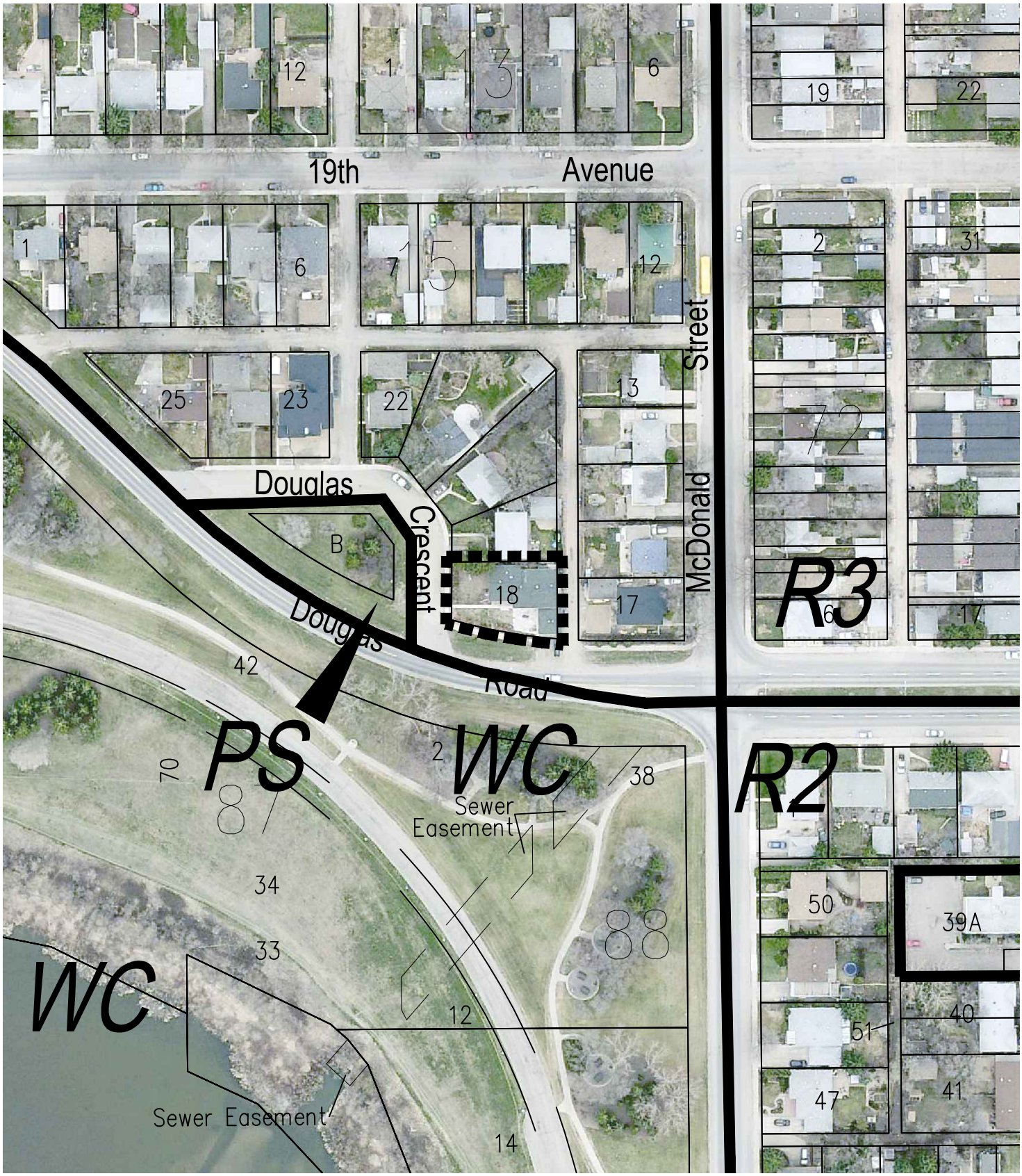
City Council's approval is required, pursuant to *Part V of The Planning and Development Act, 2007.*

Respectfully submitted,

REGINA PLANNING COMMISSION

Elaine Gohlke

Elaine Gohlke, Secretary



Subject Property

Project 15-DU-03

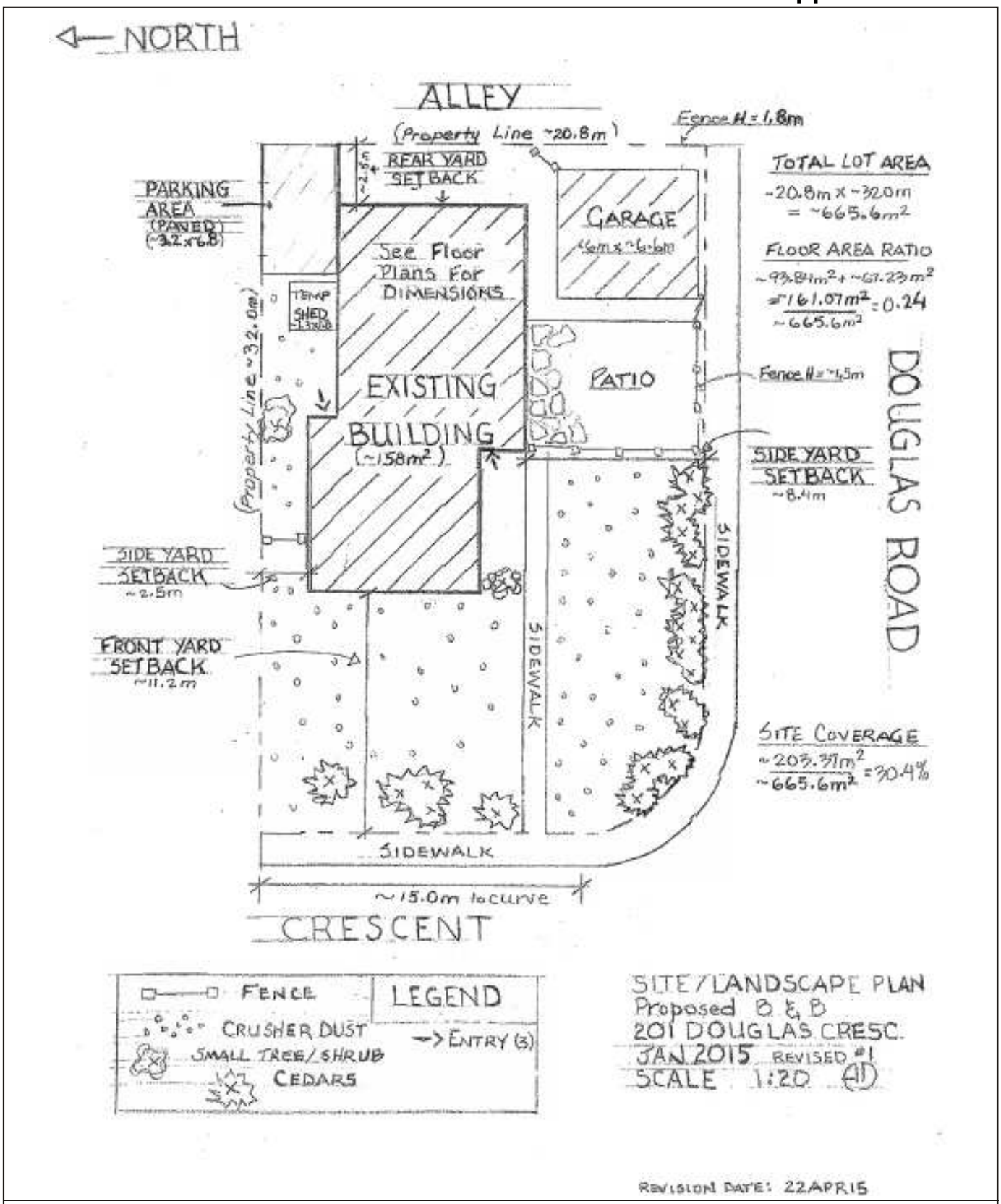
Civic Address/Subdivision 201 Douglas Crescent
Proposed Bed and Breakfast Homestay

Appendix A-2

Subject Property

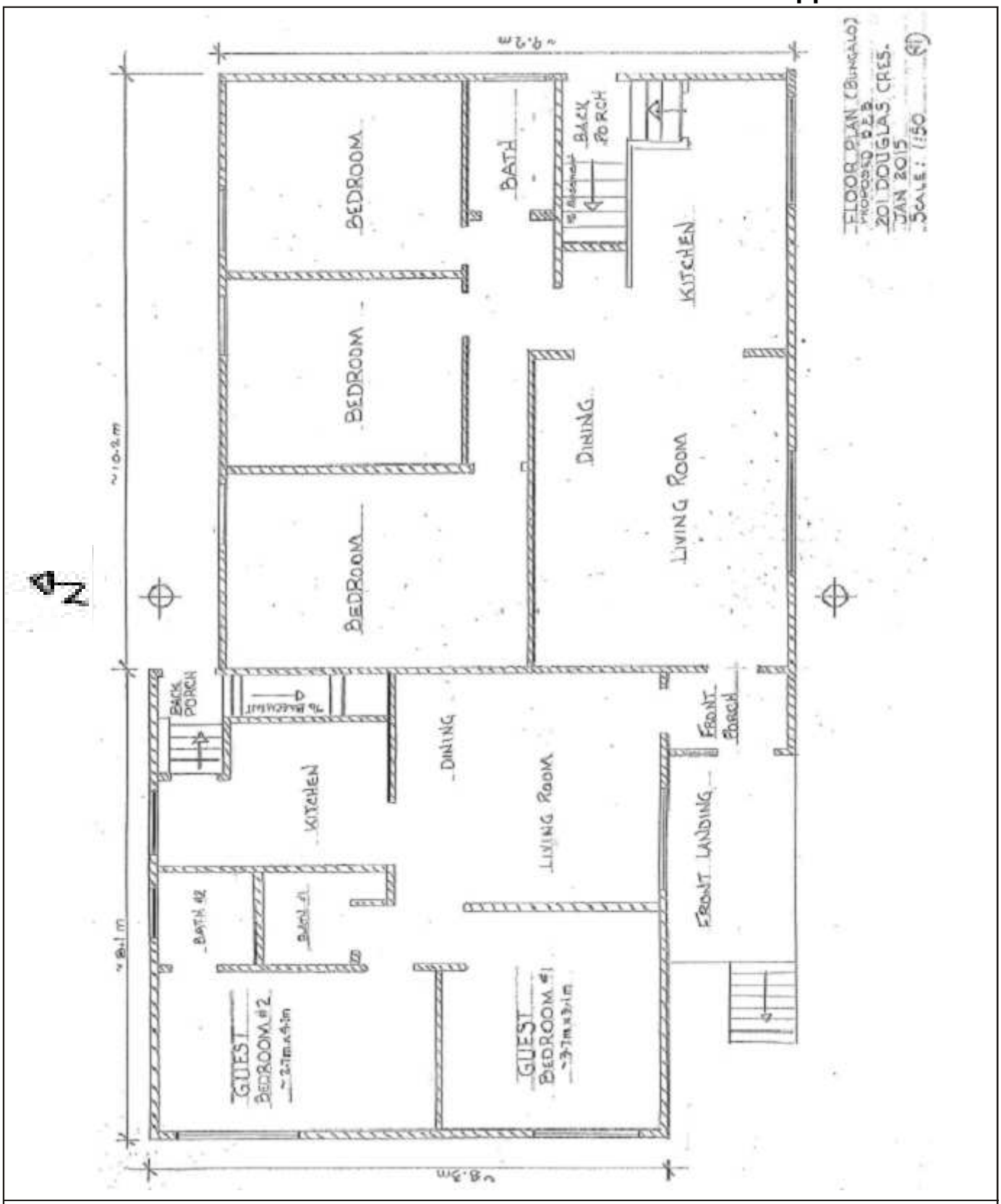
Date of Photography: 2014

Project 15-DU-03 Civic Address/Subdivision 201 Douglas Crescent Proposed Bed and Breakfast Homestay



Planning Department

Project 15-DU-03 Civic Address/Subdivision 201 Douglas Crescent



Planning Department

Project **15-DU-03** Civic Address/Subdivision **201 Douglas Crescent**

Public Consultation Summary

Response	Number of Responses	Issues Identified
Completely opposed	2	▪ Increase in non-resident traffic flow into the area. ▪ A residential business is already operating from the residential site. ▪ Not enough parking stalls to accommodate more parking onsite.
Accept if many features were different	0	
Accept if one or two features were different	1	▪ Increasing number of onsite parking spaces.
I support this proposal	3	
Others	N/A	▪ Issues with parking around the area already due to nearby park activities. Difficulty with vehicle manoeuvring as a result.

1. **Issue:** Increase in traffic flow into the area.

   Administration's Response:
   The number of available rooms at the Bed & Breakfast Homestay will total two. As the establishment will be operated at a small scale level and appointments are required for client visits, the increase in the level of traffic is minimal.

2. **Issue:** Multiple business activities will be at the residential site

   Administration's Response:
   The applicant currently operates an approved Residential Business from the subject property. It has been confirmed with the applicant that the existing business activity at the time of application only functions as a residential office with business activities conducted offsite. Residential Businesses are permitted under *Regina Zoning Bylaw No. 9250* and dwellings are permitted to operate more than one business activity on a property provided they meet all floor area requirements stipulated in the *Regina Zoning Bylaw No.9250.*

3. **Issue:** Parking on and around site.

   Administration's Response:
   The applicant's proposal complies with the minimum off-street parking requirements of *Regina Zoning Bylaw No. 9250.* Available on-site parking will include one stall for the residential dwelling; one required stall for the residential business office; and one required stall for the Bed and Breakfast Homestay. It is expected that not all guests will arrive with private vehicles.

4. **Issue:** The proposal will permit the development of rooming houses in the area and does not conform to the intent of the residential zone.

   Administration's Response:
   The key outcome of the recent rooming house review was that a clear differentiation was made between short-term and long-term rental accommodation. The land use classification of Rooming House was removed from the Zoning Bylaw and a new land use of Residential Homestays was added. A Residential Homestay is defined as "a dwelling unit where short-term accommodation is provided without meals" and is a discretionary use in most residential zones. Short-term accommodation was determined to be the provision of rental accommodation of less than 30 days.

   A Bed and Breakfast Homestay is a specifically defined land use under *Regina Zoning Bylaw No. 9250,* which also offers short-term accommodation. This use is also discretionary in most residential zones. Discretionary use applications are reviewed on a case-by-case basis and assessed based on site context, and impact on the surrounding community and its character. The Administration has completed an assessment of this application and has determined that the proposed Bed and Breakfast Homestay at this location is appropriate within this context and that it will not negatively impact or compromise the character of the area.

   A further report related to the rooming house review will be coming forward in the future which will examine potential impacts of a targeted licensing approach for rental accommodation.

June 18, 2015 **DE15-50**

Good evening Your Worship and Council:

The EV chargers report did not make a good conclusion based on the facts presented in the same report. As the world adapts to support EVs, Regina community facilities without chargers will stick out like a sore thumb. Instead of saving $26000 on installs now, the City will in a few years pay the cost of the installs, plus the cost of the chargers and signage.

It's frankly a miracle there are 5 EVs in the city already, given the total lack of government support for them at every governance level. Instead of planning for the future, the report signals City hall's effort to preserve the past even after past practice has proven to be unsustainable.

The City's acting director of planning said, "We're just questioning whether or not there's enough market demand." Well, the five cars in Regina aren't the only vehicles to consider. There are all of the tourists who won't stop at our libraries and community rec centres. There's everyone waiting to buy an EV once the government signals they'll be supported. There's a private company offering thousands of dollars of free equipment and signage to help the City reduce its carbon footprint. It's pretty clear there's enough market demand, and even if there wasn't, that means the report's estimate for how much the City would pay in electricity costs is not reasonable. The private company and market can't just buy a sufficiently electrified parking spot on City property, they need the support of Council.

Here, the market is trying to solve the old problem, what comes first, the chicken or the egg. And if the City rejects free eggs, there will never be many chickens here.

For additional consideration, the 3 locations chosen in the report don't have to be the last word. SaskPower had been planning to install EV chargers during their now cancelled headquarter upgrades. Partner with SaskPower and put a charger into their parking lot behind their tower on Victoria Ave., free for public EV use when SaskPower isn't making use of it. Get SaskPower to pay for the electricity for that charger! Or have them install a second charger beside the Sun Country Highway charger and save on install-costs.

If meter revenue is so coveted, install the charger where there isn't a meter - I didn't see this idea suggested as an alternative.

If coal electricity is a concern, realize that solar power can be added soon after and the electricity provided will be as green as possible, something gasoline vehicles can't easily be converted to make use of.

If the expense is the concern, save $26,000 to $1.3Mil each year, by not giving away so much free parking to City employees and fellow Councillors.

John Klein

CR15-72

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Charging Stations for Electronic Vehicles

RECOMMENDATION OF THE PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE – JUNE 11, 2015

That EN15-2 be removed from the list of Outstanding Items of Council.

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE – JUNE 11, 2015

The Committee adopted the following resolution:

1. That this report be forwarded to City Council for information.

2. That EN15-2 be removed from the list of Outstanding Items of Council.

As per recommendations #1, this report will be forwarded to City Council for information.

Councillors: Sharron Bryce (Chairperson), John Findura, Bob Hawkins, Terry Hincks and Barbara Young were present during consideration of this report by the Public Works and Infrastructure Committee.

The Public Works & Infrastructure Committee, at its meeting held on June 11, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That this report be forwarded to City Council for information.

2. That EN15-2 be removed from the list of Outstanding Items of Council.

CONCLUSION

City Council sought information regarding the demand for electric vehicles in Regina and the feasibility of providing charging stations at City locations. This report concludes that while providing charging options for electric vehicles is technically feasible, there are significant cost implications that should be weighed against the low number of electric vehicles registered within the Province of Saskatchewan and the city of Regina.

BACKGROUND

At the February 23, 2015 meeting of City Council, Councillor Wade Murray moved, seconded by Councillor Sharron Bryce that the following inquiry be lodged:

As electric vehicles (EV) become more and more a part of our community it would be advantageous to have charging stations for these vehicles readily available. Promoting electric vehicles will have a positive impact on the City's green initiative.

- What is the feasibility of having charging stations available for the public at strategic, City-owned locations throughout the city?
- As part of this feasibility research, please provide the number of electric vehicles currently registered within the city of Regina and the Province of Saskatchewan.

This report outlines a review of the research undertaken to address these questions.

DISCUSSION

City Council is interested in understanding the current demand for charging stations for electric vehicles as well as the feasibility of having charging stations available for public use at strategic, City owned locations.

To provide accurate data on the current demand for charging stations, Administration contacted SGI. There are five electric vehicles registered within the city of Regina and 31 electric vehicles registered in the province of Saskatchewan. This data was received directly from SGI and was accurate as of February 4, 2015.

The feasibility of providing EV charging options for public use at City-owned locations was researched. EVs can be charged at a dedicated high-amp charging station or at a standard electrical outlet. Both options are discussed.

Option 1: Standard Electrical Outlet

Electric vehicles have the capability of charging at standard 15 amp electrical outlets as found at a typical parking space; however, this is more of an emergency option. A special adapter is required for the vehicle and the resulting charge rate is very slow. It is feasible to dedicate an existing electrified parking spot for EV use, similar to the space provided for Regina Car Share use in the City Hall parkade.

Designating an existing electrified parking space would result in the loss of a space currently designated as part of the Employee Parking Program in effect at all City of Regina facilities. Costs related to dedicating an existing parking space are as follows:

- Signage to identify the parking spot and outlet at approximately $200 per sign;
- Annual utility costs would vary depending on level of use and electricity cost per kilowatt, approximately $85 per year.

Designating a non-electrical spot would require the installation of an electrical outlet, which would incur the following costs (estimates based on the costs of providing a similar space to Regina Car Share):

- A standard 15 amp electrical outlet costs approximately $600 to install;
- Signage to identify the parking spot and outlet at approximately $200 per sign; and
- Annual utility costs would vary depending on level of use and electricity cost per kilowatt, approximately $85 per year

If a metered parking spot was designated solely for EVs, an electrical outlet would be required. The same costs as above would be incurred. There would be the additional issue of lost parking

revenue: even in the case that the meter were to remain operational, the space would be underused. Lost revenue for a regular two-hour meter is $20 per weekday.

Option 2: High Amp Charging Station

Sun Country Highways Ltd. is a Canadian owned company with the goal of developing national infrastructure for electric vehicles by raising awareness and promoting low emission transportation. This company is currently providing a limited number of charging stations at no cost through their Municipal Destination Program (see Appendix A). The charging stations being offered have a higher amp output with 72 or 90 amps than a conventional electrical outlet at 15 amps.

Qualifying applicants may receive up to a total of three charging station units. There are no limitations on who can apply through the program – it is not limited to municipalities. There is no capital cost for the stations or accompanying signage, although installation costs, utility costs and maintenance costs for the charging stations are not covered by the program.

Under Sun Country's program, community centres are identified as eligible locations. It is feasible that the three stations could be installed at the Sportplex, North West Leisure Centre and Sandra Schmirler Leisure Centre. These are destination locations, have extended hours of operation and offer a variety of program opportunities (e.g. track and fitness, leisure, aquatic and meeting space).

Installation costs for electric vehicle charging stations can vary greatly depending on the site, the required materials and the complexity of the installation requirements. Installation costs for the charging stations being offered by Sun Country have been estimated by the Facilities Department. The installation costs (not including the cost of the charging stations) are quoted by location as follows:

- $3,800 Sportplex;
- $11,500 Northwest Leisure Centre; and
- $10,200 Sandra Schmirler Leisure Centre.

Utility and maintenance costs also arise from the use of the high-amp EV charging station. The amp draw for the 72 and 90 amp charging stations is significant. For example, if an EV charging station was installed at the Sportplex the utility rate at that facility is about $2.00 per hour, with a full charge taking three to five hours. This means the full charge per vehicle would cost approximately $6.00 - $10.00. At full usage, the charging station could be used by about five cars throughout the day for about two hours each. That would extend to an approximate annual utility cost of $7,000 per charging station. Additionally, maintenance costs for these high-amp

EV stations are estimated to be upwards of $300 annually per charging station (*source: Rocky Mountain Institute*).

In terms of public infrastructure, there is a trend of private industry supplying charging stations for public use. This trend can be seen here in Regina. There are currently four charging stations installed at three private businesses in Regina with a fifth installation pending:

- Best Western Seven Oaks Inn: two 72 amp EV chargers, one Tesla ™ brand charger
- Delta Regina: 72 amp EV charger

- Peavey Mart: 90 amp EV charger
- Northgate Mall: installation pending

(*Sources: Global Regina* and *suncountryhighway.ca*)

This means that in the near future there will be as many charging stations for public use in Regina as there are electric vehicles registered in Regina.

With that being said, installing public EV charging stations may be part of broader planning for EV infrastructure needs in the future. Generally, cities appear to support this effort through residential building standards. For example, the City of Toronto requires new residential homes to be EV-charge ready; this is supported by the Government of Ontario which provides incentives to EV owners toward installing chargers. This effort is consistent with research from Simon Fraser University that indicates that individual EV owners ensure that an appropriate charging apparatus is in place at their residence. SaskPower has expressed interest in the City of Regina requiring new residential homes to be EV-ready; however, only preliminary discussions have occurred.

There are user-pay models of EV charging systems but they are more complicated and costly to install, and research out of Simon Fraser University suggests they are not well utilized by EV owners. It is important to note that SaskPower has exclusive rights to supply, transmit, distribute and sell electrical energy in the province of Saskatchewan under Section 38 of the Power Corporation Act. However, the Act also grants SaskPower the authority to waive these rights in situations and on terms and conditions, SaskPower considers advisable. Should the City of Regina wish to further investigate the concept of electric vehicle charging stations SaskPower should be engaged in discussions to identify a plan that might benefit both parties.

Other Considerations

There is currently a low EV presence in Regina. According to SGI, as of February 4, 2015, there were 31 electric vehicles registered in Saskatchewan. Five of those electric vehicles are registered in Regina. There are approximately 2,000 hybrid vehicles cars registered in the province as well, but these hybrid vehicles re-charge during operation and do not require an electrical charge to operate.

Design Regina: The Official Community Plan Bylaw 2013-48 includes a policy in the Environment section, to improve Regina's air quality, including reduction of corporate and community greenhouse gas (GHG) emissions (Design Regina 4.14.2). The draft Transportation Master Plan does not explicitly mention electric vehicles or charging units. However, there is policy that suggests pilot programs to test new transportation initiatives (TMP 6.20 and 6.21).

RECOMMENDATION IMPLICATIONS

Financial Implications

This report is being provided for informational purposes only.

Environmental Implications

Electric vehicles create less air pollution during use than a conventional vehicle but GHG emissions are still created because they are powered by charging stations that draw electricity from power plants. Emissions from EV vehicle use and charging stations are lower than emissions from fuel burned in a conventional vehicle. For comparison, one litre of gasoline produces 2.72 kilograms CO2e while one kilowatt-hour of electricity in Saskatchewan produces 0.63 kg CO2e. This is higher than the national average of 0.16 kg CO2e per kilowatt-hour.

Policy and/or Strategic Implications

This report is being provided for informational purposes only.

Other Implications

This report is being provided for informational purposes only.

Accessibility Implications

This report is being provided for informational purposes only.

COMMUNICATIONS

This report is being provided for informational purposes only.

DELEGATED AUTHORITY

There is no delegated authority associated with this report as it is for informational purposes only.

Respectfully submitted,

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE

Linda Leeks

_____

Linda Leeks, Secretary

SUN COUNTRY
HIGHWAY

COVER LETTER, Sun Country Highway's Destination Program

On behalf of the entire Sun Country Highway Team, I am very pleased that you have decided to participate in the Destination Program. Sun Country Highway has put into place a program to expand electric vehicle (EV) infrastructure across North America, driving EV adoption and a model for social, environmental, and economic sustainability. This program is uniquely catered to municipalities, tourist locations, hotel and resort properties that qualify through a formal corporate review process. The program offers qualifying properties up to three (3) Electric Vehicle (EV) charging stations at absolutely no cost to the property. This is an exciting initiative that puts you at the forefront of an emerging industry, driving new customers to your door and allowing you to capitalize on the green movement.

Please find included the package that will guide you through the process for approval and completion. The Sun Country Highway Representative is your key resource and will assist in guiding you through each step. The package includes:

- Cover Letter, Destination Program
- Agreement to Participate
- Electrician's Letter and Quoting Tool

Thank you in advance for helping us lead change. This is a remarkable opportunity to help us build electric vehicle infrastructure across North America and I personally thank you for your commitment to this limited time program.

Yours in Sustainability,

Kent Rathwell
President and CEO
Sun Country Highway

SUN COUNTRY
HIGHWAY

AGREEMENT TO PARTICIPATE
Sun Country Highway's Municipal Destination Program

Benefits To Municipality:

- No capital costs on EV charging stations: this may never be available again
- Draw eco-tourists to your region; the Tesla charging stations show up on the in-vehicle screen, navigating guests to your property
- All locations are promoted on the Sun Country Highway EV Charging Station Map
- Boost economic development; EV owners stay longer and spend more
- Increase PR and media: great marketing item for future programs
- Strong green messaging to community
- Strong addition to existing environmental sustainability projects/ programs

Eligibility Criteria:

1) Municipality located in an area of Canada/ USA requiring expansion of EV infrastructure
2) Eligible Properties: Community Centers, Museums, Libraries, other Tourist locations
3) Commitment to cover the cost of installation for the 3 EV chargers
4) Commitment to install the 3 EV Chargers within 4 weeks of delivery

Program Details:

- Each municipality would receive one (1) Sun Country Highway EV-40 or EV-60 Charger and two (2) of our Tesla Chargers (scalable from 50-100 amps): <u>3 UNITS IN TOTAL</u>
    - The Tesla chargers will allow property owners to install the units on 50-100 amp breakers, depending on service availability. This adds greater flexibility and will lower install costs.
- EV Parking signage is also included in the package, along with freight

Service Requirements:
208-240v Service Entrance (existing panel or subpanel)
50-100-amp breaker for the Tesla EV charging station (s)
Note: All units can be lagged onto a wall for easier installation
Pedestals are available at a cost where required

<u>Agreement to Participate:</u>

By signing below, I agree to participate in the Sun Country Highway Municipal Destination Program and to the following conditions:

1) Providing Physical Address of the property, main contact person, phone number, and email

CR15-73

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Regina Regional Opportunities Commission
Transition to a Non-Profit Corporation Controlled by the City of Regina

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RECOMMENDATION OF THE EXECUTIVE COMMITTEE - JUNE 10, 2015

1. That the conversion of the Regina Regional Opportunities Commission ("RROC") to a non-profit corporation under *The Non-Profit Corporations Act, 1995* (Saskatchewan), with the City as the sole voting membership holder be approved.

2. That the City Solicitor be authorized to finalize and file the Articles of Incorporation at the Saskatchewan Corporate Registry to bring effect to the conversion of RROC as outlined in recommendation #1.

3. That the Chief Financial Officer be designated as the City's proxy for the purposes of exercising the City's voting rights in RROC in accordance with such direction as may be provided by City Council from time to time.

4. That the Administration bring a subsequent report to Executive Committee with recommendations relating to a revised governance structure for RROC in last quarter of 2015.

5. That when the conversion of RROC under *The Non-Profit Corporations Act, 1995* (Saskatchewan) is complete, the Administration bring a report forward to repeal Bylaw No. 2009-20.

EXECUTIVE COMMITTEE – JUNE 10, 2015

John Lee, representing Regina Regional Opportunities Commission, addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendations #6 and #7 do not require City Council approval.

Mayor Michael Fougere, Councillors: Sharron Bryce, Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on June 10, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the conversion of the Regina Regional Opportunities Commission ("RROC") to a non-profit corporation under *The Non-Profit Corporations Act, 1995* (Saskatchewan), with the City as the sole voting membership holder be approved.

2. That the City Solicitor be authorized to finalize and file the Articles of Incorporation at the Saskatchewan Corporate Registry to bring effect to the conversion of RROC as outlined in recommendation #1.

3. That the Chief Financial Officer be designated as the City's proxy for the purposes of exercising the City's voting rights in RROC in accordance with such direction as may be provided by City Council from time to time.

4. That the Administration bring a subsequent report to Executive Committee with recommendations relating to a revised governance structure for RROC in last quarter of 2015.

5. That when the conversion of RROC under *The Non-Profit Corporations Act, 1995* (Saskatchewan) is complete, the Administration bring a report forward to repeal Bylaw No. 2009-20.

6. That item E15-24 be removed from the list of outstanding items for the Executive Committee.

7. That this report be forwarded to the June 22, 2015 City Council meeting.

CONCLUSION

The Regina Regional Opportunities Commission ("RROC") has approached the Administration with a request to modify RROC's governance structure to become a membership corporation pursuant to *The Non-Profit Corporations Act, 1995* (the "Non-Profit Act") wherein the City would become the sole voting member of RROC.

The conversion of RROC into a municipal corporation would enable RROC to operate more independently, maintain its own set of financial statements (which would be consolidated into the City's financial statements), take a long term business and financial planning approach and enable RROC to apply for Provincial and Federal funding and grants independently of the City of Regina.

BACKGROUND

In 2009, Regina Region Economic Development Authority (RREDA) and Tourism Regina were merged out of the desire to have a single entity providing economic development and tourism services for the City of Regina. The merged entity, RROC, was created by Bylaw No. 2009-20 with RROC becoming a body of City Council established pursuant to section 55 of *The Cities Act* (Saskatchewan). The mandate of RROC is to:

(1) create and implement an economic development strategy to grow and sustain prosperity in the City and Region;

(2) encourage the retention, development, attraction and growth of business and tourism products and services for those who live, work, visit and invest in the City and Region; and

(3) market and promote the City and Region for business and tourism.

As a creation of Council, RROC's current governance is established by Bylaw No. 2009-20 and provides that RROC is comprised of a ten member Board of Directors that is appointed by Council and is delegated certain authorities by Council. In effect, RROC functions very similarly to a separate corporation from the City but does not have the general capacity to act independently from Council or to establish its own financial structure (as RROC is subject to budgets imposed by Council).

DISCUSSION

RROC has approached the Administration with a request to become a municipal corporation so that it can operate more independently, maintain its own set of financial statements (which would be consolidated into the City's financial statements), take a long term business and financial planning approach and apply for Provincial and Federal funding and grants independently of the City of Regina.

Process to Modify Corporate Structure

In order to modify the corporate structure of RROC, a corporation will have to be created under the Non-Profit Act that establishes the appropriate corporate name, maximum and minimum number of board members, classes of membership and the rights, privileges and restrictions on those membership interests. This process would be completed by the City Solicitor's Office and ensure that the structure of the corporation would follow current contemporary and best practices.

Once a new corporation is created, then Bylaw No. 2009-20 will be required to be repealed by Council and the first annual membership meeting must take place to appoint the initial board of directors, adopt corporate bylaws and appoint an auditor. A subsequent report will be brought forward to Council with a recommendation to repeal the bylaw when the conversion process is completed.

If this initiative proceeds, then following Council Approval, the City Solicitor's Office will arrange for all required documentation to be filed with the Saskatchewan Corporate Registry to bring effect to the creation of a new corporate entity with the City as the controlling member.

Council Approval and Designation of Proxy

As the sole membership holder of RROC, City Council must designate a proxy to represent and vote on behalf of the City at meetings of RROC. The Administration is recommending that the Chief Financial Officer be designated as the City's proxy for the purposes of exercising the City's voting rights in RROC in accordance with such direction as may be provided by City Council from time to time.

Transition and Future Steps to Revise RROC's Governance

In order to ensure a seamless transition of RROC into a municipal corporation that is controlled by the City, the Administration is recommending that the current internal governance structure and Board of Directors of RROC remain in place for an interim period. This continuity will allow RROC to conduct business and operations as usual.

Going forward, the Administration will be working with RROC's current executive management team and Board of Directors in order to develop a revised governance structure. Some of the modifications that will be considered going forward include (i) consideration of the appropriate number of individuals on the Board of Directors, (ii) modifications to how individuals are appointed to the Board of Directors, (iii) the development of an agreement and direction from the City to RROC setting out the decision making authority of RROC and (iv) how financial reporting is completed.

All parties will be working on developing a revised governance structure and will be reporting back to Council with recommended options in late 2015.

Effect of Conversion of RROC into a Municipal Corporation

A municipal corporation is a separate legal entity from the City that operates much like a wholly-owned subsidiary and generally has the following characteristics:

a) operates through the governance structure that is set by the City;
b) the City would be the majority controlling shareholder;
c) the City (through City Council) would have control over the election and make-up of the Board of Directors;
d) would prepare separate financial statements;
e) unless alternative sources of funding are available, would be provided grants or loans by the City to operate; and
f) although a separate legal entity with separate financial statements, the debts of the municipal corporation will be calculated against the City's debt limit.

The use of municipal corporations allows municipalities to take a more modern and flexible approach to structuring operations while still ensuring that a sufficient level of control is maintained over shareholdings and directorship appointments. The use of municipal corporations can permit municipalities to obtain a higher level of accountability and transparency for operational matters up to the same levels that would be expected between two private entities.

The municipal corporation model has been implemented effectively in a number of Canadian municipalities. EPCOR, Winnipeg Fleet Management Agency, Enbridge and TBayTel are examples. A recent City of Regina example is The Regina Exhibition Association Limited.

RECOMMENDATION IMPLICATIONS

Financial Implications

If continued as a non-profit municipal corporation, RROC will exist as a separate and distinct legal entity from the City. Although most contracts, collective agreements, employees and operations would be unchanged, reporting, audit and financial requirements would be modified to be consistent with other City-controlled corporations, such as The Regina Exhibition Association Limited.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The City's relationship with RROC has been evolving since its creation in 2009. The move by RROC to a more contemporary governance structure aligns well with the City's strategic priorities, particularly in the area of leveraging the expertise of an external resource and in aligning the governance structures of all external organizations that are associated with the City.

Other Implications

Non with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Communications to date have included extensive discussions between the City of Regina and RROC. If approved, RROC will be communicating the change to its shareholders, staff, business partners and customers but further communication will be required once a revised governance model is approved.

DELEGATED AUTHORITY

This report must be forwarded to City Council for approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

Jim Nicol, Secretary

Report prepared by:
Mavis Torres, Council Office

CR15-74

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: 2014 City of Regina Annual Report and Public Accounts

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - JUNE 2, 2015

That this report be approved by City Council as provided.

FINANCE AND ADMINISTRATION COMMITTEE – JUNE 2, 2015

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: Wade Murray (Chairperson), Shawn Fraser, Bob Hawkins and Barbara Young were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on June 2, 2015, considered the following report from the Administration:

RECOMMENDATION

That this report be forwarded to the June 22, 2015 City Council meeting for approval.

CONCLUSION

The 2014 City of Regina Annual Report, including the consolidated financial statements and auditor's report, have been drafted for review by the Finance and Administration Committee. In addition, the 2014 Public Accounts have also been drafted for the Committee's review.

BACKGROUND

The draft 2014 Annual Report, included in Appendix A, describes the corporation's service efforts and accomplishments from both a financial and non-financial perspective. The consolidated financial statements included within the Annual Report have been prepared by administration in accordance with generally accepted accounting principles as established by the Public Sector Accounting Board and have been audited by Deloitte LLP.

Appendix B includes the draft 2014 Public Accounts which details the City of Regina's major expenditures for the year. Public Accounts provides a summary of City Council remuneration and expenses; grants over $50,000; employee remuneration in excess of $50,000; and expenses in excess of $50,000.

Both of these documents are key accountability tools and are in compliance with *The Cities Act.*

DISCUSSION

2014 Annual Report

The 2014 City of Regina Annual Report, provides an overview of the financial and non-financial accomplishments of the corporation for the previous year. The Annual Report includes the consolidated financial statements, which include:

TABLE 1: Consolidated Financial Statements

Name	Purpose	Comments
Consolidated Statement of Financial Position	Provides a summary of the City's consolidated financial assets and liabilities (the financial resources available to provide future services and the future revenues required to pay for past transactions)	• Includes tangible capital assets • Reserves and Reserve Funds are reported as part of "Accumulated Surplus"
Consolidated Statement of Operations and Accumulated Surplus	Summarizes revenues, expenses for the year and accumulated surplus at year end. This statement reflects the combined operations of the operating, capital (revenue portion only), reserve and reserve funds for the City of Regina and its consolidated entities and provides the calculation of the City's year-end accumulated surplus	• Includes amortization charge – capital spending is not shown as expenditures • Only reflects interest payments on debt (debt principal repayments reflected in balances shown on Statement of Financial Position) • Assumed assets reflected as revenue
Consolidated Statement of Change in Net Financial Assets	Summarizes the change in net assets (debt) as a result of annual operations, tangible capital asset transactions and changes in other non-financial assets	• This is a statement unique to governments which assists users in understanding whether enough net revenue was generated during the year to cover capital and other non-financial assets
Consolidated Statement of Cash Flow	Summarizes the City's cash position and changes during the year by describing the source and uses of cash categorized by operating, capital, investing and financing transactions	

The consolidated financial statements combine the financial results of the City's divisions with the financial results of all entities that are accountable to and controlled or owned by the City. The entities consolidated in the financial statements are described in the Summary of Significant Accounting Policies accompanying the statements and include:

- Regina Downtown Business Improvement District
- Regina's Warehouse Business Improvement District
- Regina Regional Opportunities Commission
- Regina Public Library
- Buffalo Pound Water Administration Board
- Regina Exhibition Association Limited

The financial statements present five key indicators about a government's finances:

1. Net assets (debt)
2. Accumulated surplus (deficit)
3. Annual surplus (deficit)
4. Annual change in net asset
5. Cash flow

Consolidated Statement of Financial Position and Consolidated Statement of Change in Net Financial Assets

The Consolidated Statement of Financial Position is the municipal equivalent of the private sector's Balance Sheet. Among other details, it reports two of the five key indicators – net financial assets (debt) and accumulated surplus (deficit).

The Consolidated Statement of Financial Position focuses on the City's assets (financial and non-financial) and liabilities. The difference between liabilities and financial assets is the City's net financial assets, which represents the amount that must be financed from future budgets to pay for prior period decisions. Net financial assets results from cumulative revenues raised that exceeds cumulative spending. The City of Regina's net financial asset position decreased in 2014 by $55.9 million to a total of $52.0 million. This is generally attributable to increased long term debt and employee benefit obligations.

The Consolidated Statement of Changes in Net Financial Assets describes the factors making up the annual change in net financial assets (debt) and the difference between the annual surplus and net assets. The inclusion of budget figures allows for an assessment of plan versus actual results.

Accumulated Surplus is the amount by which all assets, including tangible capital assets, exceed liabilities. An accumulated surplus indicates a government has net resources (financial and physical) to provide services in future reporting periods. Conversely, an accumulated deficit indicates liabilities are greater than assets and the government has been financing annual operating deficits by borrowing. The City of Regina has an accumulated surplus of $1.61 billion.

The City of Regina's accumulated surplus grew by $164.0 million in 2014. This is attributable to an increased investment in tangible capital assets. While a growing accumulated surplus balance is positive, it is tempered by the decrease in net financial assets. This means the City is making investments in assets (e.g. infrastructure, new facilities) that will provide benefits in future periods, but it is reducing its financial assets to do so.

Focusing on both net financial assets and accumulated surplus helps provide a more complete picture of the corporation's financial position. It helps illustrate the relationships between maintaining sufficient reserve balances, prudently using debt and protecting the corporation's investment in tangible capital assets with asset management plans and sufficient expenditures on asset maintenance.

Consolidated Statement of Operations and Accumulated Surplus

The Consolidated Statement of Operations and Accumulated Surplus is the municipal equivalent of the private sector's Statement of Income and Retained Earnings. It provides a summary of the revenues, expenses, and surplus throughout the reporting period and outlines the changes in accumulated surplus.

It is important to note that a surplus does not indicate that there are "profits" or extra cash to spend. A surplus indicates whether a government maintained its net assets in the reporting period. However, judgments about the meaning and significance of a reported annual surplus need to consider the sources and uses of cash and the change in gross/net debt during the reporting period.

To illustrate, although net long term liabilities increased by $190.7 million, the City of Regina invested in $186.8 million of new tangible capital assets (excluding assumed assets). It also incurred $66.3 million of amortization expense, which represents an estimate of service capacity that was used up during 2014 to support the City's programs and services. This is a conservative estimate because it is based on the historical costs incurred to put the assets into service; replacing the service capacity that was used up would cost considerably more than this amount.

Consolidated Statement of Cash Flows

The Consolidated Statement of Cash Flows describes how activities were financed during the reporting period and the effect of activities on cash balances. As the statements shows, the most significant use and source of cash respectively are the investment in tangible capital assets and issuance of long term debt to finance that investment.

The consolidated Statement of Cash Flows helps inform readers about whether future cash resources are sufficient for sustaining the corporation's activities. However, assessments of "sufficiency" must also consider the corporation's financial policies, capital plan and expected service levels. While the financial statements provide an opportunity to consider these policies and plans, they will also be considered during Council's review of the annual budget.

General Trust Fund

The City of Regina administers two trust funds (Perpetual Care Trust and Williamson Driver Award). Financial results for these funds are presented within the General Trust Fund Financial Statements. The assets, liabilities, revenues and expenses for the trust funds remain consistent with previous years and there are no significant changes to report as at December 31, 2014

2014 Public Accounts

The Public Accounts disclose financial information for 2014 in accordance with the legislation and regulations. Where applicable, the entity responsible for the expenditure, including entities accountable to and controlled or owned by the City is disclosed. The Public Accounts is divided into four sections as described below:

TABLE 2: Public Accounts

Name	Purpose	Comments
City Council Remuneration and Expenses	Details the total remuneration for the Mayor and Councillors, and details of expenses incurred directly or on behalf of the Mayor and Councillors.	
Grants	Provides detail on the grants and subsidies provided by the City of Regina to various organizations and individuals. The report provides a further breakdown of the grant or subsidy in excess of $50,000 into the following categories: • Operating and Capital Grants • Tax Abatements and Exemptions • Subsidized Rent • Transit Subsidies	In order to provide the disclosure outlined in *The Cities Regulations*, the term grants, rather than community investments, has been used in the Public Accounts document.
Employee Remuneration	Provides information on employee salaries in excess of $50,000 including any retroactive pay relating to prior years paid during 2014.	Regina's Warehouse Business Improvement District did not have any salaries in excess of the threshold amount for reporting.
Expenses	Summarizes expenses in excess of $50,000 with the information shown for each entity that incurred an expense in relation to a particular company, organization or individual.	

RECOMMENDATION IMPLICATIONS

Financial Implications

While this report has no direct financial implications, indirectly, Public Sector Accounting Board standards reflected in the financial statements help highlight the importance of incorporating amortization costs, post-employment and landfill liabilities into the corporation's budget through adequate reserve transfers.

Environmental Implications

None related to this report.

Policy and/or Strategic Implications

The Annual Report describes the City of Regina's progress toward meeting its strategic objectives. It contributes to meeting the commitment to publicly report our progress as identified in *Design Regina: The Official Community Plan*.

Other Implications

None related to this report.

Accessibility Implications

None related to this report.

COMMUNICATIONS

To comply with Section 157 (1) of *The Cities Act,* copies of the Annual Report and Public Accounts will be sent to the Minister of Government Relations. Copies will also be provided to individuals upon request and posted on the City of Regina website. A news release will also be distributed once Council has considered and approved the Annual Report.

DELEGATED AUTHORITY

This report must be forwarded to City Council for approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

City of Regina

2014 Annual Report

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City of Regina | REGINA Infinite Horizons

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Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

City of Regina

Saskatchewan

For its Annual
Financial Report
for the Year Ended

December 31, 2013

Executive Director/CEO

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Message from the City Manager

His Worship, the Mayor
and Members of City Council

I am pleased to submit the City of Regina's 2014 Annual Report, submitted pursuant to Section 155 of The Cities Act. The Report includes consolidated financial statements for the City of Regina as required by the Public Sector Accounting Board (PSAB), financial, statistical and other information about the City of Regina and related entities. The report is intended to provide an understanding of the City and the resources available to it.

The Annual Report consists of the following sections:

Introduction

The introduction familiarizes readers with community, the organization, Council and its Administration. It also includes the City's strategic planning framework and the major highlights of 2014.

City of Regina Performance in 2014

This report describes the City's financial and non-financial performance. It meets the commitment to report on progress in implementing *Design Regina: The Official Community Plan Bylaw 2013-48*. I am proud to say that the City of Regina is adopting best practices by measuring and reporting on both strategic progress and operational performance. In this document, you will begin to see the first measures in a rigorous measurement framework. By the 2015 Annual Report, one year from now, we will include more data about the City's programs and services and begin to report on the City's performance in comparison to other municipalities. I look forward to the evolution of this work as it develops over time.

Financial Statement Discussion and Analysis

This section provides explanations and trend analyses to provide a broader understanding of the financial statements.

Financial Statements

This section includes the Consolidated Financial Statements and the General Trust Fund financial statements.

The preparation and presentation of the financial statements and related information contained in this annual report is the responsibility of the City's Administration. The statements have been prepared on a basis consistent with the recommendations of the PSAB. Included in the consolidated financial statements are those entities that are accountable to and owned or controlled by the City of Regina. These entities include: Regina Public Library, Regina Regional Opportunities Commission, Buffalo Pound Water Administration Board, Regina Exhibition Association Limited (operating as Evraz Place), Regina Downtown Business Improvement District and Regina's Warehouse Business Improvement District.

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City Council appointed the accounting firm of Deloitte, LLP to perform an audit of the City's 2014 financial statements. The report is included in this document. The City's system of internal controls helps maintain the integrity of our financial information. The Finance and Administration Committee reviews the external auditor's audit plan, and ensures corrective action is taken for weaknesses identified in the City's internal control system.

As noted, the consolidated financial statements include information on the City's financial position and operating results, along with those of several related entities. The City's operations are typically segmented (General Operating, General Capital, Utility Operating and Utility Capital) for budgeting and reporting purposes. In the financial statements, segment disclosure is also provided by divisional areas.

Based on the consolidated information, the following points are noted for 2014:

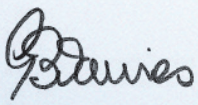
The City's (consolidated entity) net asset position decreased in 2014 by $55.9 million to a total of $52.0 million. This is generally attributable to a decrease in net financial assets resulting from increased long term debt and an employee benefit obligation.

Total revenues in 2014 were $680.5 million, an increase of $93.9 million from 2013. Total expenses in 2014 were $533.8 million, an increase of $100.4 million from 2013.

The planning, development and monitoring of the annual operating and capital budgets is a fundamental component of the City's financial administration. For 2014, the City's General Operating Fund ended the year with an operating surplus of approximately $9.7 million. The surplus is determined on a basis consistent with the presentation of the 2014 General Operating Budget before PSAB standards are consolidated and applied.

The City's achievements in providing accurate and articulate financial statements were recognized by the Government Finance Officers Association of the United States and Canada (GFOA) for the 22nd consecutive year. GFOA awarded a Canadian Award for Financial Reporting to the City of Regina for its Annual Financial Report for the fiscal year ended December 31, 2013. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. To be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily-readable and efficiently organized annual financial report with content that conforms to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments and address user needs.

Respectfully submitted,



Glen B. Davies
City Manager & Chief Administrative Officer

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Message from the Mayor

Dear Regina citizens,

On behalf of my colleagues on City Council, it is my pleasure to present the 2014 City of Regina Annual Report to the citizens of Regina.

This report identifies the City of Regina's extensive accomplishments for the year. It finds us on the edge of the next chapter in our civic story, following several years of unprecedented growth and prosperity in Regina and throughout Saskatchewan.

For many years we have talked about preparing for growth. That growth has arrived, and Regina is widely recognized as a welcoming, caring community. In 2014 we boasted the fourth-highest growth rate in all of Canada, thanks in large part to the highest immigration rate in the country.

As the face of our community changes, Council is also committed to changing – and improving – how the organization does its work. A renewed focus on strategic planning means you can be sure we are getting the absolute best value for your tax dollars. That includes a transition to look at the full life-cycle of our assets, a process that has already proven valuable with our new stadium and Wastewater Treatment Plant projects. This will be followed by a full asset management strategy in the coming years.

We also want to make sure we are in tune with your needs. We will expand and enhance our use of key performance indicators to help ensure we meet our program and service standards year-in and year-out. This will include comparisons to the performance of other Canadian cities. These comparisons will help inform our future choices regarding how we manage our service levels and their resulting cost while ensuring we're doing all we can to be effective and efficient. We have also started work on a new citizen engagement strategy, which we hope to complete in 2015. This will ensure we have a constant and complete dialogue with our citizens when it comes to civic policy.

These efforts stem from Council's desire to be responsible stewards for your tax dollars while creating a vibrant, inclusive, attractive, sustainable community where people live in harmony and thrive in opportunity. I hope you will become involved in this work as well, by attending Council meetings, staying in contact with your Councillor, and engaging with us through social media.

We all have a hand in Regina's future. I look forward to continuing to work together with you in 2015.

Sincerely,

Michael Fougere
Mayor

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Vision, Mission & Values

City Council and the administration are committed to meeting our community's goals. In 2013, the City adopted a new Official Community Plan, *Design Regina*. That plan, which outlines the Community's priorities and the policy goals and actions to be achieved over the next 25 years, was based on our Vision and Values and has become the basis for our strategic planning.

Our Vision

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

- **Vibrant:** Young people and creative spirits are inspiring dynamic neighbourhoods and an exciting downtown, all of which feature first-rate facilities for health, wellness and artistic expression.
- **Inclusive:** Our community welcomes people. We live the values of respect and trust and celebrate the strength that comes from our diversity.
- **Attractive:** Residents and visitors choose Regina because it's clean, green, lively, friendly, affordable and fun.
- **Sustainable:** People forge a balance between the economic, social, environmental and cultural dimensions of their decisions by serving as stewards of the resources we share and by demonstrating leadership.
- **Harmony:** Empathy and understanding come from, and lead to, being safe in our homes and neighbourhoods; building strong social networks throughout the community creates synergy and sense of belonging.
- **Opportunity:** The entrepreneurial spirit powers Regina as a centre of success where research, innovation and excellence abound.

Our Mission

The City of Regina contributes to its citizens' quality of life by providing services and infrastructure at a level and of a quality that is sustainable.

Our Values

- **Performance Driven & Accountable:** We all demonstrate leadership qualities. We instil a sense of mutual responsibility, open communication and teamwork while being accountable to each other, our community and Council. Our efforts are performance driven and outcome based.
- **Responsive & Respectful:** We cultivate a professional environment by being responsive and respectful in our conduct and interactions. We focus on safety, diversity and mutual respect.
- **Innovative & Creative:** We continuously improve by promoting innovative approaches to our work and how we serve our community and Council. We are creative, purposeful and take measured risks which results in new ways of doing business and being cost effective.
- **Focused on Excellence:** We are results oriented, providing excellent, responsive and accessible service.

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City Council

City Council is responsible for the governance of the City of Regina, subject to Provincial legislation. Members of City Council are elected every four years in a municipal election with the last held October 24, 2012. The City of Regina uses a ward system for electing Regina City Council, with the city divided into 10 wards. The Mayor is elected at large and one Councillor elected in each ward. City Council's primary responsibility is to provide policy direction for the operation of the City. Council also sets the long-range service goals, and approves operating and capital budgets.

The Mayor presides at all meetings of City Council and is the ceremonial head of the municipal government. The Mayor and City Clerk are the municipality's symbolic and official signing officers, respectively.

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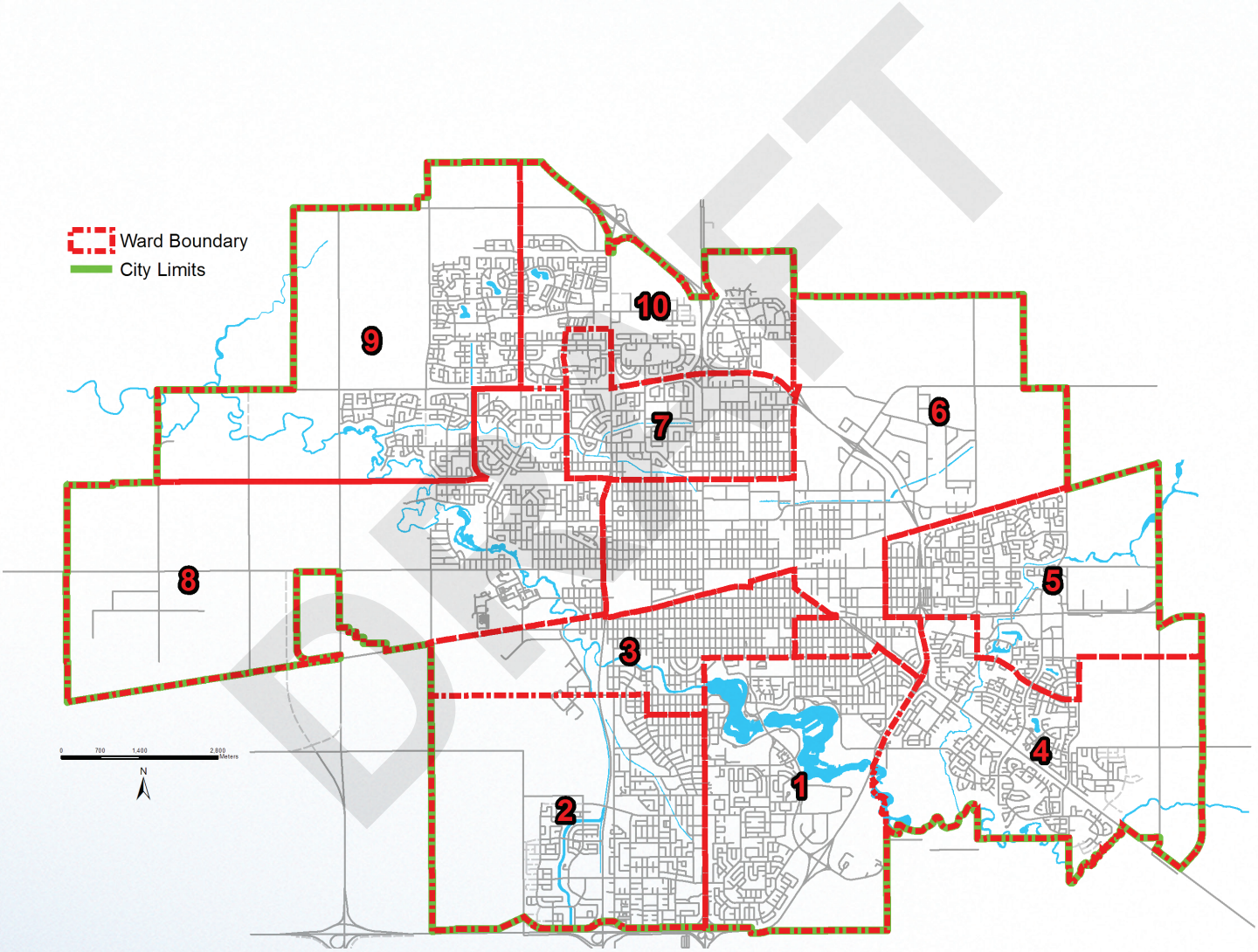
City Council members for the 2012-2016 term are:

L-R: *Councillor Mike O'Donnell - Ward 8, Councillor Bob Hawkins - Ward 2, Councillor Terry Hincks - Ward 9, Councillor Sharron Bryce - Ward 7, Councillor Bryon Burnett - Ward 4, Mayor Michael Fougere, Councillor Shawn Fraser - Ward 3, Councillor Jerry Flegel - Ward 10, Councillor Wade Murray - Ward 6, Councillor Barbara Young - Ward 1, Councillor John Findura - Ward 5*

Map of Electoral Wards



The Environment In Which We Work

Community Profile

From its humble beginnings as a small prairie trading centre serving a mostly rural population at the turn of the 20th century, Regina has evolved into a bustling urban municipality with a robust economy that is envied across Canada.

Today, Saskatchewan's capital has a population of 222,000 and serves a larger metropolitan area of 238,000. Between 2006 and 2011, the city's population increased by more than 14,000, or 7.7 per cent. Perhaps more importantly, the number of young children under the age of five that call Regina home grew by 24 per cent during the same period. In fact, Regina's population is expected to hit 300,000 in just 25 years. Many of those newcomers are expected to be recently-landed immigrants.

Regina has a primarily resource-based economy featuring the oil and gas, potash and agricultural sectors. Companies such as the Co-op Refinery Complex (CRC), the world's first cooperatively-owned refinery; EVRAZ, a vertically-integrated steel, mining and vanadium business; and Viterra, a leading grain and oilseeds marketer and handler, all call Regina home.

The city also boasts the headquarters of provincial Crown utilities SaskEnergy, SaskPower and SaskTel.

In recent years, one of Regina's economic strengths has been the increasing diversification into sectors such as banking and finance, computer and information technology, manufacturing and telecommunications. Combined, they all play a part in having created one of Canada's strongest economies over the last five years, featuring strong growth in gross domestic product (GDP), low unemployment and rising personal income levels.

While the intense pace of Regina's growth is expected to level off in the coming years, the city's economic prospects remain strong (Figure 1).

Economic Indicators	2012	2013	2014	2015f	2016f	2017f	2018f	2019f
Real GDP at basic prices (2007 $ millions)	12,802	13,495	14,086	14,501	14,853	15,161	15,435	15,748
percentage change	*4.9*	*5.4*	*4.4*	*2.9*	*2.4*	*2.1*	*1.8*	*2.0*
Total employment (000s)	126	134	134	137	141	144	146	148
percentage change	*2.7*	*5.9*	*0.5*	*2.2*	*2.8*	*1.9*	*1.6*	*1.5*
Unemployment rate (per cent)	4.1	3.6	3.4	3.6	3.8	3.9	3.9	4.0
Personal Income per capita ($)	45,891	47,768	48,041	49,487	50,835	52,007	53,070	54,252
percentage change	*1.2*	*4.1*	*0.6*	*3.0*	*2.7*	*2.3*	*2.0*	*2.2*
Population (000s)	225	232	238	244	250	256	261	266
percentage change	*3.4*	*3.1*	*2.7*	*2.4*	*2.4*	*2.2*	*2.1*	*1.9*
Total housing starts	3,093	3,122	2,234	2,234	2,286	2,169	1,968	1,927
Retail sales ($ millions)	4,983	5,201	5,575	5,786	6,005	6,454	6,454	6,675
percentage change	*6.2*	*5.5*	*7.2*	*3.8*	*3.8*	*3.8*	*3.5*	*3.4*
CPI (2002=1.0)	1.246	1.267	1.298	1.322	1.349	1.376	1.405	1.434
percentage change	*1.8*	*1.7*	*2.4*	*1.8*	*2.1*	*2.1*	*2.1*	*2.1*

f=forecast

Sources: Statistics Canada; CMHC Housing Time Series Database; the Conference Board of Canada

FIGURE 1: CONFERENCE BOARD OF CANADA WINTER 2015 METROPOLITAN OUTLOOK FOR REGINA

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One of Regina's economic highlights is the construction sector, in which building permits reached an all-time high in 2012 and continue to perform at the five-year average (Figure 2).

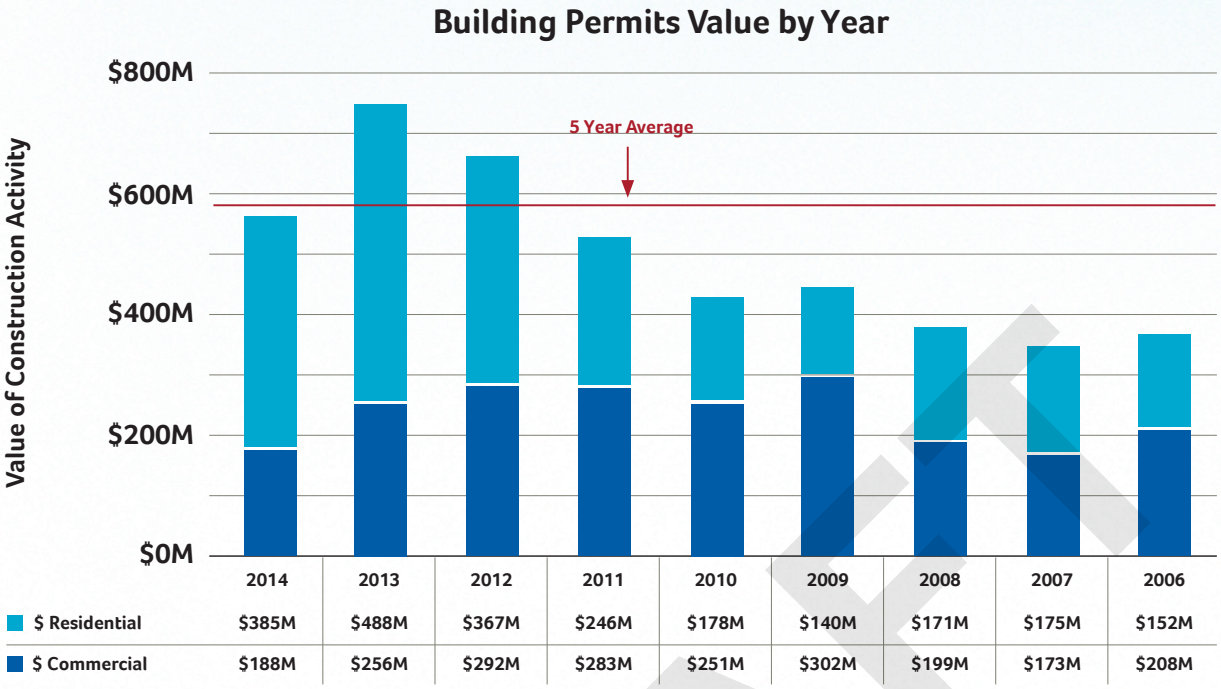

FIGURE 2: CITY OF REGINA BUILDING PERMITS (2006-2014)

It might appear that Regina's success is driven by Saskatchewan's booming economy, but an examination of virtually every important metric shows the capital city is outperforming the province. Indeed, a 2006 report from the Conference Board of Canada found that urban economies drove the economic success of the surrounding areas. In 2013, Regina and Saskatoon accounted for more than half (52 per cent) of Saskatchewan's GDP (Figure 3).

Demographics		
Regina		Saskatchewan
193,100	Population in 2011	1,033,381
7.7%	Population Growth Rate per cent change 2006-2011	6.7%
11.5%	Visible Minority Population 2011	6.3%
2:1	Working Age Population as a Ratio of non-Working Age Population	1.7:1
51.5%	Post-secondary education as a per cent of Population	47.2%
Local Economy		
Regina		Saskatchewan
3.3%	Unemployment Rate Dec, 2014	3.6%
$91,200	Median Household Income July 2012	$80,010
Employment by Sector		
Regina		Saskatchewan
20.2%	Goods Producing Sectors (including Agriculture)	29.5%
31.5%	Service Sector	25.8%
7.4%	Professional Services	4.9%
26.8%	Public Sector	24.9%

FIGURE 3: COMPARISON OF REGINA TO SASKATCHEWAN ON KEY INDICATORS.

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Organization Profile

The City of Regina delivers the majority of essential public services, which affects the day-to-day lives of its residents. These services include:

- Public safety and security
  - Policing
  - Fire protection
  - Construction permitting and inspection
  - Bylaw enforcement
- Public health and well-being
  - Water treatment and distribution
  - Drainage and flood management
  - Wastewater collection and treatment
- Movement of goods and people
  - Roads and bridges (including winter road maintenance)
  - Transit
  - Traffic control
- Quality of life
  - Urban planning and development oversight
  - Parks
  - Recreation services (including a wide range of indoor and outdoor public facilities)
  - Grants to community service organizations

The City is able to provide these services thanks to a range of revenue sources. While about half of its revenue comes from property taxes, the City also charges user fees, secures grants from other levels of government, and collects revenues from a variety of smaller sources.

The City delivers its services in a variety of ways, led by approximately 2,000 permanent employees. Casual and part-time workers account for another 700 full-time positions. Many services such as sport, culture and recreation programs are delivered in partnership with community organizations, while others, such as Paratransit and the Wastewater Treatment Plant, are delivered through contracts with private businesses.

The City's organizational structure is designed to strengthen corporate planning and coordinate service delivery across all service areas. All operational services report through a single structure to ensure planning and decision-making is coordinated and aligned and the accountability for results is clear (Figure 4).

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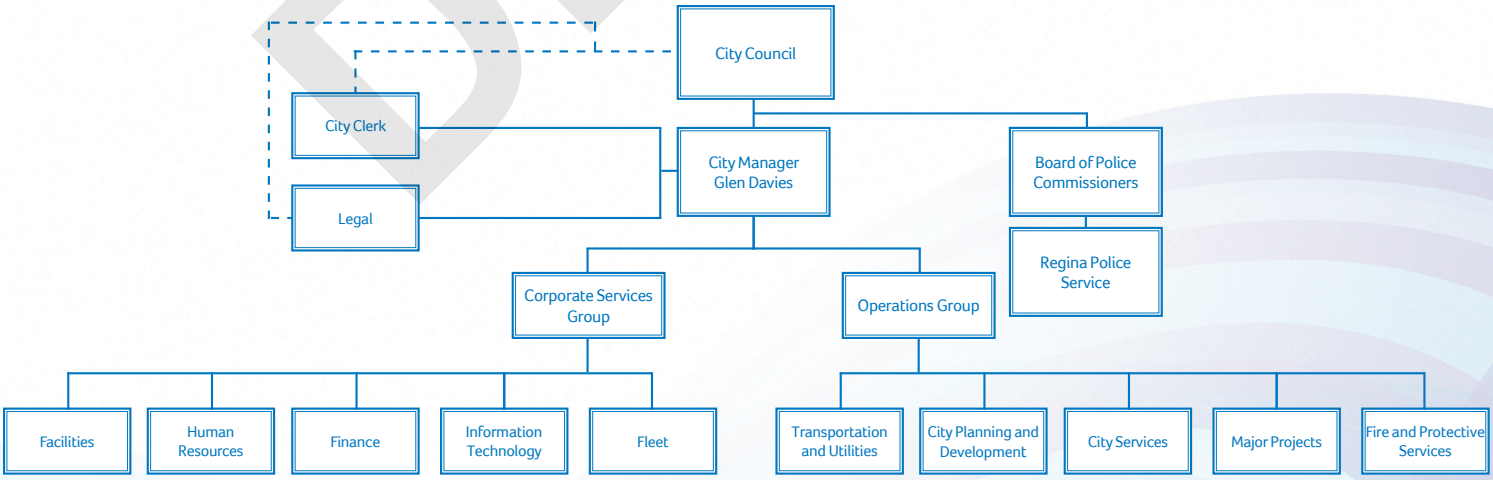

FIGURE 4: CITY OF REGINA ORGANIZATION STRUCTURE (2014)

Strategic Context

Saskatchewan continues to enjoy a prolonged period of economic growth. The prosperous provincial economy and low unemployment rate are both boosting salaries and supporting a thriving service industry.

The GDP growth, however, has created some significant challenges – albeit enviable ones – for City decision makers. Regina's unemployment rate of 3.3 per cent in December 2014 was the lowest of any major city in Canada and half of the 6.6 per cent national average. The employment crunch has increased the need to recruit new workers to the community, which in turn puts pressure on the residential housing market. Indeed, Regina's apartment vacancy rate two years ago dipped down to one per cent, raising the possibility that the city's economic growth could be slowed by its relative inability to provide housing to the very workers generating that growth.

In response, the City launched the Mayor's Housing Commission and created a new comprehensive housing policy, which combined to significantly reduce the pressure on accommodations. In fact, Regina's rental vacancy rate by October 2014 had tripled from 2012 to three per cent, achieving the target vacancy rate established by the Housing Commission.

The economic growth presented some operational challenges as well as some opportunities. On one hand, the low unemployment rate and competitiveness of the current labour market has made Regina a hub of highly-skilled trades people who are in demand by new and expanding business across the province.

On the other hand, the demographics of City of Regina employees show that a large proportion of them are due to retire in the next few years. To ensure that service needs will continue to be met once they leave the workforce, the City is focusing efforts today on succession planning and improved strategies to attract and retain employees.

One of the organization's biggest challenges is that its costs are rising faster than its revenues. This is due to a number of factors, including rapid inflation of construction materials costs, property taxes which do not grow in line with the economy, unlike sales taxes and income taxes do, as well as decreased investment in capital infrastructure from the provincial and federal governments.

Compounding the situation is the pressing need for more infrastructure. The excess capacity that was built in the 1970s has now been used and significant new investment will be required for Regina to continue on its current growth pattern.

Another result from the economic prosperity is that demand for City services is greater than the capacity to deliver them.

Historically, the City's response to such situations was to defer the renewal of assets and infrastructure. But two decades of this practice has created a backlog of mandatory infrastructure renewal that the City estimates will require an additional investment of $93 million per year for 20 years to address. This includes the renewal of residential streets, recreation facilities and other buildings in which the City conducts its business. This does not include the maintenance and renewal of new assets in new neighbourhoods, which are developed with these considerations already in mind.

If left unresolved, this backlog will not only have a crippling effect on the City's ability to maintain service levels and meet spending requirements for repair and maintenance, but also reduce its economic competitiveness. Numerous examples of the high costs associated with infrastructure failures and the service interruptions they create have been reported in the media, as many North American cities have experienced asset failures resulting from historically insufficient maintenance and renewal investments. Regina can reduce the risk of similar failures happening here, and the 2015 budget took some steps to maintain or rehabilitate critical public assets, such as the decision to allocate a one per cent property tax increase to residential road renewal.

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Major Highlights of 2014

Enhancing the city's urban form through intensification and redevelopment of existing built-up areas:

Regina Revitalization Initiative

The Regina Revitalization Initiative (RRI) is the largest redevelopment project in our city's history and will bring neighbourhoods, facilities and people together in ways never before possible. It will create new opportunities for business and investment, and bring new life to our city's core with walkable connections between the sites and convenient links to major thoroughfares from Evraz Place. Ultimately, the project will contribute to the OCP's target to increase the density of Regina's population by providing two new sites in the existing city where residential development can occur, reducing the need for greenfield development.

In 2014, the Railyard Renewal Project component of RRI was recognized as the Best Large Scale Project by the Canadian Urban Institute. Planning for this element of RRI will begin in 2015.

In 2014, the RRI continued its focus on the Stadium Project. In May, the public private partnership (P3) contract was awarded to PCL Construction Management Inc., which includes HKS Sports & Entertainment, B+H Architects and TD Securities, with an iconic design intended maximize the spectator experience. The design will shield spectators from the environment while ensuring excellent flow and fit within the neighbourhood. The new facility will be named Mosaic Stadium and have a standard capacity of 33,000, expandable to 40,000 occupants.

Since construction began in June, the project remained on schedule and by year's end was approximately 22 per cent complete. This project has seen 230,000 cubic meters of dirt removed, 820 piles put in place, nearly 12,000 cubic metres of concrete poured, and more than 1,200 tonnes of reinforcing steel used at the site. Also, four tower cranes have been set up and 10 building permits issued with a value in excess of $45 million.

The new Mosaic Stadium will reach substantial completion by August 31, 2016. The first Saskatchewan Roughrider game to be played in the new stadium will be in June 2017.

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Meeting regulatory requirements and industry best practices for design, construction and operation of infrastructure:

Wastewater Treatment Plant Upgrade

The City is making a significant investment in the Wastewater Treatment Plant to meet new regulatory requirements, protect public health and our environment, address concerns of downstream residents and businesses, and meet the needs of our growing population now and for the future.

In July, through a rigorously procured public private partnership (P3), the City of Regina and EPCOR Water Prairies Inc. (EPCOR) reached financial close for the City's new Wastewater Treatment Plant. EPCOR will design, build, finance, operate and maintain the Wastewater Treatment Plant for 30 years.

Construction for the new Wastewater Treatment Plant will cost $181 million, which is $43.5 million lower than budgeted. The P3 Canada Fund approved federal funding for up to 25 per cent of the eligible capital costs, estimated at approximately $48 million. As a result of an extremely competitive P3 process, the contract for construction, and long-term operations and maintenance is $248 million under budget for the 30 year term of the contract, bringing the long-term costs down from $858 million to $611 million.

When completed, the total size of the excavation for the project will equate to 124 Olympic size swimming pools. In total, more than one million kilograms of reinforcing steel will be used in the bioreactors, and 650,000 kilograms of reinforcing steel will be required for secondary clarifiers.

In 2014, the Wastewater Treatment Plant project was recognized by two national awards:

1. The Canadian Council for Public-Private Partnerships awarded the City of Regina and EPCOR Water Prairies Inc. as winners of the Chuck Wills Award for innovation and excellence in public-private partnerships.

2. Water Canada, a national magazine dedicated to news, research and analysis of water management, stewardship and treatment, named the Wastewater Treatment Plant as one of Canada's top five projects.

The new Wastewater Treatment Plant will be substantially complete by December 2016.

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Ensuring City of Regina services and amenities are financially sustainable:

Resolving Pension Funding Issues

In November 2014, the City of Regina and the Pension & Benefits Committee achieved a negotiated agreement for the sustainability of the Regina Civic Pension Plan and to address the unfunded liability of the Plan.

The two sides, representing employers and employees, agreed on fundamental changes for a sustainable plan design, stable costs and security for benefits. These changes include an immediate small reduction in the contribution rates for employees and, should the plan encounter deficits in the future, a structured series of temporary contribution rate increases and benefit reductions. In addition, a new governance structure will be put in place.

A joint proposal was submitted to the pension regulator in December, and early in 2015, the proposed amendments were accepted. The next steps in the process are to seek Council approval and then implement the changes to the Regina Civic Pension Plan by July 1, 2015.

Ensuring sustainable, forward-thinking, responsible planning for the long term:

Provincial Approval of *Design Regina:* The Official Community Plan

In March 2014, the Province formally approved *Design Regina* as the City's new Official Community Plan (OCP), replacing the Regina Development Plan.

Regina's rapid rate of growth and population projections for the next 30 years have made it necessary to establish a new approach to managing growth and development. Extensive public involvement was core to the development of the OCP, a four-phase project which started in 2009. Community engagement will continue as the OCP is implemented and progress is monitored, assessed, and reported.

The OCP contains a comprehensive policy framework that will guide the physical, environmental, economic, social and cultural development of the community. As such, it plays a key role in setting the long-term direction for Regina and is essential to managing future growth, development and change in the community. The new OCP has formed the basis of the City's strategic and business planning for the next four years, building the foundation for long-term implementation.

In 2014, *Design Regina* was awarded the Excellence in Planning Award by the Saskatchewan Professional Planners Institute.

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Promoting and enhancing social sustainability by recognizing that quality of life in a community depends on both its physical and community resources:

North Central Shared Facility

In 2014, the City of Regina confirmed its support and financial commitment for the North Central Shared Facility (NCSF), a visionary collaboration initiated in 2003 by a number of community stakeholders who serve the North Central community. The concept of a shared facility was introduced to replace facilities that were at the end of their useful life or did not meet program requirements. These included: the City's Albert-Scott Community Centre, Regina Public School Board's Scott Collegiate and Regina Public Library's Albert Branch. In addition, it was recognized that integrated service delivery would assist in revitalizing the neighbourhood to address some of the complex social and economic issues in the community.

Since 2003, joining the City, School Board and Library, a number of community stakeholders have been involved to identify the need and integrated program opportunities for the NCSF. These stakeholders include the Regina Qu'Appelle Health Region (RQHR); File Hills Qu'Appelle Tribal Council; Ministry of Education; North Central Community Association; Regina Education and Action on Child Hunger (REACH); Chili for Children; Regina Catholic Schools; Regina Police Service; and Scott Infant and Toddler Care Centre.

The direct benefits of the new facility include:

- An increase of direct programming space from 12,500 square feet in the existing Albert-Scott Community Centre to 23,000 square feet in the new NCSF.
- Total accessible programmable space of 45,000 square feet available to the community.
- Increased available space for the 50 plus non-profit agencies in North Central that provide sport, recreation, culture and social programs in the community.
- Provision of a competitive athletic field for soccer and football, which is not currently available in the North Central neighbourhood.
- Increased sport, recreation, arts, culture and social programming in North Central, which increases the safety of residents and program participants, as well as builds a sense of community.
- Fitness and recreation opportunities that draw participants from across the city to North Central.
- Community leaders from the rest of Canada visiting this facility to explore its unique, ground breaking approach.

The NCSF will be operational by early 2017.

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Supporting a more sustainable and beneficial approach to growth within the region through collaborative regional planning and service delivery:

Regional Servicing Study

The City of Regina partnered with a number of municipalities within the Census Metropolitan Area (CMA) to explore future needs of water and wastewater servicing, with the goal to identify the potential for regional collaboration in the provision of these services.

Growth in Saskatchewan is at an all-time high, creating greater demands on aging municipal systems. Construction, operation, and maintenance costs are rising; therefore it is important to ensure that communities are getting the best return on infrastructure investments while maintaining an acceptable level of service. Regional collaboration can help to lessen these burdens.

There are a number of shared concerns within the region. Water and wastewater servicing is one of the most pressing needs for all municipalities, including the City of Regina. Recent serviceability studies reveal that the City needs to make substantial investments in water and wastewater infrastructure to support the growth projections outlined in the OCP. The OCP also contains a policy statement about pursuing regional planning initiatives including an integrated servicing strategy.

This groundbreaking study is the first and foundational step in what is hoped to be a wide range of future opportunities for regional collaboration by the CMA municipalities.

Ensuring infrastructure decisions result in long-term sustainability:

Residential Roads Program

The condition of Regina's residential road network has steadily deteriorated over the past 50 years as a result of underfunding. There are no quick fixes to improve the condition of the network; however, there are approaches that can first start to slow the declining condition and over time, improve the level of service that can be expected for Regina's road network.

For the 2014 budget, City Council approved a dedicated one per cent mill rate to the renewal of residential roadways. The City recognized an urgent need to increase the investment in poor roads and implement a strategy to prevent further deterioration of the residential road network. This recognition led City Council to approve a broader policy framework as part of the 2015 budget process. Also approved was a second straight year of a dedicated tax targeted to the renewal of residential roads each year, up to and including 2019. These resources will accumulate and be supplemented by the existing road renewal budget to create a pool of approximately $14 million a year for residential roads.

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Supporting orderly and sustainable long-term growth:

Interim Phasing and Financing Plan

The OCP identifies "Achieving long-term financial viability" as one of the Community Priorities. The plan also recommends that systems be developed to "Support orderly and sustainable long-term growth".

Regina has generally allowed development to occur when and where developers identify a market demand. Historically, this has resulted in slow build out of some neighbourhoods, delaying the development of support services that are inherent to the concept of 'Complete Neighbourhoods' (e.g. grocery stores and other retail, schools, transit, etc.).

Furthermore, the organization undertook a process to determine how the growth plan could be financed. Historically, the cost of growth has been largely borne by developers, who pay Service Agreement Fees (SAF) per hectare on land they develop. Thus, in addition to the infrastructure provided directly by developers, they also pay for the development of the larger network of connecting infrastructure affected by growth.

The City's approach to setting SAF rates was built on a model that amortized the full cost of infrastructure over 20 years. Generally, the perception has been that this model has effectively met the needs of both developers and the City. However, in response to the new growth plan, the City assessed the risk to taxpayers associated with setting SAF rates and collecting them under a variety of different scenarios. Once the objective of minimizing long-term financial risk to taxpayers was added, it became clear that a phased approach to development would significantly reduce risk to tax payers by minimizing cash flow shortfalls and reducing the need for debt. Phasing development dictates the order and timing of when new neighbourhoods begin to develop.

The Interim Phasing and Financing Plan established a strict phasing plan that will be in place until a full review of the phasing and financing of growth-related infrastructure is undertaken. This review will include an update of the SAF Policy and model, and is planned for completion in 2015.

The Interim Phasing and Financing Plan supports two key Community Priorities in the OCP:

1. Long-Term Financial Viability
   - Reducing the long-term financial risk of changes to growth patterns that could result in reduced cash flow or the increased need for debt.
2. Complete Communities
   - Focusing development to allow for complete build out. This approach is likely to achieve complete neighbourhoods sooner.
   - Limiting development in the lands targeted for population growth between 235,000 and 300,000 to ensure lands targeted for population growth up to 235,000 are more fully built out first. This is likely to achieve a faster build out of existing neighbourhoods.

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Key Risks Facing the City of Regina

There are a number of risks that, if realized, could affect the City's ability to sustain current service levels. Two risks with potentially significant impacts are:

- **Asset condition:** The City recently completed an assessment of Regina's roadways. While the most heavily used roads are generally operating at expected levels, there are significant issues for residential roads. This assessment resulted in a 25-year plan to renew them.

  In the absence of thorough asset condition information, there is a risk that one or more assets could deteriorate or even fail, resulting in a reduction in service levels to citizens. The development of good asset condition information and plans to address asset weakness is a priority for the City and a focus of activity in 2015 and beyond.

- **Succession Planning:** In this current economic environment of low unemployment and rising incomes, the City of Regina is poorly positioned to compete in the labour market. Indeed, the organization is already experiencing difficulty recruiting for key positions. This issue is further complicated by the fact that one-third of the City's workforce is eligible to retire in the next six years. Not only will the City need to recruit replacement workers, it will also lose significant experience and service knowledge.

A key element of the City's strategic plan to deal with the recruitment and retention of employees will include strategies to ensure they have the knowledge, skills and abilities to meet the service expectations of Regina residents.

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Planning Our Future

Design Regina: The Official Community Plan

At the culmination of a four-year planning process, the Province approved *Design Regina: The Official Community Plan (OCP) in 2014*. Traditionally, Regina's OCP has served primarily as a land use plan. In addition, the OCP includes broad social, economic, environmental, cultural and other important policy goals. These goals were established in response to eight Community Priorities which expand upon the City's Vision and articulate what the City and the community wish to achieve together. The Community Priorities and resulting policy goals are intended to be achieved as Regina grows to 300,000 people.

The OCP will direct growth and change in the community over a 25-year period. The development process included extensive public and stakeholder engagement in creating a plan to address the community's priorities. The resulting plan presents a bold vision for what a Regina of 300,000 people will offer residents and visitors. Achieving the OCP will take leadership on the part of City Council and Administration, and require action from other business and industry stakeholders as well as the community at large.

Overview of *Design Regina: The Official Community Plan*

The OCP is the City's highest order plan and the basis upon which other policies and plans will be built.

The city-wide plan of the OCP consists of three major components: a set of financial policies which establish a framework for ensuring the long-term financial sustainability of the organization; a growth plan that directs where and how growth will occur; and, city-wide policy sections that speak to various topics directly and indirectly related to the growth plan.

The OCP was developed with several subordinate plans either complete or in development. Those subordinate plans are not typically referenced, but they remain the mechanisms through which the OCP will be realized. Such documents as the Open Space Management Strategy, the Regina Urban Forest Management Strategy and the Recreation Facility Plan, will continue to guide the organization and respond to the goals and policies of the OCP. Future updates to those documents will be based on the OCP, as will any development of new strategies and plans.

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Plan Outcomes

The OCP will be implemented over the next 20-30 years and is intended to result in the following changes, organized by Community Priority:

Develop complete neighbourhoods

- New neighbourhoods and revitalized existing neighbourhoods that provide:
  - Multiple transportation options, including roads and express transit, cycling, and pedestrian routes.
  - A variety of housing types and sizes.
  - Easy access to the daily life necessities, such as shopping, employment, parks.
- Connected community destinations, such as activity centres and parks, to enable walking, cycling and other active ways of getting around.

Embrace built heritage and invest in arts, culture, sports and recreation

- Recreational programming and spaces that address the changing needs of the community.
- Protection of existing neighbourhood character while also providing opportunities for new housing options.
- Improved civic identity and pride with increased focus on traditions, historic places, and stories.
- Increased awareness and encouragement of cultural activities, places and their value.

Support the availability of diverse housing options

- Increased housing supply.
- Improved diversity of housing throughout the city.
- Availability of additional housing options including family-sized rental units, compact "micro-apartments", and housing for those with specific-needs.
- Renewal of housing to revitalize existing neighbourhoods.

Create better, more active ways of getting around

- Expansion of on and off-street pathways.
- Increased use of transit and carpooling, as well as walking, cycling, and other active modes of transportation.
- A transit system that features more express buses and/or additional buses on existing routes, and consideration of a future rapid transit system.
- Improved winter road maintenance to address the needs of seniors and people with disabilities.

Promote conservation, stewardship, and environmental sustainability

- Become a resilient city through greater energy efficiency, reduction of greenhouse gas emissions, green building design, access to locally produced food, and diverse sources of power and energy.
- Enhanced green space, urban forests, and tree canopy.
- Improved protection of our urban natural spaces and species, including water bodies, parks and wildlife.

Achieve long-term financial viability

- Growth in new areas as well as development within the existing city.
- Improved use of existing roads, pipes, and other City infrastructure in the provision of water, collection and management of solid waste, management of storm water, etc.
- New and existing developments contribute fairly to the cost of new and existing City facilities and services.
- Seek new and innovative tools and methods for financing the construction and maintenance of infrastructure.
- Introduction of financial policies to guide the implementation of the plan and its policies.

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Foster economic prosperity

- A thriving city centre that is supported by better transportation connections between downtown, surrounding neighbourhoods, and the new stadium.
- Coordinated commercial and industrial development within the city and the broader region.
- Create a more beautiful city through better design of neighbourhoods, public spaces, and buildings.
- Better solutions for worker housing.
- A more diverse and sustainable economy.

Optimize regional cooperation

- Collaboration with neighbouring communities to explore opportunities for shared services, such as infrastructure, recreational programs, etc.
- A transportation system that links to the broader region.
- Proactive planning with the Rural Municipality of Sherwood for a city population of 500,000, focusing on areas of mutual strength and benefit.

Strategic Plan

Planning is the way organizations and businesses identify what they are going to do, to move from their current state to their desired future state. The journey towards achieving the Vision and Community Priorities will be paced over 25 years, and approached as a marathon, not a sprint.

The OCP provides the City of Regina the opportunity to respond to both the current circumstances the organization is facing and the desired future and policy goals outlined in the OCP. In 2014, the City launched its first four-year strategic plan since the approval of the OCP. That strategic plan is intended to build the foundation for the delivery of the OCP in the future. Each four-year Strategic Plan to follow will build on this foundation, reflecting the integrated sets of choices that will drive the implementation of the OCP and the achievement of the Vision and Community Priorities.

The 2014-17 Strategic Plan, Building the Foundation, is primarily focused on establishing a solid basis from which to grow Regina in the future. It targets activities that will establish a solid financial foundation and appropriate policies so the far-reaching objectives of the OCP can be achieved.

The City of Regina will operate from a position of strength to achieve the Design Regina Community Priorities. The City will be recognized, in particular, for its long term financial sustainability strategy and its increased ability to deliver innovative services in a fiscally responsible manner.

FIGURE 5: CITY OF REGINA'S STRATEGIC FOCUS IN BUILDING THE FOUNDATION, THE STRATEGIC PLAN FOR THE 2014-17.

The plan is based on four strategic directions, outlined below:

Direction 1: Manage Growth

The City of Regina will manage growth within the city, collaborate with the surrounding region, and encourage the development of liveable neighbourhoods.

By managing growth, the City will invest to accommodate a growing population without jeopardizing the sustainability of the community as a whole, or access to services by future generations of residents. As directed in the OCP, the City will develop new and enhanced revenue streams; encourage density in the city centre and along major corridors; cascade the overarching policies of the OCP through other guiding documents; and work with regional partners to protect land for growth to a population of 500,000.

Objectives:

1.1 Revenues are optimized to support sustainable growth.

1.2 Renewal of the city is fostered through intensification.

1.3 The City has adopted a policy framework that aligns decision making to the Community Priorities.

1.4 A regional plan and approach to land use and servicing is established.

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Direction 2: Improve Financial Viability

Residents of Regina will benefit from the City's increased financial capacity to renew and replace critical infrastructure.

Improving decision making on allocating limited resources, determining the right trade-offs between maintenance, repair and rehabilitation of infrastructure, and ultimately identifying what services are delivered and how, requires better data and analysis than the City historically had at its disposal. Strong models for financial planning and asset management will support the City to make choices within the context of long-term implications.

Objectives:

2.1 A full life-cycle Asset Management approach is being used to support infrastructure renewal decisions.

2.2 The City is optimizing financial capacity and improving the future allocation of resources.

2.3 Decisions about programs and assets reflect future service needs.

Direction 3: Engage and Develop Staff

The City of Regina will create a work environment where employees are engaged and are positive leaders of change for their community.

Employees who are fully involved in and enthusiastic about their work deliver better quality service to residents and seek out opportunities to be innovative, efficient and otherwise demonstrate leadership. They can attract other like-minded employees and are less likely to leave the City in pursuit of other opportunities. The City is committed to fostering engaged and skilled staff by investing in leadership development and structures that support safe workplaces and effective processes.

Objectives:

3.1 Strong and effective leaders are developed at all levels of the organization.

3.2 Our employees receive the supports they need to be safe, efficient and effective.

3.3 Our employees are engaged to support the City's delivery of the Community Priorities.

Direction 4: Engage Citizens

The City of Regina will develop new processes that seek to engage our citizens and responsibly address their evolving needs.

Residents rely on services provided by the City to maintain and enhance their quality of life. The sustainability of those services is not assured, particularly as expectations for new and enhanced services continue to grow, and revenues to pay for them fail to keep pace. To achieve the Vision and Community Priorities developed and affirmed by citizens through the *Design Regina* public engagement process, the City must continue to engage residents in discussions about their expectations for service. Emphasis must not only be on ensuring efficient approaches for meeting expectations but also on defining reasonable methods for funding services that address both affordability and sustainability concerns.

Objectives:

4.1 Reconcile service expectations against the fiscal realities of the City.

4.2 The City is responsive to customers' needs by meeting established Customer Service Standards.

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Achieving the OCP requires a complex series of actions and accountabilities. The City's strategic planning process defines components that move from broad application across the organization over a long time period, to increasingly time-bound, shorter term goals that cascade to the level of individual employees. Guided by this process, the City and its employees maintain a focus on where we want to go in the long-term as we decide what to do today (Figure 6).

FIGURE 6: CITY OF REGINA'S LONG TERM AND STRATEGIC PLANNING MODEL.

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A Message from the Chief Financial Officer

The City of Regina's 2014 Annual Report is the culmination of a thoughtful, comprehensive process that includes details about service delivery plans, funding strategies, assessments of the organization's operating environment and financial condition and measurements of progress. It takes a team of committed staff across the organization to produce all of the information and analysis required for this process, and I am grateful to the staff who contributed their efforts for this work.

Last December, the City of Regina approved its 2015 Budget. The budget document, Strengthening Our Foundation, included information about the environment, our operating environment, key risks, and our understanding of the costs required to support our programs and services. It is truly a business plan outlining not only our services and how they affect residents of Regina, but also how we are going to fund them.

The Annual Report is a bookend to the Budget. The City of Regina is improving its performance at a number of different levels. The 2014 Annual Report describes its progress, including an outline of the measurement and reporting framework the organization is building. It begins the process of meeting our commitment to the public to report our progress on the *Design Regina: The Official Community Plan* (OCP). This year, we have reported on the early decisions and actions taken to implement the OCP. We have also reported the first of a number of measures to understand our progress on achieving the Community Priorities.

The Annual Report includes 2014 operational highlights. Next year, in addition to these highlights, the City of Regina will also report our operating performance using benchmarks which will allow us to compare our performance with other municipalities. This will help inform residents, Council and City Administration about the service levels we provide, how to pay for them, and how to identify improvement opportunities that improve services and/or reduce our costs.

The City of Regina is committed to strengthening our planning cycle and the transparency that results from improved public reporting processes. The result will be improved oversight on City of Regina performance and more informed long-term decision-making on behalf of all residents.

Sincerely,

Ed Archer
Chief Financial Officer

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Assessing our Performance in 2014

An integral component to the OCP was a commitment to annually report on progress, including the development of a performance measurement framework. The City of Regina is using the planning model, as seen previously in Figure 6, as the basis for measuring and reporting on our performance. We are in the early stages of developing service-specific measures and the intention is to use the Annual Report as the vehicle for reporting our measurement results.

At its highest level, the measurement framework we will report in the future is structured according to the following:

Official Community Plan

- Activities and decisions related to the implementation of the OCP
  - Reporting will begin in this Annual Report and is included within.
- Measurement of progress based on the Community Priorities
  - Measures are in development; some preliminary measures that have already been well-established by the City are included, however more public engagement will be required to ensure the emerging measures adequately capture the intentions of the OCP.

Strategic Plan

- Results
  - Reporting on significant activities and results related to the current strategic plan will begin in this Annual Report and are included within.

Operational Performance

- Operational highlights
  - Reporting of operational highlights will continue as has been the practice in past Annual Reports.
- Benchmarking and key performance indicators
  - The City of Regina is embarking on a process to measure and report on its operation performance. The foundation of this effort will be a set of benchmarks to allow the City to report on its performance in comparison to other municipalities. In addition to benchmarking information, each program area will develop a set of Key Performance Indicators to allow the ongoing monitoring of effectiveness and efficiency. The first results of this work should be available for the 2015 Annual Report.

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Lessons Learned

The City of Regina is aggressively moving to improve the quality, consistency and frequency of its performance reporting. Part of this journey has resulted in learning about our own capacity, processes and systems, including what the performance information means and how it will influence future decisions. Some key learnings of last year include:

- Measurement of progress on the Official Community Plan is complex. The OCP is designed to articulate community-wide objectives. Achieving results is not always within the full control of the City of Regina. Where we influence but do not control the inputs required to produce desired results, we expect to be able to describe the following two aspects of performance:
  - Whether or not the community is moving in the right direction.
  - Whether or not the City of Regina is doing its part to achieve the OCP.

Furthermore, the approximately 25-year timeline of the OCP is significant. Changes will sometimes be small and incremental. A measurement framework must be able to identify trend information for the whole plan, and accountability information for the City of Regina at a level sufficiently nuanced to pick up small improvements which may occur in a single year. The development of such a measurement and reporting framework, and building the understanding and buy-in to what such a framework might mean, will be a multi-year project for the City.

- The City launched its first strategic plan based on the new OCP in 2014, including performance measurements and targets. The first year of reporting on the strategic plan resulted in a number of lessons:
  - Monitoring performance can result in the identification of system and process issues separate and apart from actual performance on the measure. For example, the City has a customer service target which requires personnel to respond to service requests from residents within 48 hours. This target does not require that the issue be resolved, particularly if it is complex; however, it does require that personnel ensure residents are aware of what the issue is, the steps being taken to address it, and when they can expect a resolution. Monitoring this target revealed a number of process and system issues which have since been corrected.
  - Assumptions which contribute to performance targets can be revealed as incorrect. For example, the City has an objective to "*Reconcile service expectations against the fiscal realities of the City*." The initial work plan associated with this objective was to undertake a number of engagements with residents to better understand their service level expectations. Preliminary work taught the organization the City has not sufficiently communicated to residents what its services are. In the absence of this knowledge, residents are sometimes unable to differentiate between City services and services provided by other levels of government. We will improve our communications and engagement efforts to increase awareness about the role played by the City of Regina in the community in order to begin a deeper discussion about reconciling service expectations with the cost of delivering them.

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Official Community Plan Results

Activities and Decisions to Implement the Official Community Plan

The City of Regina took a number of actions and decisions that advanced the OCP in 2014. These are presented and organized by the policy categories within the OCP.

Financial Policies

- **Policy 1.1 –** *Allocate the cost of delivering programs and services based on [...] the benefits model:* The Local Improvement Program (LIP) was amended to better align with the Benefits Model set out in the OCP. Changes recognize that some of the services linked to LIP investment were services that benefited the broader community. The amendments better reflect the balance of benefits between broader community benefits resulting from the renewal of residential roadways, and the localized benefit of repaired sidewalks, gutters, and curbs. The changes to the LIP program were done in association with the introduction of a new Residential Roadway Program that provides a source of funding for the necessary work outside of the LIP framework.

- **Policy 1.1.3** – *Where some of the benefits of a program or service are city-wide and some of the benefits are directly attributable to specific beneficiaries, the costs are to be paid for by a combination of general revenues of the City of Regina and user fees or other similar charge:* Transit has recognized that the balance of community wide benefits and individual benefits of the transit system are not accurately reflected in the level of cost recovery at which the system currently operates. The Ontario Municipal Benchmarking Initiative (OMBI), which includes a few municipalities outside of Ontario, reports that the average level of cost recovery for transit systems reporting to OMBI is 47 per cent. A survey conducted by the City of Regina with a different sample of cities had an average cost recovery rate of 44 per cent. The City of Regina's cost recovery is significantly lower, at 37 per cent. The Transit Department's own target, established in 2009 through the Transit Investment Plan, is 45 per cent, representing an appropriate sharing of the cost of the service by the beneficiaries, which includes the community at large and transit riders. The best way to improve cost recovery is through increased ridership, which has been a driving focus of Transit's ongoing business planning. However in 2014, Transit also determined that a fee increase was warranted. A Transit fare increase was approved to increase revenue between $1.2 and $1.6 million annually. The fare increase shifts the balance closer to the 45 per cent target and represents the first in a planned series of fare increases to come closer to the target by 2017.

- **Policy 1.4** – *Develop infrastructure in accordance with a phasing and financing plan:* The implementation of the new interim Phasing and Financing Plan, approved by City Council in the summer of 2014, helps make sure Regina's growth occurs methodically, and in a way that is affordable and sustainable. Properly phasing and financing growth ensures that growth pays for growth, a key principle of the OCP. It is also a financially responsible practice because it reduces the level of financial risk associated with undertaking too much infrastructure development too quickly. In 2014, Council also committed to the completion of a final Phasing and Financing Plan in 2015.

- **Policy 1.20** – *Apply the benefits model to ensure that costs shared with other municipalities and external agencies are paid for on a proportionate basis:* Currently, septage haulers from the Regina region are able to unload into one of the City's sewage lagoons for a nominal fee. The development of the new Wastewater Treatment Plant will result in decommissioning the sewage lagoons, so this option will no longer be available. The City of Regina has only a limited requirement for septage services and could have proceeded to address only its needs. However in 2014, Council determined that the new Septage Receiving Station (SRS) will continue to accept septage from customers and communities outside of Regina, but on a full cost recovery basis consistent with this policy. Providing this service to non-Regina residents helps foster cooperation and growth with the surrounding area.

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Growth Plan

- **Policy 2.10** – *Prepare an intensification development strategy:* A four-year Intensification Work Plan (IWP) was developed as the first phase to accomplish the intensification goals outlined in the OCP. The strategy will enhance Regina's urban form through intensification and development of existing built-up areas of the city.

Regional Context

- **Policy 3.2** – *Work with regional partners to explore strategic planning initiatives, including but not limited to:*

  3.2.1 – *An integrated servicing strategy that may include cost-sharing models, corresponding service levels, and performance outcomes for long-term views;*

  3.2.5 – *Sharing of knowledge, staff resources, and other measures in support of the above strategies.*

  - The Regina and Region Water and Wastewater Study, completed in 2014 in cooperation with a number of municipalities surrounding Regina, was a successful act of regional cooperation that examined water, sewer and drainage needs of the region. In particular, the study identified an opportunity to explore ways to provide a shared wastewater plan for Regina and surrounding communities – particularly those southeast of the city. This type of regional cooperation provides the opportunity to capture economies of scale, allowing smaller communities to benefit from services they would otherwise be unable to afford, while also reducing costs for Regina residents. At the same time, it helps strengthen regional relationships and promote goodwill for future growth plans.

  - The City actively collaborated to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Regina Moose Jaw Corridor, Rural Municipality of Sherwood Committee, Global Transportation Hub Authority, and Sakimay First Nation.

  - As a follow up to the success of the 2013 Regional Planning for Growth Summit: The Economic Case for Regional Cooperation, the City of Regina and its regional partners, the Regina Regional Opportunities Commission (RROC) and the White Butte Regional Planning Committee, held a second summit in November 2014. The summit culminated in a half day of facilitated workshops that brought our region's leaders together to focus on opportunities and chart a clearer path for regional cooperation for the Regina area. Participation by summit delegates resulted in an action plan for the Regina region.

Environment

- **Policy 4.7** – *Maintain and continually expand a healthy and diverse urban tree canopy to improve air quality, increase carbon sequestration, reduce heat island effect and enhance the aesthetic character of the city:* Continuing to protect, promote and expand Regina's urban forest and street tree canopy, the City planted 475 trees and encouraged developers to plant drought and flood-tolerant foliage with low water requirements. Increasing the number of trees improves air quality, increases carbon sequestration, and enhances the aesthetic character of our community. Encouraging the use of specific foliage significantly reduces the amount of irrigation required to establish the foliage, as well as reduces replacement costs of plant material that may be exposed to extreme Saskatchewan weather conditions.

Transportation

- **Community Priority** – *Create better, more active ways of getting around:* Work proceeded on the City's first Transportation Master Plan (TMP), a key guiding document that will advance the implementation of the OCP. Public engagement was the key focus in 2014 to guide work on the development of the TMP. In planning for a city with a future population of 300,000 residents, the TMP will contain policies for things such as bike and pedestrian path design, traffic flow, and roadway design, all in support of the policy goals of the OCP.

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- **Policy 5.4** – *Establish all-season design and maintenance priorities for roads, sidewalks and pathways to ensure the transportation network provides safe travel, access and mobility:* Changes made to the Winter Maintenance Policy will contribute to improve the all-season accessibility and mobility for Regina residents. In 2014, the Winter Maintenance Policy was amended to enhance service levels by including sidewalk clearing adjacent to City-owned parks located next to public schools.

- **Policy 5.4** – *Establish all-season design and maintenance priorities for roads, sidewalks and pathways to ensure the transportation network provides safe travel, access and mobility:* To help enhance the city centre and establish the location as a central hub, recommendations from the Downtown Transportation Study saw the implementation of a shared traffic and pedestrian corridor along 12th Avenue between Hamilton Street and Lorne Street. The changes to this corridor improve the flow of traffic through the downtown, while maintaining a safe and accessible corridor for pedestrian traffic.

- **Policy 5.11** – E*nhance transit service in existing neighbourhoods to support continued residential and employment growth*: In 2014, transit was extended into Eastgate. This decision built on top of significant transit improvements in July 2013 when service was expanded to previously unserved or poorly served neighourhoods including Maple Ridge, Lakeridge, Lakeridge Addition, Skyview, Kanosis, Windsor Park, Spruce Meadows, the Greens on Gardiner, the Refinery, Ross Industrial East, and Wascana Park/Science Centre. At the same time, two new express routes operating on Albert Street and Victoria Avenue were added. Finally, as part of the 2015 budget approved in December 2014, Council made a decision to expand Transit service to the following statutory holidays: Victoria Day, Canada Day, Saskatchewan Day, Labour Day and Thanksgiving Day.

Infrastructure

- **Policy 6.4** – *Adopt a continuous improvement framework to address the current infrastructure gap and ensure that future requirements for infrastructure are aligned with the priorities, goals and policies of this Plan:* In 2014, Council approved a proposal to allocate an amount equivalent to a one per cent mill rate increase for the next five years to residential roadway renewal. Previous to this decision, the renewal of residential roads was limited and failed to address a significant gap in service. A new Residential Road Network Improvement Plan will set out project timelines for the renewal and maintenance of residential roadways in a systematic manner and steadily improve the overall quality of residential roads in our city.

- **Policy 6.5** – *Determine requirements to upgrade and finance existing infrastructure to service new development at defined service levels:* Work was completed on the Second Pressure Zone project, delivering improved water pressure, including water pressure sufficient for fire response, to residents in the northern portion of the community. This second pressure zone ensures service expectations are maintained while infrastructure growth continues in a sequential and coordinated manner.

Land Use and Built Environment

Goal 1 – *Enable the development of complete neighbourhoods;* and

- **Policy 7.5** – *Encourage appropriate mixed-use development within neighbourhoods, as well as the retention of existing local and neighbourhood commercial spaces.* New neighbourhood developments are required to meet criteria set out in the OCP and the Westerra Neighbourhood is the first residential neighbourhood to gain approval that is within the 300K population growth plan. The neighbourhood takes advantage of a mix of uses, including residential, open space recreation and employment, and higher density to create a more complete neighbourhood.

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Housing

Goal 1 – *Increase the housing supply and improve housing affordability:*

- Housing incentives tax exemptions provided 454 rental units and 87 ownership units for a total investment of $629,746 in 2014.
- Housing incentives capital grants provided 22 rental units and 118 ownership units for a total investment of $1,945,000 in 2014.
- The City hosted the second Mayor's Housing Summit in fall 2014, which built upon the momentum of implementing the Comprehensive Housing Strategy and the previous year's summit. There were 191 people in attendance representing all spectrums of the housing continuum, with participants from government, private and non-profit sectors.
- Social Housing: in 2014 the City continued to participate on the Homelessness Partnering Strategy to implement the Community Plan by having a member on the Community Advisory Board. This project leverages federal government investment in community social housing of $1.1 million each year for five years.

- **Policy 8.4** – *Establish accessory suite regulations within appropriate residential areas;* and

- **Policy 8.11** – *Encourage developers to provide a greater mix of housing to accommodate households of different incomes, types, stages of life, and abilities in all neighbourhoods:* In 2014, the City approved a Laneway Housing Pilot Project in the Greens on Gardiner Neighbourhood. Laneway housing will allow the creation of detached secondary suites in both existing neighbourhoods and new developments. Under the current bylaw, only secondary suites within a single dwelling unit, such as a basement suite, are allowed. Laneway housing provides another option for homeowners and tenants that will improve urban density.

Culture

Goal 1 – *Enhance quality of life and strengthen community identity and cohesion through supporting cultural development and cultural heritage:* Work continued on the development of Regina's first ever Cultural Plan, a 10 year strategic plan guiding the development of the arts, cultural heritage, cultural industries and inter-culturalism. It will be the primary document that guides our cultural policy decisions in ways consistent with the objectives in the OCP.

Health and Safety

- **Policy 11.2** – *Collaborate with stakeholders to ensure the long-term health and safety of Regina's residents:* The City of Regina and the Regina Humane Society reached a 20 year agreement for animal control services. Part of this agreement involves the development of a new Animal Community Centre. The Centre is planned to be a progressive shift away from the historical model of a "city pound" and instead serve as a vibrant, central hub with improved spaces for animal care, greater community access, expanded education programming, and an improved working environment for staff and volunteers.

- **Policy 11.12** – *Provide appropriate crime and fire education and prevention programs in collaboration with community associations and other stakeholders:* A series of partnerships was initiated with external organizations such as the Ministry of Social Services and the Regina Open Door Society to help educate seniors, new Canadians, children and families about fire safety. Another partnership, with the University of Regina, will study residential cooking fires.

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Social Development

- **Policy 13.4** – *Collaborate with partners and the community to identify required social programs and services to address the diverse needs of residents, including the most vulnerable populations:* Plans for Regina's North Central Shared Facility were advanced throughout 2014 and Council formalized its support for the facility in the 2015 budget, approved December 2014. The facility is an innovative use of space that combines a community centre, high school, public library, a community police centre and space for community organizations all in a single location. This multi-use facility will act as a community hub to foster socially inclusive interactions.

- **Policy 13.20** – *Support the city's population of seniors and persons with specific needs:* The number of licences for accessible taxis increased from four to 10 as a way of increasing transportation options for all residents. The fare for using accessible taxicabs has also been equalised to the fare of regular taxicabs.

Realizing the Plan

- **Policy 14.1** – Ensure that corporate decisions, policies and practices are consistent with this Plan: As part of the City's strategic plan, a number of guiding documents have been identified for review to ensure they are aligned with the OCP. In 2014, the following guiding documents were reviewed as part of this effort:
  - Roadways Asset Management Policy
  - Community Investment and Grant Policy
  - Utility Asset Management Policy
  - Service and Performance Standards (within the Transportation Master Plan)
  - The Cemeteries Bylaw

A schedule has been developed to review a number of other guiding documents and work will continue over the coming years.

- **Policy 14.6** – Develop a Corporate Strategic Plan and Departmental Business Plans to steer decision-making and improve understanding of the implications across the City for the implementation of this Plan: The City of Regina has developed a long-term strategic planning framework that integrates the strategic and business planning process with the delivery of the OCP (page 23). The first strategic plan based on this new planning framework was launched in 2014 and is reported elsewhere in this Annual Report.

Performance Measurement of the Official Community Plan

As described above, work is underway to develop a measurement framework to better understand the City's progress in implementing the Official Community Plan.

The current strategic focus of the City is long-term financial sustainability (Figure 5). The foundation is a necessary first step to achieving the vision outlined in the OCP. This focus is directly responsive to the Community Priority, *Long Term Financial Viability*.

Thus, the first performance measures that can be reported are measures that the City has been tracking and reporting for some time now, **Financial Condition Indicators.**

The Public Sector Accounting Board (PSAB) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public and financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

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Sustainability

Sustainability is the degree to which a government can maintain existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.

The City's sustainability is generally following a positive trend (Figure 7). The ratio of financial assets, including liquid financial assets such as investments or cash, to liabilities, has dropped as a result of investments in major infrastructure such as the new stadium and the Wastewater Treatment Plant in the last year. Total assets (including tangible capital assets) to liabilities ratio remains positive and will improve as new assets come on line. A number of large infrastructure renewal projects currently underway have resulted in an increase in overall debt levels but this is consistent with the approved plan.

The effect of relying on debt financing for capital projects is highlighted by the "total debt per household" indicator. It is important to note however, that this is not an estimate of how much each household must contribute to debt repayment. It is merely a way of describing the City's debt relative to the size of the community.

Sustainability Indicators	2014	2013	2012	2011	2010	2009
Ratio of Financial Assets to Liabilities	1.10	1.41	1.30	1.25	1.11	1.07
Ratio of Assets to Liabilities	3.95	6.47	5.90	5.97	5.22	4.45
Ratio of Net Debt to Total Revenue	0.34	0.13	0.15	0.18	0.21	0.22
Total Debt Per Household	$ 2,742	$ 928	$ 980	$ 1,081	$ 1,314	$ 1,425

FIGURE 7: CITY OF REGINA'S SUSTAINABILITY INDICATORS

Flexibility

Flexibility is the degree to which the City can increase its financial resources to respond to rising commitments by either expanding its revenues or increasing its debt burden. Figure 8 shows three indicators of flexibility and indicates that the City is maintaining a stable level of flexibility.

As the data in the following table shows, municipal taxes as a share of household income have been increasing for the past five years, although it's still considered to be at an affordable level for the residents of Regina. The overall ratio of municipal revenues to taxable assessment has remained relatively stable, and while the level of debt grew in 2014, debt charges to total revenue, which shows the proportion of total revenue required to pay interest charges on debt, remained stable.

Flexibility Indicators	2014	2013	2012	2011	2010	2009
Ratio of Debt Charges to Total Revenue	0.01	0.01	0.01	0.01	0.01	0.01
Municipal Taxes as per cent of Household Income	2.66%	2.36%	2.25%	2.22%	2.14%	2.09%
Ratio of Total Municipal Revenue to Taxable Assessment	0.03	0.03*	0.05	0.05	0.05	0.04

FIGURE 8: THE CITY OF REGINA'S FLEXIBILITY INDICATORS.
NOTE * INDICATES A RE-ASSESSMENT YEAR WHEN THE TOTAL TAXABLE ASSESSMENT INCREASED BY 92%.

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Vulnerability

This is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

Vulnerability is measured by calculating the ratio of revenues from senior governments to the City's own-source revenues.

The City has decreased its reliance on funding from other level of government over the last number of years, including federal and provincial gas tax revenues. This indicates decreasing vulnerability and that the City is more able to fund essential programs and services from own-source revenues (Figure 9).

Vulnerability Indicator	2014	2013	2012	2011	2010	2009
Ratio of Government Transfers to Total Revenue	0.13	0.13	0.14	0.14	0.20	0.25

FIGURE 9: CITY OF REGINA'S VULNERABILITY INDICATOR.

Credit Rating

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when borrowing.

Standard & Poor's undertakes a detailed analysis of the borrower's financial condition, using a robust set of criteria, and updates it annually. The City of Regina Standard & Poor's credit rating is AA+ (Stable). Regina has received this credit rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong performance reflects the City's ongoing commitment to sound fiscal management. In its assessment, Standard & Poor's said, "Regina's forecast debt burden is moderately high but manageable under this plan."

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Strategic Plan Results

The City of Regina's strategic plan attempts to accomplish two things:

1. Advance the long term achievement of Official Community Plan.
2. Address issues, risks, and opportunities in the shorter term that will ultimately affect the City's capacity to achieve the OCP.

Many of the 2014 decisions and actions related to the achievement of the OCP as reported above directly flow from the City's strategic plan. What follows is a report of activities that are either underway or more internally focused:

Manage Growth:

- A number of guiding documents that establish the policy basis defining how services are provided at the City of Regina have been reviewed to ensure they are aligned with the policies in the OCP. This work will continue over the next four years. To date, the following policies have been reviewed:
  - Asset Management Policy (Roadways)
  - Community Investment & Grant Policy
  - Asset Management Policy (Utility)
  - Service and Performance Standards (within the draft Transportation Master Plan)
  - Cemeteries Bylaw
- A project was launched in 2014 to review the City's Service Agreement Fees, Development Levies, and to develop a final Phasing and Financing Plan for the OCP. This work is an essential component of implementing the OCP, of managing growth and realizing long-term financial viability.

Improve Financial Viability

- The City of Regina is moving toward implementing full life-cycle asset management across all asset categories. As identified above, existing asset management policies have been reviewed. The organization is moving forward to develop first generation asset management plans in seven asset categories by the end of 2017. Inherent to this plan will be the introduction of Asset Report Cards beginning with some asset classes in 2015.
- As part of the strategic plan, the City of Regina is beginning work to develop a long term financial plan. First steps in this long term plan include the following work which began in 2014:
  - The development of first generation asset management plans.
  - The review of the Service Agreement Fees, Development Levies, and the finalization of OCP Phasing and Financing.
  - The introduction of new financial software that has the ability to provide predictive modeling and improved decision support.
  - A review and revision of the City's financial policy framework.

As this work is finalized, it will be knitted together to create a multi-year financial plan that will better allow the City to plan its resource requirements and make informed decisions.

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Engage and Develop Staff

- A significant risk identified for the City of Regina is the challenge it faces recruiting employees in a tight labour market. This risk is even more serious when it is considered within the context of impending retirements that could potentially see the City lose up to one-third of its employees in the next six years. In response to this issue, in 2014, the City started work to improve the work environment and to make it more attractive to current and new employees. This includes:
    - Each branch and department was required to identify activities to improve the engagement of their employees in the work place. Activities ranged from increasing the number of team meetings to the availability of professional development.
    - There has been a City-wide emphasis on workplace safety that has reduced time lost injuries since 2011 by 47 per cent, with the biggest gains coming in 2014.
    - The City developed a Leadership Competency Model to provide organizational leaders with clear expectations for their behaviour and performance. The City contracted the University of Regina to develop a City-specific program to support leaders so they have the skills to create a positive and productive work place.
    - Finally, in 2014 the City of Regina approved a Management Skills Series, an internal certificate program for both current and aspiring leaders in the organization. Tactical in nature, it provides learning modules to support leaders with practical knowledge, best practice information, and City-specific process and tools in eight learning modules. These modules include: safety management, project management, communication, strategy and risk management, change management, performance management, workforce management, and financial management.

Engage Citizens

- In 2014, the City took the first steps to develop a citizen engagement strategy which should be finalized in 2015.

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Operational Performance Measurement

Performance Measurement

In 2014, the City of Regina made a decision to improve its capacity to measure and report on its operational performance. This decision has two elements:

1. **Key Performance Indicators:** Measures that will indicate whether a particular program or service is performing as intended. A good example that already exists in Regina is the Winter Road Maintenance Policy. The policy outlines what citizens can expect in terms of performance. The service managers annually report to Council regarding the extent to which they have been able to meet the standards set out in the policy.

   Other programs and services where standards have not been as formalized have started to contemplate what similar policies and standards might be in their areas. Over the coming years, these will be formally documented and ultimately, performance results against these standards will be reported.

2. **Benchmarking:** While it is useful to measure the City's performance against its service intentions, it is also useful to compare its performance to that of other municipalities across a standard bundle of services. This comparison can be used to provide context, identify innovative approaches used elsewhere which can be adapted for use in Regina, and create a network of professionals that can be consulted throughout the year. The results of the comparative benchmarks will be available to help citizens, Council and staff to understand the relative performance of City services when compared to those of other cities.

Operational Highlights

While the Official Community Plan and the Strategic Plan guide the changes and improvements the City of Regina wants to make over time, most of the City's effort goes into delivering day-to-day service to residents. What follows is an overview of the highlights and accomplishments of the City in 2014.

Building Permits and Inspections

- The City issued 3,229 building permits representing a total construction value of $628 million.

Culture, Sport & Recreation

- Regina hosted the North American Indigenous Games, a week long event that attracted more than 4,000 athletes and involved 1,500 volunteers.
- As part of our continued support of community and culture within Regina, we provided $3.4 million in grants through the Community Investment Grants Program. The money went to 120 sport, recreation, culture and social development organizations which serve approximately 1 million participants through 100,000 hours of programs and services.
- The Neil Balkwill Civic Arts Centre served 65,000 visitors while the Lawson Aquatic Centre, Fieldhouse, Northwest Leisure Centre and Sandra Schmirler Leisure Centre served a combined total of 900,000 visitors.
- The City installed new equipment to manage ventilation and water quality at the Lawson Aquatic Centre.

General Government

- The City's Open Government Program increased the number of available data sets to 27 and the number of public interest topics to 43.
- Access to Information requests are tracked as "formal" or "informal" requests. In 2014, 42 formal and 14 informal requests were received and processed.
- Administrative and procedural support was provided for City Council, three quasi-judicial boards and 16 committees. This includes support for 198 meetings and hearings.

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Fire/Bylaw

- The Fire Department responded to more than 7,000 emergent and non-emergent incidents in the protection of life, property and the environment.
- The Department maintained its International Fire Accreditation. This accreditation is held by only four fire departments in Canada and demonstrates performance to high international standards.
- A large portion of fire apparatus fleet was replaced/renewed.
- Under a new agreement, the City of Regina will provide fire services to the Global Transportation Hub.
- Bylaw Enforcement responded to 8,150 services requests and started targeted inspections of newly annexed areas of the City of Regina to enforce bylaw infractions.

Corporate Services

- Developed and implemented a preventative maintenance program and made improvements on aging infrastructure throughout City-owned assets to reduce the whole life cost of operating.
- Implementation of the new Human Resource Management System (HRMS) project began in 2014. The last major upgrade took place in 1999. This new system will improve our ability to manage and oversee resources by moving closer to organization wide integration. The system improves data accuracy, integrity and security. It also achieves significant efficiencies in areas such as payroll and benefit administration, ultimately resulting in financial benefits for the organization. The HRMS project is also forward thinking as it allows for implementing future HR best practices, such as Manager and Employee Self Service, Business Analytics, and iRecruitment.
- Achieved a 20 per cent reduction in lost time injury frequency compared to 2013 through a series of integrated steps including focusing on safe work environments, work practices and training.
- The Aboriginal City Employees group (ACE) held its second annual National Aboriginal Day celebration. The employee group represented employees and the organization at a variety of events including the North American Indigenous Games, career fairs and volunteer programs.
- A number of hardware and software upgrades to improve the City's technology environment occurred in 2014. For example, senior Fire Department officials, as well as commercial and residential property assessors, all use tablets in the field. Pilot programs are also being conducted to determine the value of tablet technology in the Water Services Branch. Better equipping our employees to work remotely through the implementation of online collaboration tools and tablet technology improves their ability to deliver services to citizens.

Legal Services

- Bylaws are a key mechanism for Council decision making. They assure the smooth operation, financing and regulation of the City, including compliance with changes to provincial legislation. In 2014, a total of 84 bylaws were prepared, including new, amending, and major re-writes of existing provisions. Several of these bylaws addressed important policy issues or changes to enforceability including:
  - *The Taxi Bylaw:* Amendments to the Taxi Bylaw required taxi brokers to operate computer aided dispatch technology to collect and submit data to the City regarding trips and trip requests. This information will allow the City to better understand requirements for taxi service. This information will inform future decisions regarding the number of taxi licences that will be made available. Other amendments to the Taxi Bylaw increased the quantity of licences available for accessible taxis and required that accessible taxis charge the same rates as other taxis.

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- *Clean Property Bylaw:* Amendments to the Clean Property Bylaw allowed Mobile Food Vending in locations such as City Square Plaza, and established the policies within which vendors can operate. Amendments also increased the proportion of sidewalk that can be utilized by restaurant outdoor patios, while still ensuring that sufficient sidewalk space remained to allow a person in a wheelchair to pass.
- *Traffic Bylaw:* Speed limits were established on a number of city streets, particularly those located in newly-annexed land.
- *Noise Abatement Bylaw:* Amendments to the Noise Abatement Bylaw to allow for voluntary payments of fines, minimizing the need and cost of court appearances and to align the language of the bylaw with recent interpretations of the Court.
- *The Cemeteries Bylaw:* Administration initiated a review of the Cemeteries Bylaw to improve clarity of the wording, ensure consistency with legislation and identify the needs of the community and industry partners. The amendments addressed trends in memorialization, changed the notice requirement for an interment, revised the calculations for the return and transfer of Cemetery Licenses and set the fees for 2015.
- *The Properties Exempt from Taxation as a Result of the 2013 Municipal Boundary Alteration Bylaw:* This Bylaw provided for property tax exemptions to owners and occupants of land that was newly-annexed into the City of Regina as a result of the 2013 municipal boundary alteration. The tax exemptions were provided in accordance with the tax mitigation policy.
- *Design Regina*: The Official Community Plan Bylaw: Amendments to change the Official Community Plan to adopt a Secondary Plan to allow for a new industrial park/neighbourhood (Fleet Street Business Park) in the City of Regina. This will provide a policy framework for guiding land-use, zoning, subdivision and servicing.

- Bylaws were also prepared to establish tax rates, provide for tax exemptions, and to authorize borrowing on the Regina Revitalization Initiative and Wastewater Treatment Plant projects.
- Legal support was provided in a wide range of contracts. Most important of these were the contracts executed with proponents to deliver the Wastewater Treatment Plant and the new Mosaic Stadium. These two contracts are based on public private partnerships and represent a new way of doing business at the City of Regina. The contracts involved a careful analysis of risk and an appropriate level of risk transfer to reduce cost to the City of these major projects, and to ensure the delivery on time and on budget.
- Through the City's Risk Management Branch, which is responsible for risk management for the City and Regina Police Services, the City was provided with guidance and oversight to reduce its risk, and ultimately the cost of operating. In 2014, the Branch investigated 1,385 incidents, settled 129 third-party claims, and paid out a total of $289,000.
- The City's Prosecutions Branch administers the Regina Municipal Division of Provincial Court and is responsible for prosecution of all bylaw offences in the community, except moving traffic violations and some provincial offences. In 2014, the City brought 1,098 charges to court on infractions ranging from parking, animal control, fire, zoning and building bylaw offences in an effort to promote public safety and harmonious use of public and private spaces.
- The Legal Department led the work on several fronts to improve overall governance and accountability for a number of the City-related organizations including:
  - Complete: Regina Exhibition Association Limited (REAL, operating as Evraz Place).
  - In development: Buffalo Pound Water Treatment Plant; Regina Regional Opportunities Commission; North Central Shared Facility; and Regina Civic Pension Plan.

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Parks

- The continued success of the Forestry Department resulted in less than one per cent of the 140,000 trees that make up Regina's urban forest being lost to disease or insect infestations such as Dutch Elm Disease, Black Knot and Fireblight. This loss represents an extremely high standard and is considered industry best practice.
- More than 2,000 sites were treated for mosquito control, an exceptional year when compared to the annual average of 1,200 sites. The need for this escalation in treatment was due to heavy rainfall, increasing the number of potential breeding sites for mosquitoes. The goal of the City is to ensure mosquito populations remain below the 10-year average. Despite the increased treatment in 2014, the weather resulted in mosquito populations higher than the 10-year average in July. However, by August, as a result of escalated effort, mosquito populations declined to below the 10-year average.

Planning

- To continue the development of Ross Industrial Park, the remaining parcels of City-owned land were sold – including the 47 acres that were serviced in 2013. The development of this parcel and the sale of land responds to pent up demand for industrial land in Regina.
- The City agreed to use Municipal Reserve land to accommodate new joint-use school sites. Although a new practice, this ensures that areas with greatest need for new schools will have them, while reducing overcrowding in existing schools.

Roads

- The City was able to rehabilitate 38 kilometres of road in 2014, an increase over what was accomplished in 2013. This was possible through:
  - The implementation of a new paving method, which allowed resources to be organized more efficiently.
  - The availability of additional financial resources due to the allocation of one per cent of the 2014 mill rate increase to the renewal of residential roads. The City developed a Proactive Repair Strategy in response to these new resources to stabilize the residential road network from further degradation.
- One bridge was rehabilitated in accordance with the bridge renewal plan. This plan is focused on ensuring the City's bridges are maintained in a safe and cost effective manner, assuring the community's safety.
- Ongoing monitoring of traffic changes and congestion resulting from growth led to improved traffic control with the installation of new traffic signals at six intersections in 2014. This is consistent with the number of new traffic controls which have been installed over the last few years.
- As part of the ongoing maintenance of assets to ensure the continued safety of pedestrians and vehicle passengers, the City rehabilitated traffic controls at 12 intersections and 12 pedestrian corridors. In 2014, the City increased the rate of renewal of traffic controls by investing more and establishing improved processes for managing the work.
- Using resources from the Alley Levy Program, the City continued to ensure that alleys perform as required by renewing and repairing 29 paved alleys and 13 kilometres of gravel alleys.

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Transit

- Ridership increased seven per cent to 6.6 million rides. This is the third year in a row that ridership has increased.
- After purchasing 15 new buses, the Transit fleet is now all low-floor accessible. This provides the opportunity for people with mobility devices to use regular Transit service instead of Paratransit service.
- To continually increase transit safety, 90 buses have had cameras installed on them. As fleet renewal takes place, new buses will be equipped with cameras.
- Paratransit lowered the refusal rate to 5.3 per cent from 8.2 per cent by providing an additional 2,500 trips.

Waste Management

- The landfill began a $10 million expansion that will extend its useful life for an additional 25 years.
- Waste Plan Regina is the guiding document used to help reduce waste and encourage recycling. A 19 per cent diversion rate was achieved through various landfill diversion options such as Regina's residential recycling service and the leaf and yard depots. To help reach the goal of a 40 per cent diversion rate by the end of 2015, a recycling program for multi-family residential units was approved to begin January 1, 2015.

Water/Wastewater

- Extreme low temperatures early in 2014 resulted in deep frost and a record number of frozen service connections. While the Water Works Department typically repairs five frozen connections a year, it restored service to more than 170 customers in 2014.
- Buffalo Pound Water Treatment Plant, which supplies Regina's water, won the "Waterville Taste Test" at the 66th annual Western Canada Water Conference and Exhibition.
- In the fall of 2014, the City used cost savings from one project to build two new berms to reduce the flooding risk along Wascana Creek in Les Sherman Park, and along 17th Avenue in Rotary Park. This will improve service levels to residents, and help to avoid costs in 2015 and every year thereafter, by reducing the need for sandbagging during the spring melt.
- The City renewed 14.3 kilometres of underground wastewater and stormwater pipes in 2014. The renewal was complete using cost-effective, trenchless technology that essentially relines the inside of an existing pipe with a new pipe instead of the traditional method of open trench digging. Not only cost-effective, this trenchless technology also minimizes service disruption and lowers green house gas emissions.

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Service Partners

The City of Regina works with a number of related organizations whose financial results are consolidated with those of City operations for the purposes of financial reporting. Most of these service partners also publish their own performance results annually. Some highlights are provided here:

Regina Police Service

The Regina Police Service (the Service) takes a lead role in providing public safety in the City of Regina. Recognition of this role is embodied in the Service's vision statement of "Working together to keep Regina safe."

2014 Highlights

The Strategic Plan 2011-2014 was based on four integrated areas of focus: service delivery; partnerships and community engagement; recruitment and employee development; and business processes and infrastructure.

Service Delivery

The Regina Police Service's Core Functions are emergency response, quality investigations and response to non-emergency calls, traffic safety, and crime prevention/community building. The anticipated outcomes of these efforts are crime reductions, increased public feelings of safety and security and decreased public fear of crime.

- There are 13 School Resource Officers working with 14 high schools, 75 elementary schools and approximately 10 alternative schools and programs. One of the 13 officers is dedicated to full afternoons with Law, Public Safety and Security (LPSS) class at Campus Regina Public.
- The Community Services Division implemented new advanced analytics and dashboards to identify hotspots for criminal activity and traffic accidents, as well as persons and addresses involved in frequent calls for service. This helps to provide earlier identification of emerging problems and enable proactive initiatives to curtail these problems before they escalate into something more serious.
- Continued focus on impaired drivers to enhance traffic safety. Impaired driving charges increased 30 per cent over 2012.
- The Graffiti Investigator has been in place for more than one year and clearance rates have been reduced from less than 10 per cent to more than 25 per cent.

Partnerships and Community Engagement

The Regina Police Service has a crucial role in reducing crime and increasing safety in Regina, but officers do not work alone in this endeavour. The Service requires assistance from the community, including public reporting of occurrences and providing input, so we can best meet the community's priorities. They also require assistance from local, provincial, and national partners who share stake in improving community well-being.

- The Citizens Police Academy (CPA) had two classes with 54 participants in 2014.
- The 11 and under Initiative (11UI) is a collaborative partnership aimed at supporting children who are identified as being at risk for involvement in the criminal justice system or at increased risk for victimization. The 11UI received 81 new referrals in 2014.
- The 2014 Regina Police Service Half Marathon attracted 1,052 runners and walkers, with 679 runners and walkers in the 21.1 kilometre course and 373 participating in the relay event.
- The 19th Annual Regina Police Service Showcase was held at Evraz Place in the spring, with approximately 7,000 people attending the open house throughout the day.
- The Regina Police Service's annual United Way Campaign raised nearly $20,000 in 2014.
- The results for the bi-annual Regina Police Service Community Perceptions Survey were extremely positive, reflecting high community satisfaction with the service provided, as well as high overall feelings of safety in Regina.

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Recruitment and Employee Development

A qualified, well-trained and motivated staff properly deployed is crucial to delivering optimal service to the people of Regina.

- Annual training for all sworn members included Firearms Training and Qualification, Defensive Tactics Training and Recertification, and Emergency First Aid, CPR and Automated External Defibrillator (AED) Training was successfully implemented and achieved 94 per cent participation.
- A comprehensive efficiency review was completed in 2014. This review identified a number of positions that could be converted, merged or eliminated to enable re-assignment of police officers within the organization, particularly to bolster the front line. These changes to the distribution of human resources will occur in 2015.

Business Processes & Infrastructure

The Service is committed to evaluating and adapting its facilities, equipment, and business processes to ensure they meet service objectives and the organization's needs are consistent with sound budgeting principles and reflect forward planning.

- The Regina Police Service Strategic Plan 2015-2018 was approved by the Board of Police Commissioners in October. The strategic themes that will guide organizational decision-making for the next four years are: Service; Communication; Our People; and Improvements.
- The Regina Police Service upgraded its radio system as part of the City of Regina's overall radio system upgrade.
- Due to its deteriorated condition, the Municipal Justice Building was effectively closed in 2014. Leased space was attained and developed to meet Regina Police Service (RPS) office needs, as well as to accommodate fleet services and fitness facility.
- The project to virtualize server systems was completed in 2014. Virtualization has reduced the physical requirements for data storage, including heating, ventilation and air conditioning for our server systems.
- Worked collaboratively with the City of Regina Facility Management Services Department to develop a facilities renewal plan for the Regina Police Service. The joint Facilities Renewal Project Steering Committee is finalizing the space needs assessment and will provide a closing report including next steps.
- An off-site location for data storage has been attained to better meet storage needs.

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Buffalo Pound Water Treatment Plant

In 2014, the Buffalo Pound Water Treatment Plant faced significant transition, specifically in formalizing the relationship between the Plant, the Plant Board of Directors, and the Cities of Regina and Moose Jaw, through a governance review and the implementation of the results. Watson, an external consulting firm, completed the short-term governance review and the recommendations were implemented by the Board in the first half of 2014, with the Plant and both Cities adopting the Governance Policy Manual and Governance Protocol. The Cities also commissioned Watson to assist with the medium-term recommendations in the last half of 2014.

The major capital project has progressed and the detailed design neared the 95 per cent stage for the ultra-violet disinfection system and Archimedes screw pump. The construction tender will be issued early in 2015.

The Plant electrical substation and related electrical work design proposal was approved with detailed design to commence in 2015. This capital work will allow the Plant to continue meeting regulatory requirements while mitigating some of the risks associated with the Plant's aging electrical system.

The backlog of the smaller capital projects has been moving forward with seven projects completed and two in design stage in 2014.

The long term program of renewal work, which identifies what is required to keep the 59 year old Plant operating into the future, was further developed and refined with the intent of minimizing risks and ensuring the Plant is in regulatory compliance. A financial pro forma was completed to allow the Cities of Regina and Moose Jaw to determine how this program of work could be delivered through the contemplated changes to the governance structure. The program of work will need further development in 2015 before it can move forward.

This year was the first year that the Plant developed its own Key Performance Indicators (KPIs). These KPIs will allow the Board and management team to better monitor the Plant's operations to ensure it is operating effectively and efficiently. The Plant also started to participate in the National Water & Wastewater Benchmarking Initiative which compares other similar water treatment plants across Canada in their operations and performance. Again, this will assist the Board in making decisions on the Plant's operations.

The Plant performed its first comprehensive risk assessment to identify and prioritize risks. This will help target where operating and capital funding should be allocated to mitigate significant risks. The risks were generally related to failure of infrastructure, source water issues and human resources.

The operating budget experienced a shortfall as water sales were down in 2014. It was a cool year with the average annual temperature two degrees Celsius lower than the 40 year historical average. Only six days had temperatures over 30 degrees Celsius when on average there would have been 23 days. It was also a wet year as the Plant had 654 millimetres of rainfall, significantly higher than the historical average of 283 millimetres. Expenditures were below budget, however they were not low enough to offset the low revenues from reduced water sales. The Buffalo Pound Lake's raw water quality was very poor in 2014. It has not improved since 2011 due to spring flooding and source water management issues. As a result, the Plant chemical dosages and treatment costs have been unprecedentedly high. The poor water quality is not expected to change for several years unless the Water Security Agency increases the flow through the Buffalo Pound Lake.

The Plant was in full regulatory compliance with respect to the quality of treated water provided to its customers: City of Regina, City of Moose Jaw, SaskWater and the Buffalo Pound Provincial Park which, when combined, serves more than 230,000 people.

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Regina Regional Opportunities Commission (RROC)

Important changes took place in 2014 at RROC, including a substantial internal effectiveness review which resulted in a new organizational framework and strategic focus for the organization.

RROC is now pursuing a sector development strategy that targets smart growth for Regina and region by exploiting our existing competitive assets and strengths. The strategy will include the development of strategic and competitive intelligence to assist the key industries and sub sectors of: machinery and equipment manufacturing; fabricated metal manufacturing; food processing; events, tradeshows and conventions; and tourism.

Other highlights include:

- Formation of an Events Alliance to collaborate on event attraction.
- New partnership with Regina Hotel Association.
- Signed Memorandums of Understanding (MOUs) on joint initiatives and information-sharing with: University of Regina, Canadian Manufacturers and Exporters, Association of Regina Realtors.
- Successful bids for 10 major events coming to Regina with a total economic impact of over $10 million.
- Launch of a new investment attraction tool, the Regina Regional Economic Profile.
- New multi-media tourism advertising and promotional campaigns including the "New Regina" video.
- Providing advisory services to more than 200 entrants to the Saskatchewan Immigrant Nominee Program who are seeking to start businesses in our community.

Regina Exhibition Association Limited (Evraz Place)

The Regina Exhibition Association Limited (REAL) marked the first year of the continuation of REAL as a non-profit corporation controlled by the City of Regina. REAL is an arms-length, entrepreneurial organization with the mandate for stewardship, development and programming for Evraz Place. It is governed by an independent competency-based volunteer Board of Directors appointed by City Council. REAL's profits are reinvested in the business and the assets of Evraz Place, which is owned by the City of Regina.

Some achievements for 2014 include:

- Reaching a profit of more than $1 million.
- Development of a conceptual design and costing for Phase 2 of the Master Infrastructure Plan.
- Ongoing participation in the planning, and supporting the construction, of the new Mosaic Stadium.
- Strong year for the Queensbury Convention Centre and the Food and Beverage Division.
- Ongoing capital repairs and maintenance for the site and buildings.
- Continued strong utilization of world class sport and recreation facilities.
- Hosted signature annual events which include the Canadian Western Agribition, Canada's Farm Progress Show, and the Queen City Ex.
- Hosted a wide range of entertainment events including Cirque Du Soleil's Dralion, Disney on Ice, Regina Pats hockey, and music concerts Phillip Phillips and Florida Georgia Line.

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Regina Downtown

The Regina Downtown Business Improvement District is an organization which provides a range of business and community services to promote and enhance downtown's unique assets, to improve conditions for businesses operating in the district, and improve the quality of life for those who shop, work, live and play downtown. The Downtown encompasses the 41 block area between Osler Street, Angus Street, Victoria Avenue, and Saskatchewan Drive. Regina Downtown's services supplement those provided by the City of Regina. Regina Downtown has been especially active in the last two years, with the additional responsibility of programming Regina's City Square Plaza.

Regina Downtown's results from the past year include:

- The *Info on the Go* team, which had 1,843 interactions while undertaking the following activities:
  - Working the mobile kiosk, Monday to Saturday from 11:30 a.m. to 3:30 p.m., at F.W. Hill Mall, the Farmers' Market and on City Square Plaza.
  - Working with Community Partners to assist with City Square Plaza programming.
  - Acquiring training such as First Aid, Safe Needle Pick-Up, and safety training from the Regina Police Service.
  - Attending a familiarization tour to obtain knowledge about various tourist attractions in Regina.
  - Checking various amenities downtown, such as the condition of sidewalks, light posts, garbage receptacles— along with monitoring graffiti downtown.
- Attendance at seven outdoor Cinema Under the Stars movie nights reached more than 10,000 people, a 100 per cent increase over the previous year.
- Four Downtown Dialogue meetings were held in 2014 to discuss safety and security in the downtown.
- Street Culture began the Street Culture Outreach Project Experience (SCOPE) program in early June to work with and mitigate the amount of street involved youth within the downtown. The SCOPE program ran Monday to Saturday, 5 to 10 p.m. through to the end of October.
- Almost 2,500 people took to the ice rink at Victoria Park, a 100 per cent increase over the previous year.
- In 2014, 155 bags of litter and garbage were collected in the downtown; this is over and above the garbage deposited in City of Regina waste bins.
- The removal of 96 graffiti tags.

Warehouse District

Regina's Warehouse Business Improvement District services 80 blocks of Regina, within the boundaries of Albert Street to Winnipeg Street and 4th Avenue to the CPR tracks. The Warehouse District is home to both modern and historic Chicago-style buildings, built in the early 1900s. In 2014, the Warehouse District achieved the following highlights:

- New District street banners were installed.
- Explored a Street Art Program for consideration in 2015.
- Broad & 7th Linear Park continues to be a work in progress.
- Participated in discussions on the City of Regina Railyard Renewal Project.
- Explored the potential of "heritage" style street lighting with SaskPower.
- Clean Up Day on May 24, 2014 had 12 enthusiastic volunteers collect 4.29 tonnes of trash. Since its inception in 2004, the total trash collected is 67.72 tonnes.
- Clean Up Crew in the District from May through October continued a partnership with the North Central Family Centre team.
- Improved security in the Warehouse District focusing on Labour Day weekend, the Saskatchewan Roughrider home game in September, and New Year's Eve.
- Annual Jane's Walk on May 3, 2014 saw 40 individuals attend an informative talk and walk around the block led by Rob Hubick from Heritage Regina.
- Published four editions of the newsletter.
- Regina & District Chamber of Commerce and Warehouse District piloted a Chamber event – "Discover Us" at the Regina Trades & Skills Centre on October 1, 2014. The event provided an opportunity to showcase the venue, Warehouse District members and provide some history on the BID.
- Explored the development of a Youth Strategy in the Warehouse District with stakeholders to inform planning work for 2015.

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Regina Public Library (RPL)

The progress at the RPL exemplified the vision to be a strategic community leader that inspires lifelong learning and literacy in a welcoming environment, while respecting and celebrating the unique diversity of Regina.

Several projects and initiatives took place, including:

- Gathering opinions and ideas from Regina citizens about the Central Library and its place in our community. A report was developed to provide the RPL Board of Directors with key information about how best to move forward with the Central Library.
- Partnering with the City and other groups to continue work on the development of the North Central Shared Facility (NCSF).
- Introducing self-check machines into the Central Library and Central Children's Library. The self-service model is prevalent in large public libraries, and strengthens RPL's ability to ensure patron privacy, as well as minimize routine service line ups.
- Introducing a Literacy Café at the Glen Elm Branch, where patrons can learn or improve their English and study for the International English Language Testing System (IELTS) or General Education Development (GED) exams. A similar café also exists at Central Library.

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

INTRODUCTION

The City of Regina 2014 Annual Financial Report contains the audited Consolidated Financial Statements prepared in accordance with principles and standards established by the Public Sector Accounting Standards (PSAS) of the Chartered Professional Accountants of Canada, as required by *The Cities Act*.

The discussion and analysis of the City of Regina's financial performance provides an overall review of the City's financial activities for the fiscal year ended December 31, 2014. The intent of this discussion and analysis is to look at the City's financial performance as a whole; readers should review the "Introduction" and "City of Regina Performance in 2014" contained within the Annual Report, notes to the financial statements and financial statements to enhance their understanding of the corporation's service efforts and accomplishments from both financial and non-financial perspectives.

HIGHLIGHTS

The consolidated financial statements combine the financial results of the City's divisions with the financial results of the agencies that are accountable to and controlled or owned by the City. These include:

- Regina Downtown Business Improvement District
- Regina's Warehouse Business Improvement District
- Regina Regional Opportunities Commission
- Regina Public Library
- Buffalo Pound Water Administration Board
- Regina Exhibition Association Limited

Key financial highlights for 2014 are as follows:

- The 2014 Consolidated Financial Statements report net financial assets of $52.0 million, a decrease of $55.9 million from $107.9 million at the end of 2013. Net financial asset position indicates financial resources are on hand to finance future operations.

- The 2014 Consolidated Financial Statements also show an excess of revenues over expenses of $146.7 million compared to $153.2 million 2013.

- The City's accumulated surplus increased from $1.447 billion at the end of 2013 to $1.611 billion at December 31, 2014. Virtually all of the accumulated surplus is tied up in non-financial assets, such as tangible capital assets. Non-financial assets were $1.558 billion at the end of 2014. Net financial assets are a better indicator of the financial resources on hand to finance future operations.

- Revenues increased by $93.9 million and expenses increased $100.4 million from 2013. The reason for the increase in revenue is primarily due to the increase in the mill rate and consolidation of Regina Exhibition Association Ltd.

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

- The City's reserves increased by $6.9 million to $210.7 million.

Demographic and Economic Information

	2014	2013	2012	2011	2010
Population (Census Metropolitan area)*	217,490	211,202	205,660	197,470	195,650
Building permits					
Number	3,229	3,300	3,342	2,790	2,539
Values ($000)	628,109	734,737	773,273	547,700	426,800
Urban dwelling starts	1,954	3,122	3,093	1,694	1,347
Inflation rate for Regina (%)	2.4%	1.7%	1.8%	2.9%	1.5%
GDP Growth for Regina (%)	3.3%	3.5%	4.2%	6.1%	2.3%
Unemployment rate (%)					
Regina	4.2%	3.7%	3.6%	5.3%	4.8%
Saskatchewan	3.8%	4.0%	4.7%	5.0%	5.2%
Canada	6.9%	7.1%	7.2%	7.4%	8.0%
Average selling prices of homes ($)	313,903	311,047	301,332	268,000	258,000

* Population figure is for the Regina Census Metropolitan Area (CMA) as obtained from Statistics Canada, 91% of the CMA population is in Regina proper.

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Financial Statement Discussion & Analysis

(in thousands of dollars)

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REVENUES

The City of Regina had total operating and capital revenue of $680.5 million in 2014. This is an increase of $93.9 million. In the majority of revenue categories, actual revenues exceeded previous year's revenues.

Table 1: Revenues - Budget to Actual and Prior Year Comparison

	2014 Budget	2014 Actual	Budget Variance Favourable (Unfavourable)	2013 Actual	Year over Year Increase (Decrease)
Taxation	213,538	216,711	3,173	200,326	16,385
Fees and charges	184,512	193,182	8,670	161,208	31,974
Government transfers	112,837	88,684	(24,153)	74,335	14,349
Electrical distribution	20,636	23,124	2,488	20,596	2,528
Licenses, fines and levies	14,510	13,394	(1,116)	11,814	1,580
Gas distribution	5,800	7,587	1,787	6,739	848
Interest and penalties	1,285	1,661	376	1,406	255
Interest on portfolio investments	13,108	15,024	1,916	9,665	5,359
Realized gains (loss) on portfolio investments	-	3,488	3,488	(1)	3,489
Service agreement fees	3,087	10,979	7,892	25,374	(14,395)
Land sales	3,503	7,735	4,232	18,128	(10,393)
Other	7,734	7,119	(615)	10,060	(2,941)
Contribution of tangible capital assets	-	37,745	37,745	46,980	(9,235)
Restructuring	-	54,086	54,086	-	54,086
	580,550	680,519	99,969	586,630	93,889

The schedule above includes both operating and capital revenues.

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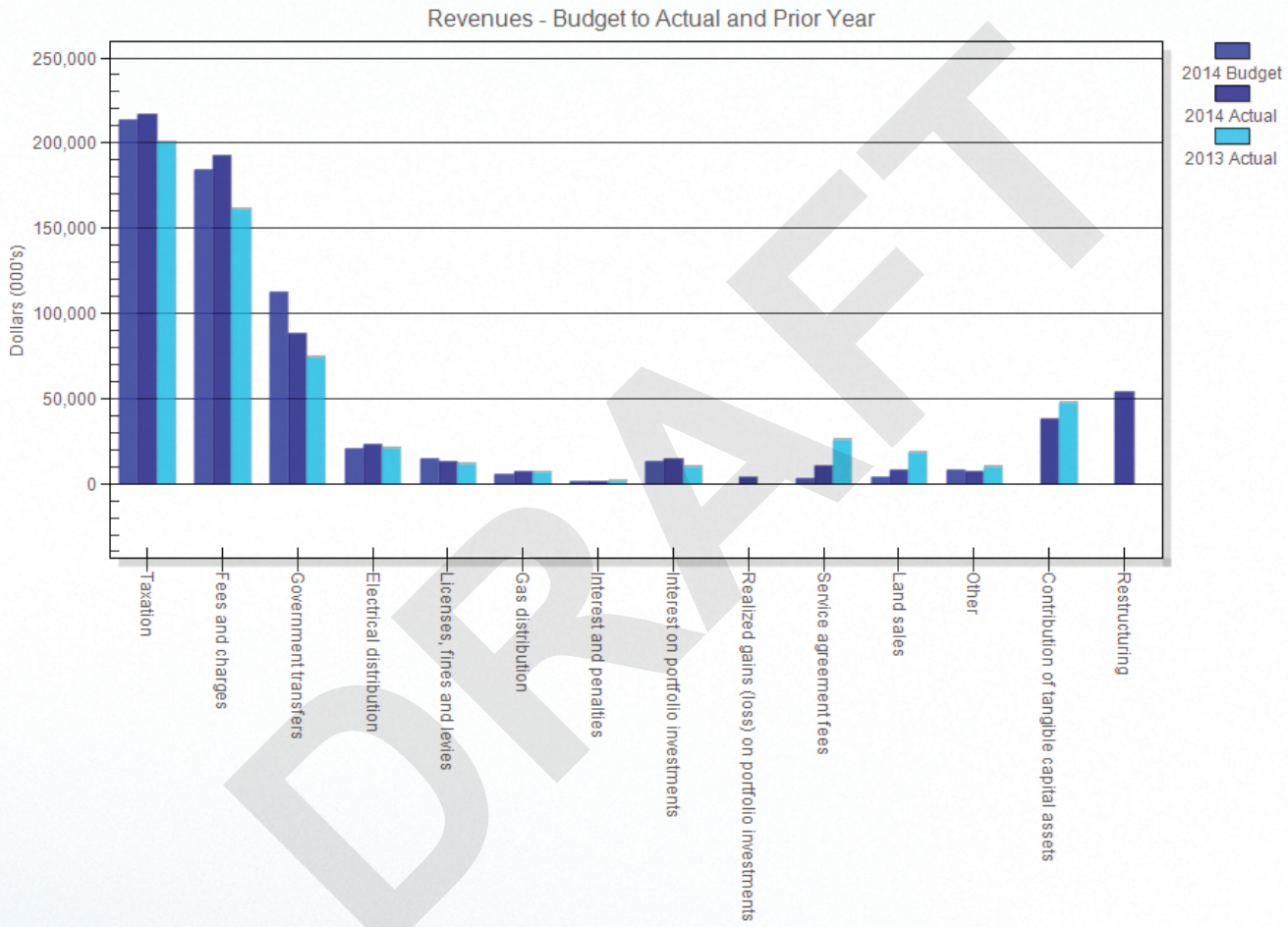
(in thousands of dollars)

December 31, 2014

Table 2: Revenues - Budget to Actual and Prior Year



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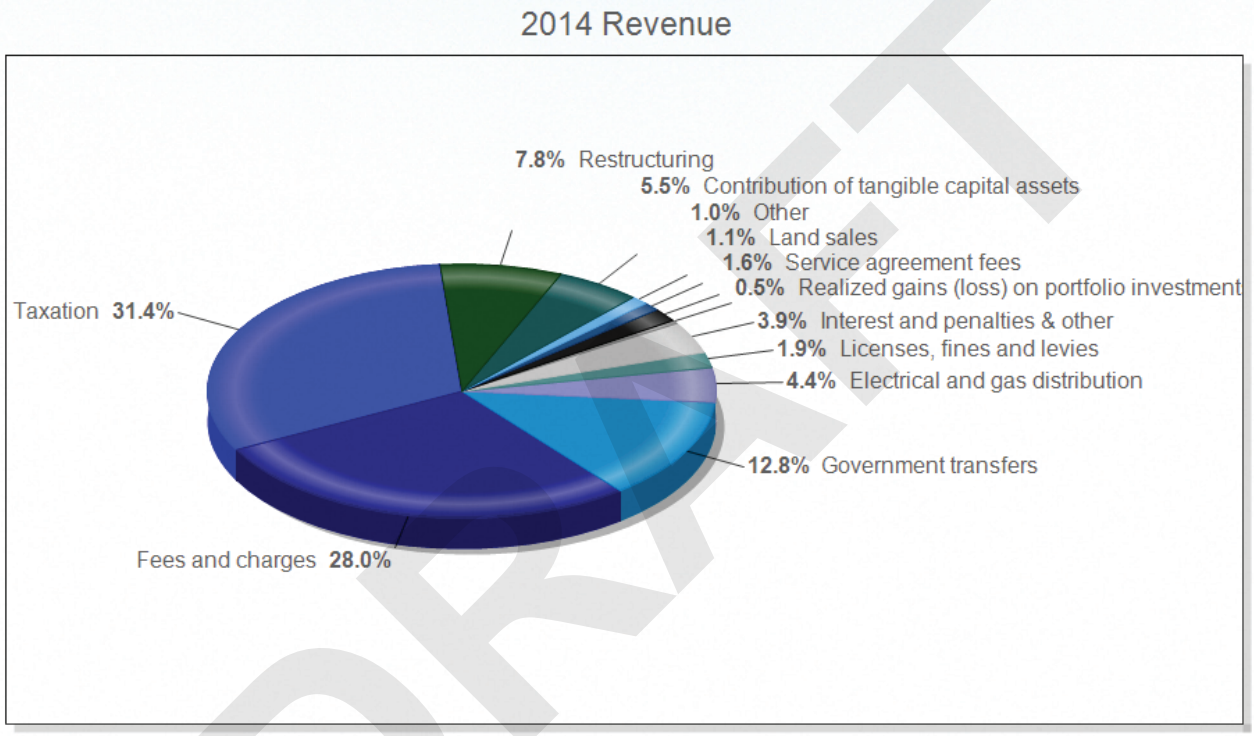
(in thousands of dollars)

December 31, 2014

Of the total revenue earned in the year, more than 60% is attributed to taxation and fees.

Table 3: 2014 Revenue by Type



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Taxation revenue for 2014 was $16.4 million higher compared to 2013 primarily due to the number of properties coming onto the assessment roll during the year and a 5.88% increase in the mill rate. The City's taxable assessment roll grew by approximately 2% primarily due to new construction.

Fees and charges for 2014 were $32.0 million higher than 2013 due to Regina Exhibition Association Ltd. (REAL) being consolidated; REAL had $22.5 million in fees and charges. There was also an increase in sewer service charge, waste management fees, parking revenue and landfill charges which totaled $8.0 million.

Government transfers were $24.1 million below budget primarily due to RRI provincial grant which was budgeted at $44 million, and the actual amount recognized in 2014 was $25 million. The variability with budget is also due to capital grants, which vary from year to year. Government transfers in 2014 were $14.3 million higher than 2013 primarily due to the Provincial Grant received for the Stadium.

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(in thousands of dollars)

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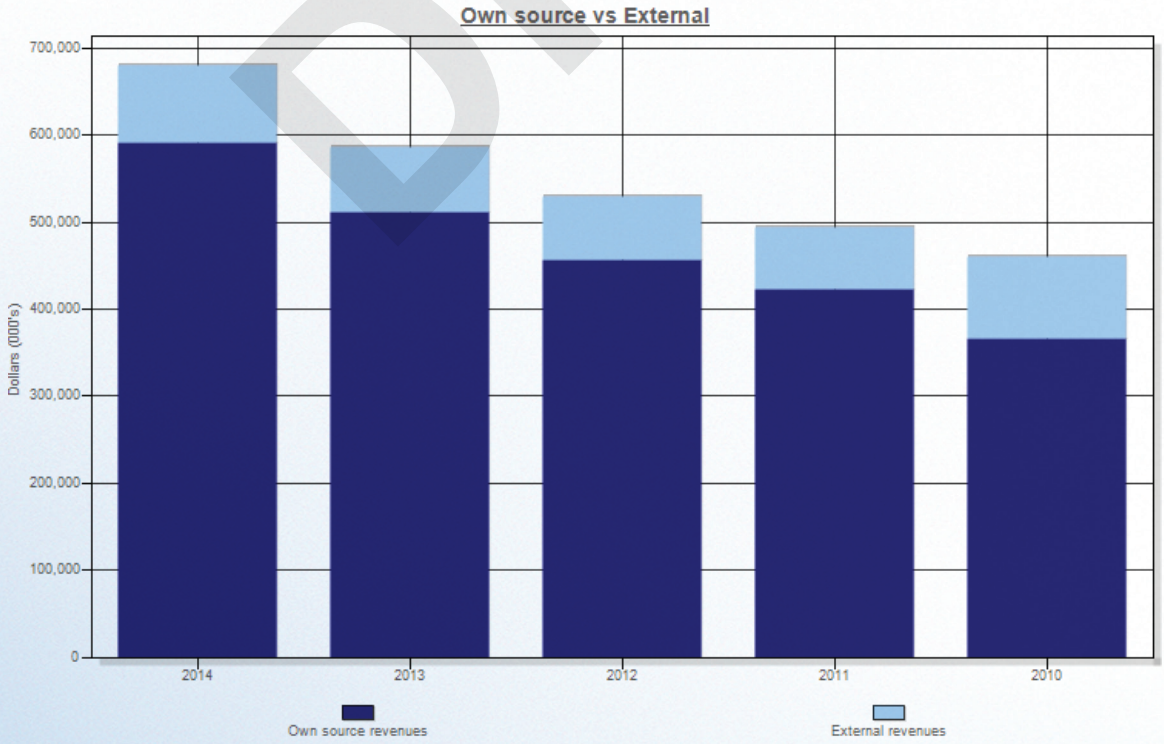
Service agreement fees for 2014 were $14.4 million lower than 2013. When a servicing agreement is entered into between the City and a developer, the fees collected are inflows of cash or accounts receivable to the City. Parks, roads and dedicated lands are initially recorded as deferred revenue pursuant to the revenue recognition principles. They are recorded as revenue when they are allocated to eligible projects. Utility servicing agreement fees is recorded as revenue upon receipt or signing of new SAF agreements in accordance with revenue recognition principles. Servicing agreement fees collected in a given year per agreements entered into are recorded as revenue or deferred revenue based on these principles. Deferred revenues related to servicing agreement fees increased from 2013 to 2014.

Contribution to tangible capital assets for 2014 were $37.7 million above budget since this item is not budgeted for. This revenue includes tangible capital asset, such as land, roads, and underground networks that the City receives at no cost or below fair market value as per development agreements. However, the City will be expected to maintain and rehabilitate these assets from this point forward.

Restructuring for 2014 was 54.1 million due to the consolidation of REAL.

The City's financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public, obligations to creditors, employees and others. An assessment of the City's sustainability, flexibility and vulnerability indicators are presented within the "Official Community Plan Results" presented earlier in this document. In addition to the sustainability, flexibility and vulnerability described on page 32 and 33, Table 4 reflects a comparison of own-source revenue to external revenues.

Table 4: Own Source vs External Revenue



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(in thousands of dollars)

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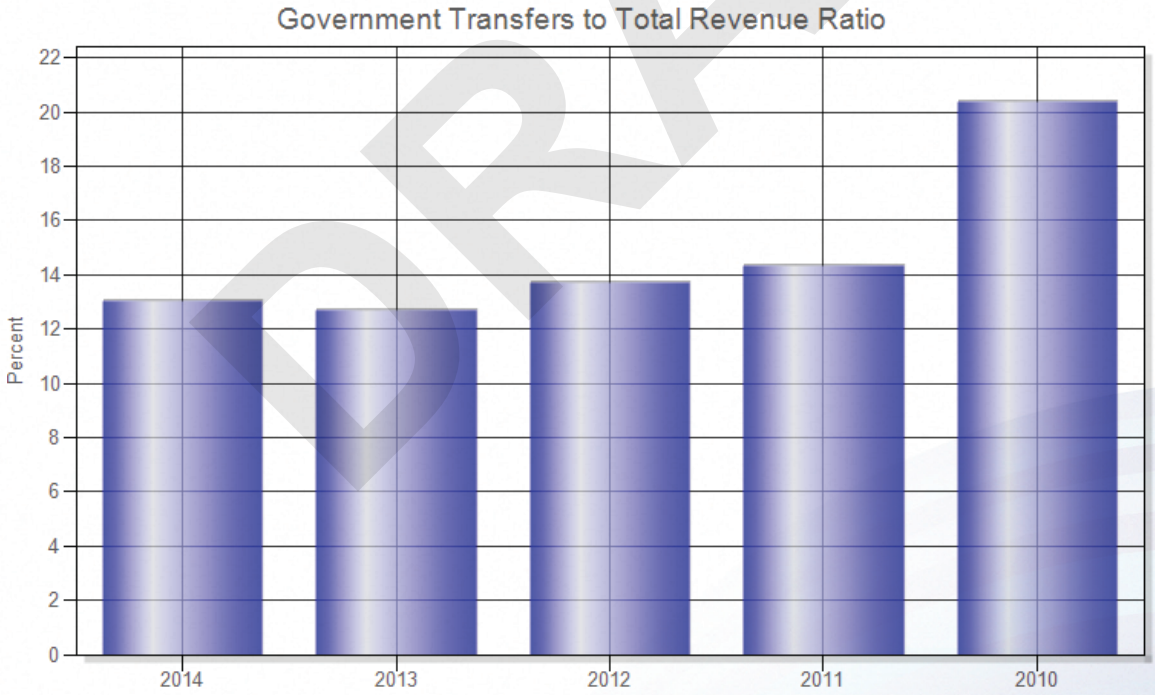
Own-source revenues, which include taxation, have increased over the past five years and external revenues have decreased, indicating that the City is becoming more self-sufficient in meeting its service level commitments. This is an indication of a decrease in the City's degree of vulnerability as a result of its reduction in a dependency on other levels of government for revenues. The City has decreased its reliance on government transfers from 21.2% of total revenue in 2010 to 13.0% in 2014, meaning the City is more able to fund essential programs and services from own-source revenues.

Vulnerability

One measure of vulnerability is Federal and Provincial government transfers to total revenues. An increasing dependence on other levels of government for revenues means that the City is increasingly vulnerable to the fiscal decisions of another. Reduced dependence on government transfers may reduce vulnerability but it could also impair sustainability if a government's own tax base has to replace the revenues lost from a reduction in transfer payments. A government that reduces its dependence on government transfers and correspondingly reduces its spending may avoid impairing its sustainability, but it could produce dissatisfaction among constituents.



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(in thousands of dollars)

December 31, 2014

Table 5 provides a summary of the total revenue collected over the last five years. The top five revenue sources include taxation, government transfers, education distribution, fees and charges, and contribution of tangible capital assets (Table 6).

Table 5: Revenue Summary (Five Years)

Revenue Summary

	2014	2013	2012	2011	2010
Taxation	216,711	200,326	174,843	165,224	154,746
Fees and charges	193,182	161,208	148,209	132,470	117,503
Government transfers	88,684	74,335	72,452	70,733	93,723
Electrical distribution	23,124	20,596	30,075	30,061	28,633
Licenses, fines and levies	13,394	11,814	11,421	11,097	10,166
Gas distribution	7,587	6,739	5,620	6,645	6,875
Interest and penalties	1,661	1,406	1,261	1,366	2,018
Interest on portfolio investments *	15,024	9,665	8,580	9,484	n/a
Realized gains (loss) on portfolio investments *	3,488	(1)	3,006	3,963	n/a
Service agreement fees	10,979	25,374	14,696	18,875	12,537
Land sales	7,735	18,128	2,667	9,871	3,636
Other	7,119	10,060	4,062	3,483	2,221
Contribution of tangible capital assets	37,745	46,980	51,753	29,711	27,386
Restructuring	54,086	-	-	-	-
	680,519	586,630	528,645	492,983	459,444

*The City did not start separately tracking interest on portfolio investments, and realized gains on portfolio investments, until 2010. The 2010 balances included interest and penalties.

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(in thousands of dollars)

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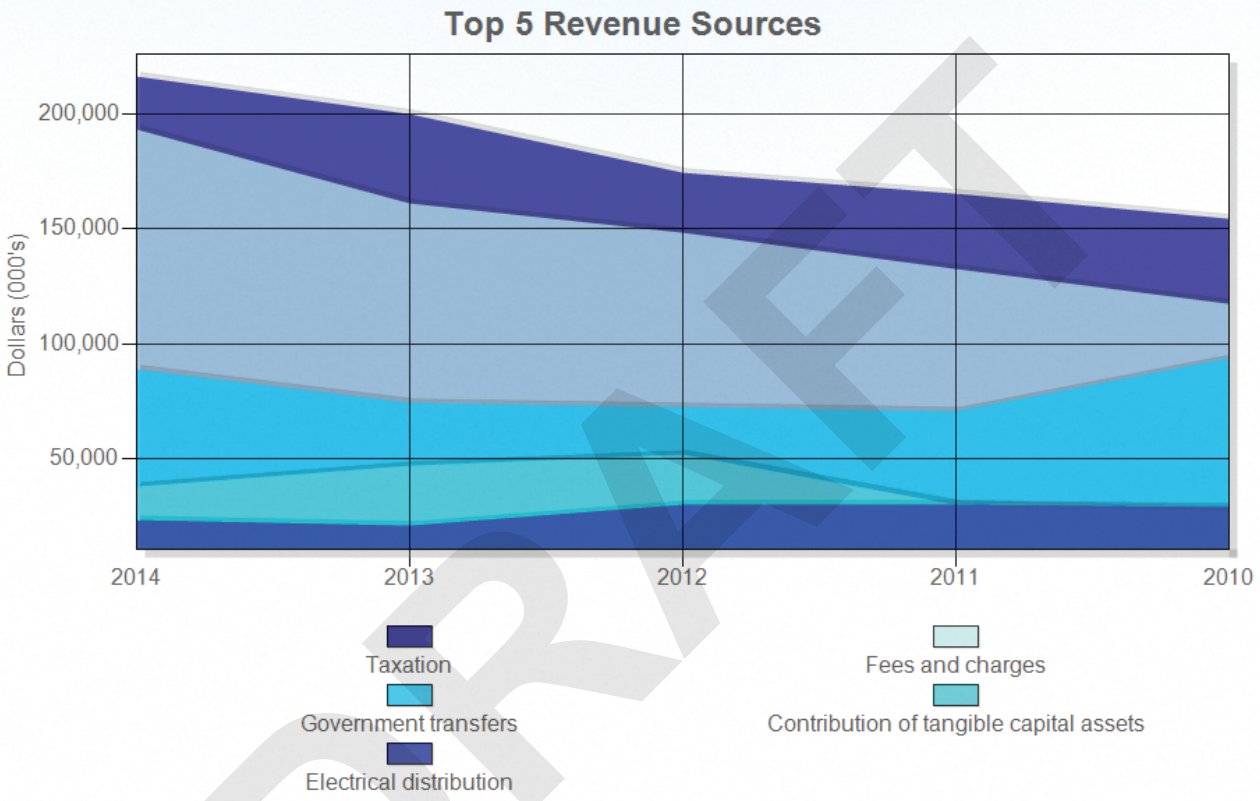
Table 6: Top Five Revenue Sources



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Further detail on these five sources of revenue and the historical trend are described below.

Taxation revenue generally increases with growth and tax rate increases.

Taxation revenues result from municipal and library taxes levied on all properties in the City and business improvement levies assessed by the Business Improvement Districts on properties in the districts.

Property taxes are calculated by applying a mill rate and mill rate factor to each property assessment. The mill rate and mill rate factor together are known as the tax rate.

Taxable assessment	x	Mill rate	x	Mill rate factor	=	Property tax

Taxable Property Assessment
(in thousands of dollars)

Year	Total
2014	19,182,276
2013	18,611,010
2012	9,636,508
2011	9,470,294
2010	9,263,912

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(in thousands of dollars)

December 31, 2014

Mill Rates					Business Improvement Levies	
Year	Municipal	Schools	Library	Total	Regina Downtown	Regina's Warehouse Business Improvement District
2014	8.9371		0.9216	9.8587	0.7388	0.7588
2013*	8.4404		0.8947	9.3351	0.7388	0.7588
2012	15.1059		1.6221	16.7280	0.8874	0.9785
2011	14.5389		1.5919	16.1308	0.8533	0.9785
2010	13.9797	-	1.5401	15.5198	0.8205	0.9785

* 2013 was a reassessment year and the mill rates and business improvement levies were restated to revenue neutral rates. The revenue neutral rates for 2013 were as follows:

Municipal mill rate - 8.4404
Library mill rate - 0.8947
Regina Downtown levy - 0.7388
Regina's Warehouse Business Improvement District levy- 0.7588

For 2010-2012 the rates are inclusive of any approved mill rate or levy increase.

- The Provincial Government announced changes to the way education costs are funded by the province and to the way that education property taxes are calculated beginning in 2009:

- The province now sets province wide mill rates to calculate the education tax for properties.
- The education tax credit program has been discontinued and education tax credits no longer apply.
- The province has changed the level of direct funding for school boards.
- The Province wide mill rates for 2010 are: Agricultural at 7.08, Residential (including Condominiums and Multi-family) at 10.08, Commercial & Industrial (tiered rates) – Assessment up to $499,999 at 12.25, Assessment of $500,000 to $5,999,999 at 15.75 and Assessment of over $6,000,000 at 18.55.

	Municipal Mill Rate Factors				
Property Class/Subclass	2014	2013	2012	2011	2010
Residential	0.87880	0.87880	0.90059	0.90059	0.90059
Condominiums	0.87880	0.87880	0.90059	0.90059	0.90059
Multi family residential	0.87880	0.87880	0.90059	0.90059	0.90059
Commercial and Industrial	1.32901	1.32901	1.22945	1.22945	1.22945
Golf courses	0.86359	0.86359	0.92187	0.92187	0.92187
Agriculture	1.32901	1.32901	1.22945	1.22945	1.22945

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Tax Levies and Collection

	2014	2013	2012	2011	2010
Municipal tax levy	197,821	170,239	158,121	149,201	139,614
School boards tax levy	119,687	115,717	115,480	112,162	114,690
Library tax levy	18,890	17,818	16,722	16,023	15,132
Total tax levy	336,398	303,774	290,323	277,386	269,436
Tax levy per capita - Municipal*	910	807	699	689	648
Tax levy per capita - School boards*	550	548	511	517	533
Tax levy per capita - Library*	87	84	74	74	70
Total tax levy per capita* ($)	1,547	1,438	1,284	1,280	1,251
Tax levy per household - Municipal**	2,307	1,986	1,859	1,755	1,642
Tax levy per household - School boards**	1,396	1,350	1,359	1,320	1,349
Tax levy per household - Library**	220	208	197	189	178
Total tax levy per household** ($)	3,923	3,544	3,415	3,264	3,169
Tax arrears, end of year (prior to allowance for doubtful accounts)	4,740	4,740	4,740	5,004	5,258
Arrears as a % of total tax levy	1.41%	1.56%	1.63%	1.80%	1.95%

* Population figure is for the Regina Census Metropolitan Area (CMA) as obtained from Statistics Canada, 91% of the CMA population is in Regina proper.

** Household figure from Stats Canada 2011 census (85,730) is for the Census Metropolitan Area. The 2010 to 2011 figures were based off the 2006 census (84,998).

*** Next census will be in 2016.

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Major Property Taxpayers in Regina in 2014

	Registered Owner	Total Taxable Assessment	% of Total Taxable Assessment
1.	Consumers' Co-operative Refineries Limited	245,455	1.28%
2.	Harvard Developments Inc.	145,489	0.76%
3.	Cornwall Centre Inc.	118,220	0.62%
4.	HDL Investments Inc.	97,194	0.51%
5.	Gordon Road Property Holdings Inc.	96,643	0.50%
6.	Boardwalk REIT Properties Holdings Ltd.	164,583	0.86%
7.	Westdale Construction Co. Limited	56,281	0.29%
8.	First Willow Developments Ltd.	55,890	0.29%
9.	Boardwalk REIT Properties Holdings Ltd.	58,435	0.30%
10.	Regina Airport Authority	59,260	0.31%
11.	101143561 Saskatchewan Ltd.	-	-%
12.	Fortis Properties Corporation	45,806	0.24%
13.	Enbridge Pipelines Inc.	43,489	0.23%
14.	Loblaw Properties West Inc.	44,223	0.23%
15.	Arts Victoria Square Ltd.	44,729	0.23%
	Total	1,275,697	6.65%
	Total 2014 taxable assessment	19,182,276	-

The list of major taxpayers does not include properties where grant or payments in lieu of property tax are paid.

Fees and charges revenue has generally increased due to rate increases, with some increase over the past few years due to higher building activity. The largest portion of the increase is attributable to increased water and sewer utility rates required to fund infrastructure improvement to meet water and sewer treatment quality standards.

Government transfers includes both operating and capital transfers and reflects the variability in various Federal and Provincial capital grant programs. The Provincial municipal operating grant (previously known as revenue sharing grant) is the largest single grant program available to the City of Regina. The following graph shows the Provincial municipal operating grants received by Regina since 1990.

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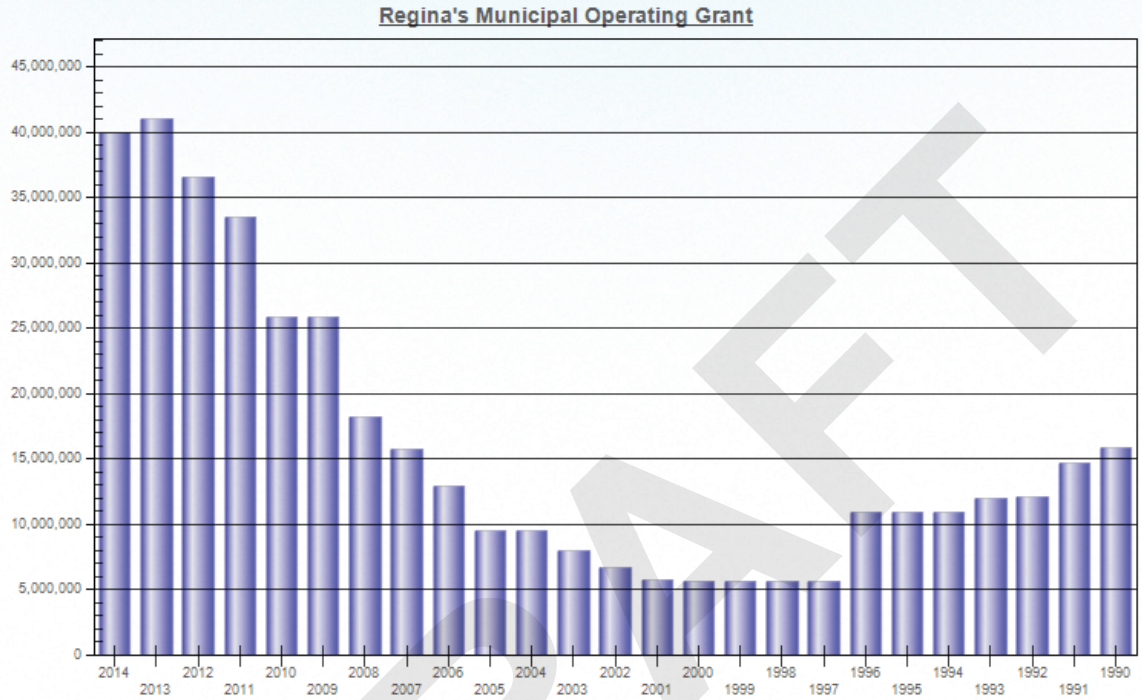
Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014



Electrical and gas distribution revenues reflect a trend of increasing rates for electricity and volatile rates for natural gas. Electrical consumption has been relative steady over the past ten years. Natural gas consumption increased by 4.7% in 2008, increased by 10.8% in 2009, decreased by 10.1% in 2010, increased by 1.1% in 2011,decreased by 6.5% in 2012 and increased by 9.2% in 2013.

Contribution of tangible capital assets reflect a trend of increased development in the City.

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EXPENSES

The total operating expenses incurred by the City of Regina totaled $533.8 million in 2014. This is an increase of $100.4 million (23.2%) from 2013, this increase is due to the consolidation of REAL and a combination of population growth and inflation. The population has increased by 2.9% in 2014 and the Municipal Price Index for Regina in the same period was 3.34%. Therefore, the combined increase of 6.54% contribute to increased City's expenses.

Table 7: Expenses – Budget to Actual and Prior Year Comparison

	2014 Budget	2014 Actual	Variance Favourable (Unfavourable)	2013 Actual	Increase (Decrease)
Parks, recreation and community services	94,951	95,132	(181)	64,050	31,082
Police	75,643	101,740	(26,097)	73,308	28,432
Legislative and administrative services	66,917	67,742	(825)	61,147	6,595
Water, wastewater and drainage	72,241	66,986	5,255	61,435	5,551
Roads and traffic	61,932	56,787	5,145	52,085	4,702
Fire	46,365	45,912	453	44,083	1,829
Transit	35,222	38,482	(3,260)	34,312	4,170
Waste collection and disposal	22,727	32,014	(9,287)	19,712	12,302
Grants	7,071	3,856	3,215	4,459	(603)
Planning and development	18,996	25,192	(6,196)	18,888	6,304
	502,065	533,843	(31,778)	433,479	100,364

The schedule above includes both operating and capital expenses.

Of the total expenditures incurred, almost 62% is attributed to four areas: Parks, recreation and community services; Police; Legislative and administrative services and Water, wastewater and drainage. .

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Table 8: Expenses – Budget to Actual and Prior Year

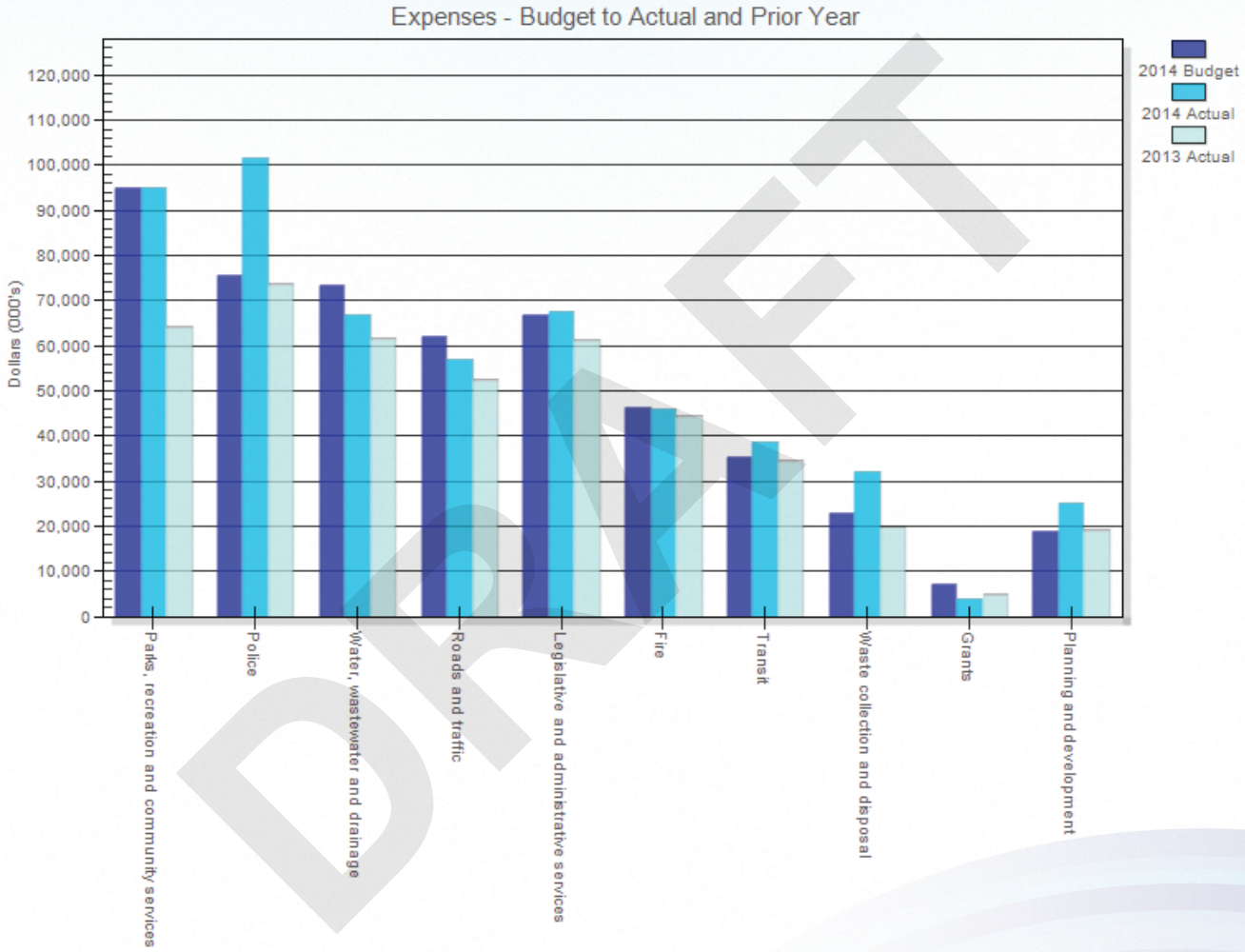

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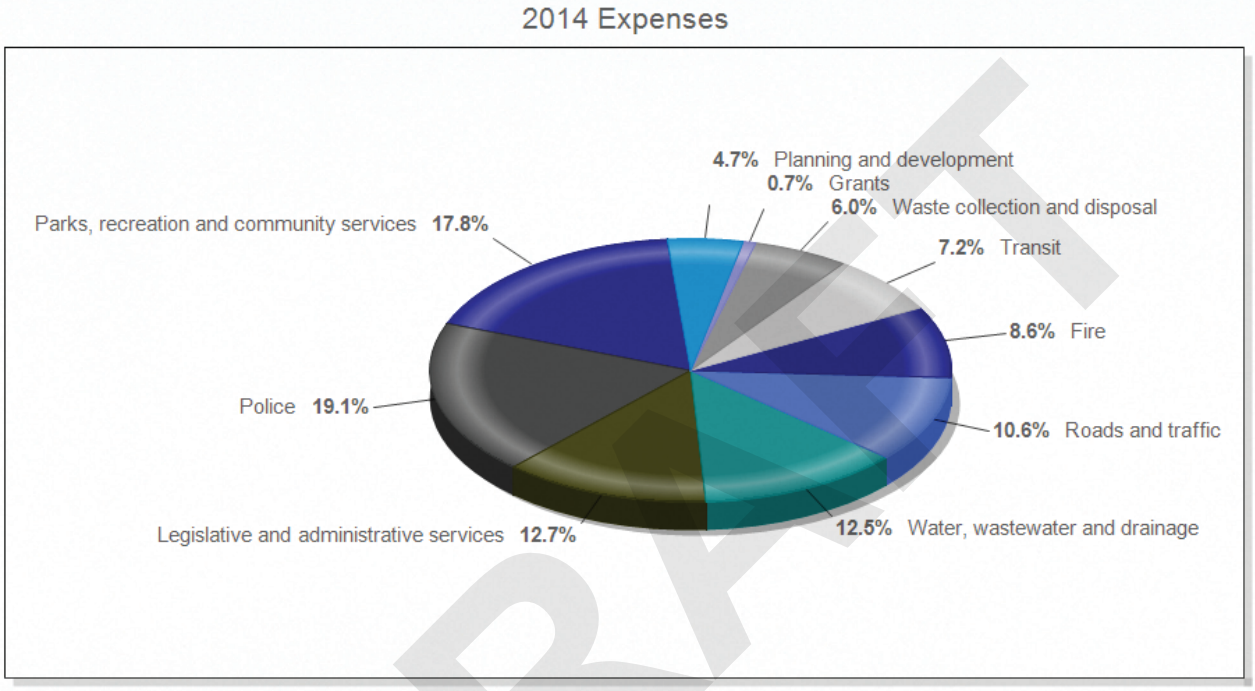
Table 9: 2014 Expense by Type



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Water, wastewater and drainage expenses were $5.5 million higher than 2013 due to an increase in payments made to EPCOR for existing facilities operation and maintenance payments. Amortization expense and wages and benefits also increased during the year relating to water, wastewater and drainage.

Legislative and administrative services expenses were $6.6 million higher than 2013 due to an increase in debenture debt interest. The City took out $200.0 million in debt in 2014 and therefore interest costs were much higher.

Parks, recreation and community services expenses exceeded 2013 actual by $31.0 million. The main reason for the increase is the consolidation of REAL.

Transit expenses were $4.1 million above 2013 results due to an increase in wages and benefits as well as an increase in fleet costs.

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An analysis of the significant trends in expenses indicate that while the City of Regina's expenses have increased by $151.8 million over the last five years (Table 10), the increase is less than the five year increase in revenues indicating that the corporation has maintained sufficient funding to support the current level of services. Table 11 provides a graphic representation on the historical expenses by department.

Table 10: Expense Summary (Five Years)

	2014	2013	2012	2011	2010
Parks, recreation and community services	95,132	64,050	61,422	61,593	57,843
Police	101,740	73,308	69,156	65,229	64,856
Legislative and administrative services	67,742	61,147	57,510	54,055	46,244
Water, wastewater and drainage	66,986	61,435	63,392	56,153	56,409
Roads and traffic	56,787	52,085	45,783	52,397	50,550
Fire	45,912	44,083	43,575	40,950	38,283
Transit	38,482	34,312	31,049	30,494	28,085
Waste collection and disposal	32,014	19,712	30,977	8,490	13,467
Grants	3,856	4,459	4,575	3,968	14,932
Planning and development	25,192	18,888	14,167	13,166	11,378
Total	533,843	433,479	421,606	386,495	382,047

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Financial Statement Discussion & Analysis

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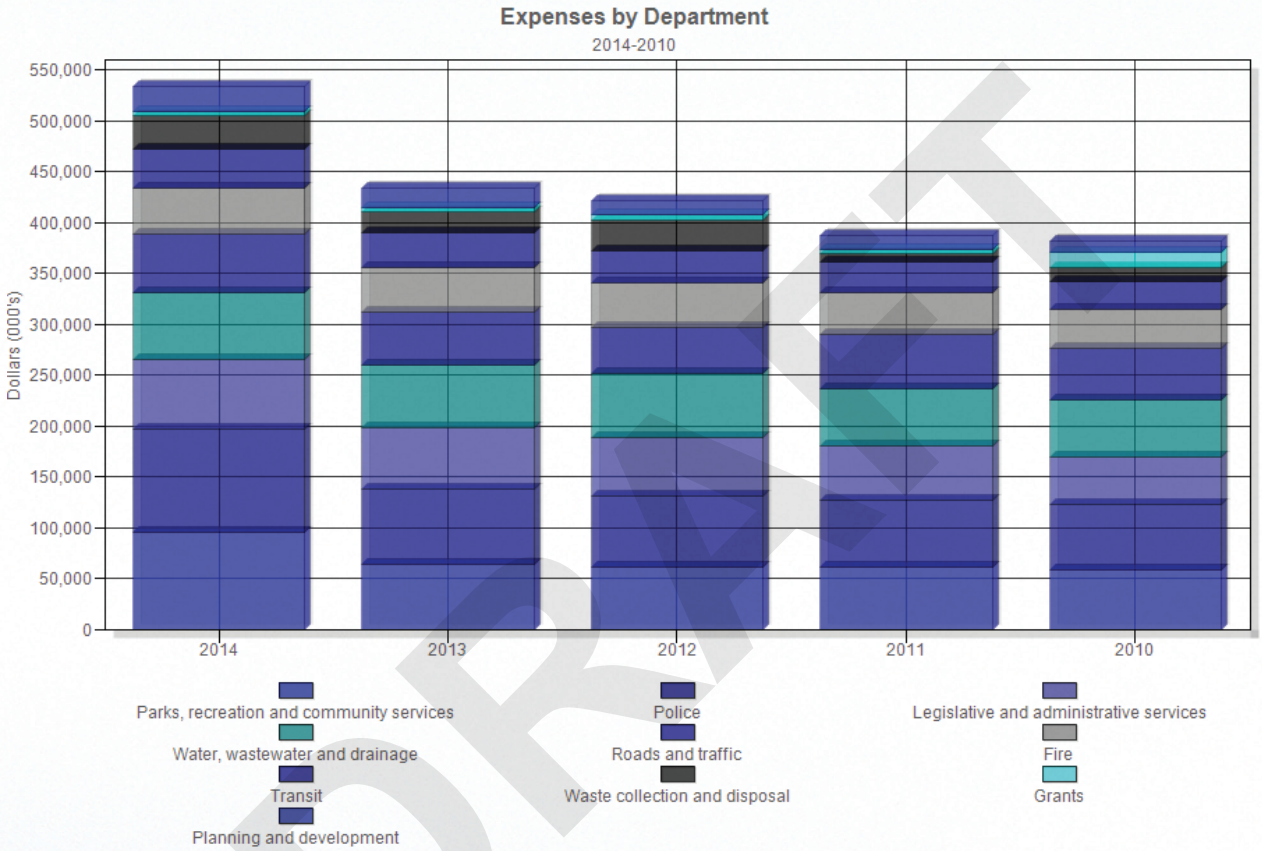
December 31, 2014

Table 11: Expenses by Department



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Approximately 80% of the total expenses incurred by the City of Regina are attributed to wages and benefits, materials and contracted and general services. This has remained relatively constant for the last five years with wages and benefits making up more than 50% of the costs and material, supplies and contracted services being almost 30% (Table 12).

The increase in wages and benefits over the past five years has generally been due to increases in labor costs and an increase in the number of employees. The number of people employed by the City of Regina in the last five years, including casual staff, is as follows:

2014 - 3,840
2013 - 3,604
2012 - 3,579
2011 - 3,500
2010 - 3,390

Financial Statement Discussion & Analysis

(in thousands of dollars)

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Table 12: Expense by Object

	2014	2013	2012	2011	2010
Wages and benefits	282,881	226,631	218,347	210,247	200,941
Materials, supplies and other goods	84,794	70,867	70,456	71,566	70,696
Contracted and general services	71,357	52,065	55,474	30,287	29,277
Transfer payments/grants	4,720	5,485	5,942	4,866	15,839
Utilities	15,380	16,110	12,557	14,124	13,163
Interest and bank charges	8,395	3,567	3,547	4,010	4,330
Amortization of tangible assets	66,316	58,754	55,283	51,395	47,801
Total	533,843	433,479	421,606	386,495	382,047

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December 31, 2014

Table 13 and 14 provide a graphic display of the total expenses by object.

Table 13: Expense by Object

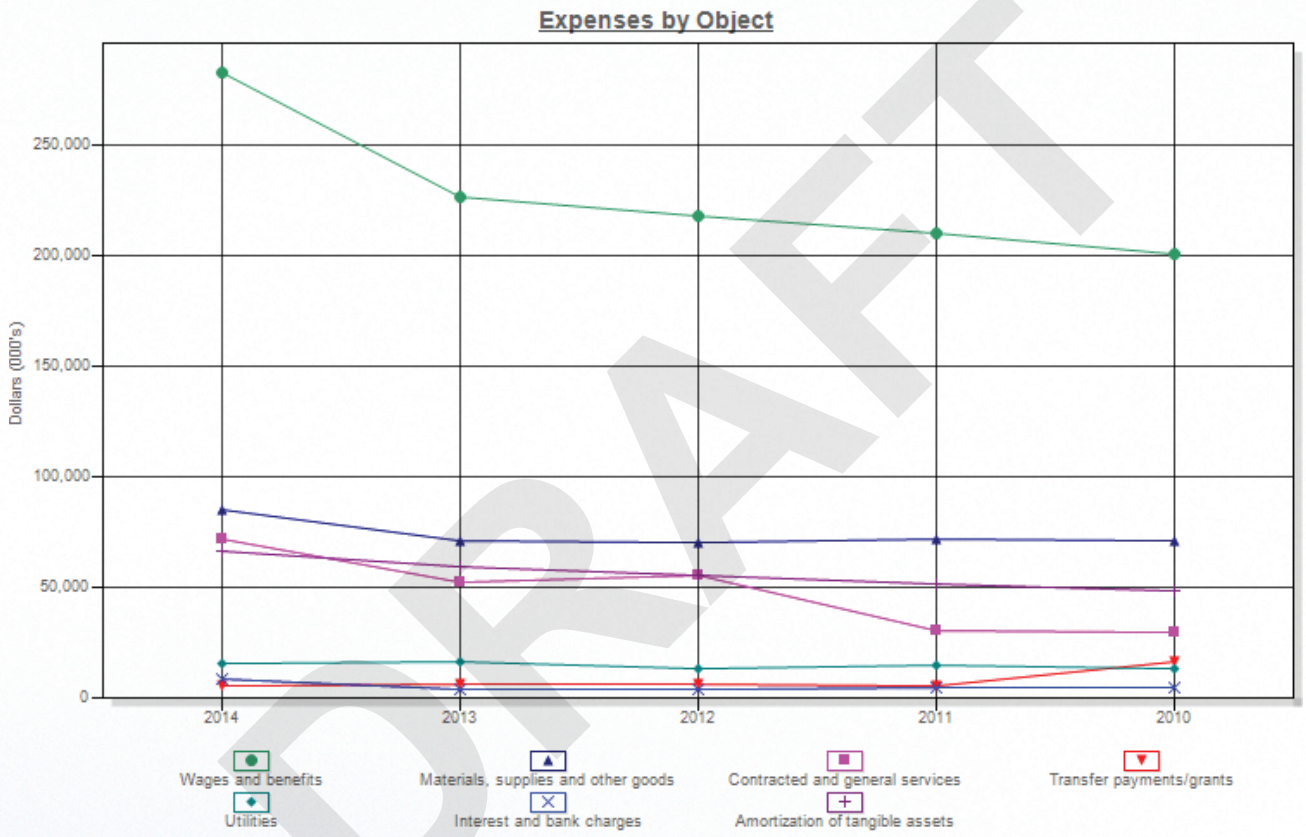

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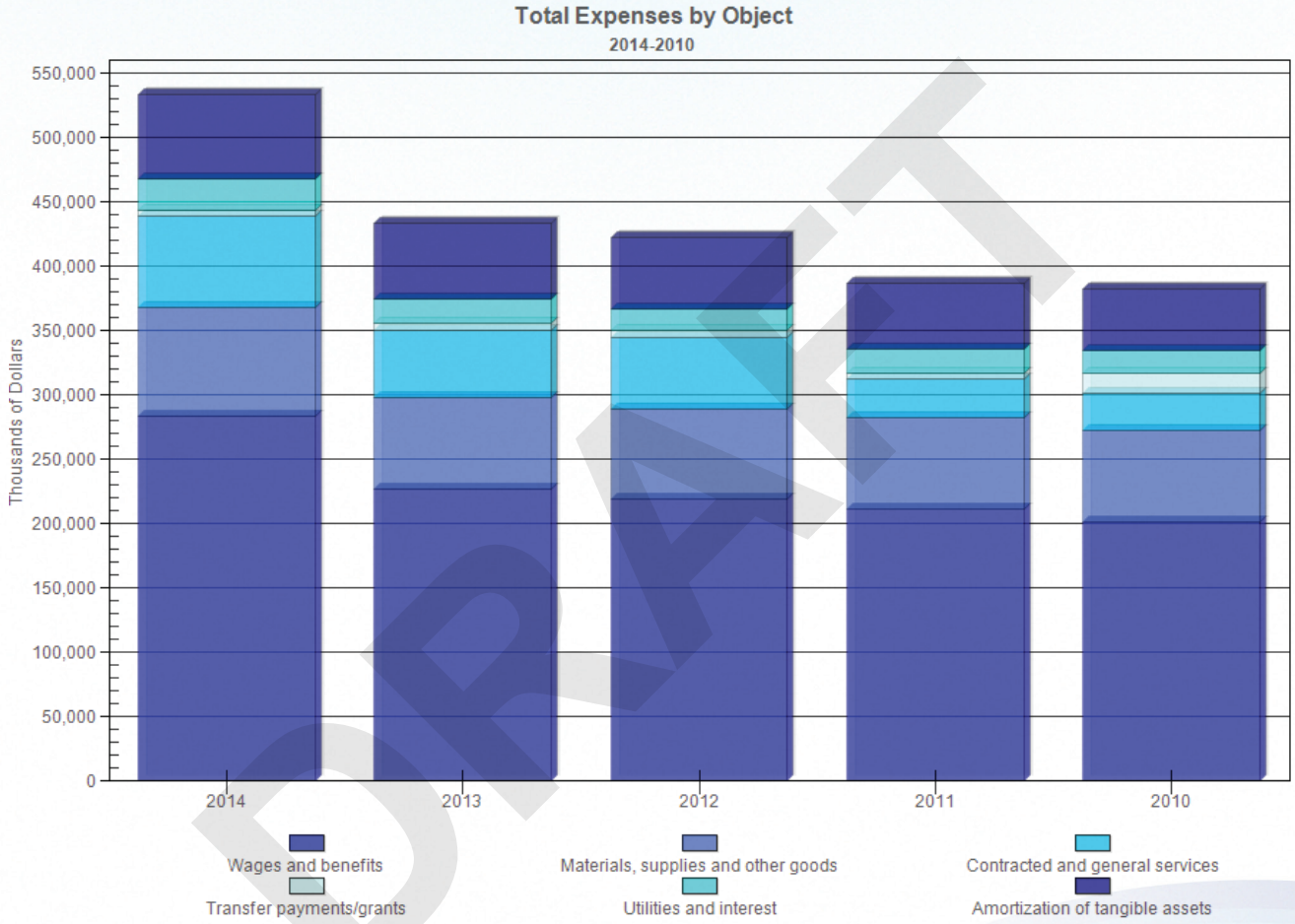
Table 14: Total Expense by Object



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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

GENERAL CAPITAL FUND

	Budget 2014	Actual 2014	Actual 2013	Actual 2012	Actual 2011	Actual 2010
Revenues						
Government transfers						
Federal	7,749	9,090	11,864	15,906	14,244	31,581
Provincial	55,361	29,626	7,051	282	5,527	8,527
Service agreement fees	1,305	1,697	11,126	1,343	9,419	6,790
Other revenues	401	1,513	850	590	20,594	17,606
	64,816	41,926	30,891	18,121	49,784	64,504
Expenses	99,026	64,939	63,258	53,239	54,414	53,841
(Expenses over revenues) revenues over expenses	(34,210)	(23,013)	(32,367)	(35,118)	(4,630)	10,663

Annually, City Council approves a capital plan to support the strategic plan and aging infrastructure of the City. The budget details each capital project based on the maximum forecast expenditure for the year to accommodate the planning and scheduling requirements associated with the projects. There is a higher degree of variability between actual and budget for capital project as there is typically a portion of the budget carried forward to future years for projects not completed within the fiscal year. At the end of 2014, the carry forward amount available in the General Capital and Utility Capital funds was $253.3 million (2013 - $126.9 million).

OTHER SIGNIFICANT TRENDS

Other significant trends for the City of Regina can be determined by analyzing the Statement of Financial Position for the past five years.

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Statement of Financial Position

	2014	2013	2012	2011	2010
Financial assets					
Cash	28,238	30,455	30,234	38,066	26,385
Short-term investments	269	374	670	12,608	5,604
Accounts receivable	42,941	62,377	61,278	51,829	52,720
Taxes receivable	4,406	4,527	2,854	2,871	3,284
Long-term investments	522,690	274,238	249,288	192,811	195,145
Property held for resale	329	349	42	73	276
	598,873	372,320	344,366	298,258	283,414
Financial liabilities					
Accounts payable and accrued liabilities	127,406	45,004	50,030	46,501	53,571
Taxes payable to school boards	6,010	5,442	5,919	5,053	4,894
Deferred revenue	44,234	35,452	28,928	17,853	16,424
Capital lease obligations	1,280	1,241	1,323	1,395	1,742
Long-term debt	228,087	77,200	81,550	89,900	98,250
Employee benefit obligations	82,221	52,743	52,009	51,110	48,926
Landfill closure and post-closure	57,630	47,337	44,160	27,186	31,658
	546,868	264,419	263,919	238,998	255,465
Net financial assets (liabilities)	52,005	107,901	80,447	59,260	27,949
Non-financial assets					
Tangible capital assets	1,549,388	1,324,081	1,207,572	1,121,240	1,044,820
Materials and supplies	7,516	6,754	5,807	6,287	5,241
Prepaid expense	2,077	8,241	-	-	-
ACCUMULATED SURPLUS (DEFICIT)	1,610,986	1,446,977	1,293,826	1,186,787	1,078,010
ANNUAL SURPLUS	146,676	153,151	108,777	90,844	56,144

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Investments

Fluctuations in short and long-term investments reflect the timing of debt issues, $200.4 million of debt was issued in 2014. Provincial and Federal government transfers, the timing of expenditures of the funding allocated to various capital projects, and management of investments to maximize interest revenue.

Accounts Receivable

Decrease in accounts receivable is due primarily to parks, roadways and utility development charges decreasing.

Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities increased by $82.4 million in 2014 due to a payable set up for PCL for $43.9 million relating to the Stadium, and a payable set up for EPCOR for $40.76 million relating to the Wastewater Treatment Plant.

Deferred Revenue

Deferred Revenues increased by $8.8 million which is primarily due to roadways development charges which increased by $5 million.

***City of Regina Long-Term Debt* (Non-Consolidated)**

	2014	2013	2012	2011	2010
Total debt outstanding, beginning of year	77,200	81,550	89,900	106,600	28,000
Debt repayments during year	150,887	(4,350)	(8,350)	(8,350)	(8,350)
Total debt outstanding, December 31	228,087	77,200	81,550	89,900	98,250
General municipal debt outstanding, end of year	216,617	21,124	23,968	26,812	29,656
Water & Sewer Utility debt outstanding, end of year	11,470	56,076	57,582	63,088	68,594
Total debt outstanding	228,087	77,200	81,550	89,900	98,250
Authorized debt limit, December 31	450,000	450,000	350,000	200,000	200,000
Debt per capita ($)*	1,049	333	361	414	457
Debt per household ($)**	2,661	901	951	1,058	1,156
Debt per community assessed value	1.19%	0.41%	0.85%	0.95%	1.06%
Debt as a multiple of revenue	33.5%	13.2%	15.4%	18.2%	21.4%

*Population figure is for the Regina Census Metropolitan Area (CMA) as obtained from Statistics Canada, 91% of the CMA population is in Regina proper.

** Household figure from Stats Canada 2011 census (85,730) is for the Census Metropolitan Area. The 2010 to 2011 figures were based off the 2006 census (84,998).

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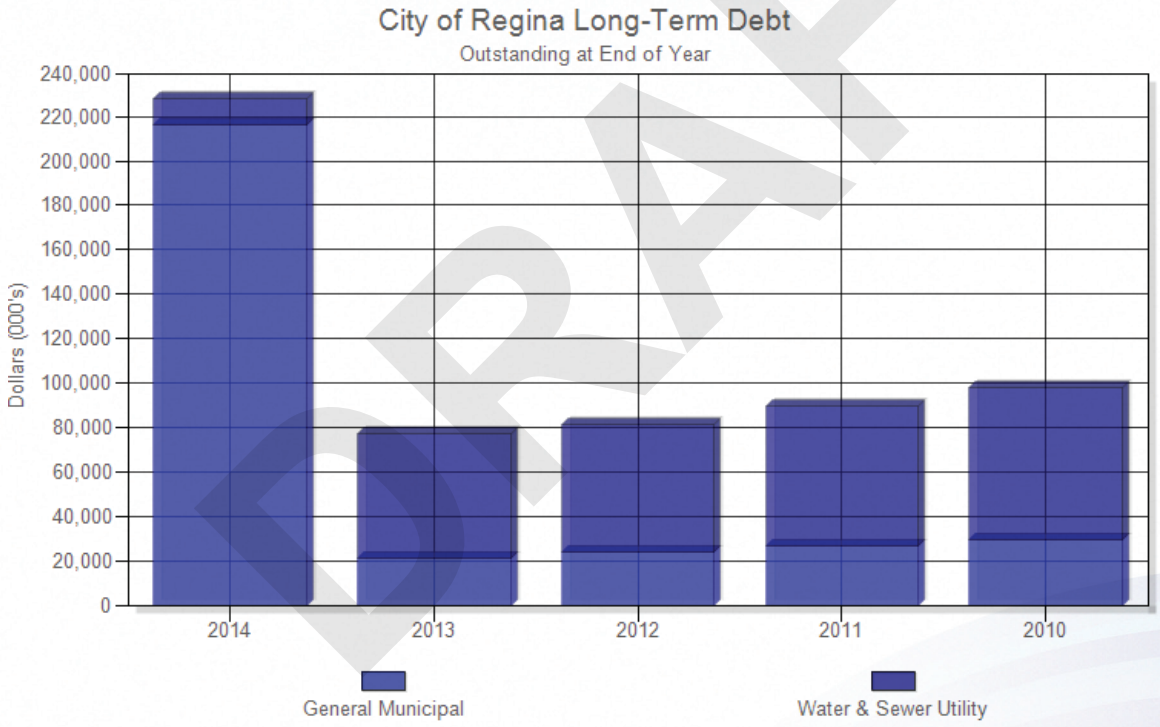
(in thousands of dollars)

December 31, 2014

Long-Term Debt

The City of Regina has an authorized debt limit of $450.0 million. This amount remains unchanged from 2013. The debt limit is approved by the Saskatchewan Municipal Board pursuant to the provisions of *The Cities Act*. When service agreement fees are included, the City is $221.9 million below its current debt limit.

Table 15: City of Regina Long-Term Debt



The City's tax-supported debt was $216.6 million at the end of 2014, while debt incurred to fund the Water and Sewer Utility was $11.5 million. The City issued $200.4 million of debt in 2014 due to the Regina Revitalization Initiative and the Waste Water Treatment Plant.

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

The cost of servicing the debt over the past five years is presented in the table below.

Table 16: City of Regina Debt Service Cost

City of Regina Debt Service Costs

	2014	2013	2012	2011	2010
General municipal debt					
Principal	3,652	2,844	2,844	2,844	2,844
Interest	7,392	1,127	1,164	1,260	1,334
	11,044	3,971	4,008	4,104	4,178
Water and Sewer Utility					
Principal	44,606	1,506	5,506	5,506	5,506
Interest	1,684	2,256	2,383	2,649	2,868
	46,290	3,762	7,889	8,155	8,374
Total	57,334	7,733	11,897	12,259	12,552
Debt service costs as a % of total expenses	10.7%	1.8%	2.8%	3.2%	3.4%

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Employee Benefit Obligations

Employee benefit obligations include liabilities for pensions, sick and severance, vacation, and overtime. The increase in employee benefit obligations from 2010 to 2014 primarily reflects the impact of general wage increases and employees reaching the age of retirement. As a larger proportion of the City's work force reaches retirement age over the next five to ten years, the cash outlays relating to this obligation will continue to be significant.

Employee benefit obligations also include the liability for the Regina Police Pension. The Regina Civic Superannuation and Benefits Plan includes a larger group of employees, but since it is a multi-employer plan, it is not possible to determine the City's portion of the deficit and thus no amount is included in the statement of financial position for this plan. As disclosed in note 8 d) of the consolidated financial statements, an actuarial extrapolation completed of the plan for accounting purposes indicates a deficit of plan assets over the benefit obligation of $70.4 million at December 31, 2014 (2013 - $117.9 million deficit). The City and other employer parties in the plan have reached an agreement with Plan members and the pension regulator to reduce the plan deficit over the next 20 years.

	2014	2013	2012	2011	2010
City of Regina employer contributions	13,907	13,285	13,279	13,003	12,245

Tangible Capital Assets

The City implemented an accounting change in 2008 resulting in tangible capital assets being shown on the Statement of Financial Position. This change was required to comply with public sector accounting standards. Tangible capital assets are capitalized on the Statement of Financial Position at cost and amortized over their estimated useful lives on the Statement of Operations. In 2007 and prior years, tangible capital asset additions were expensed in the year of acquisition or construction. The City's tangible capital assets include land, buildings, vehicles and equipment, roads and bridges, and underground and other networks.

	2014	2013	2012	2011	2010
Tangible Capital Assets - Net Book Value	1,549,388	1,324,081	1,207,572	1,124,240	1,044,820

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Reserves and Accumulated Surplus

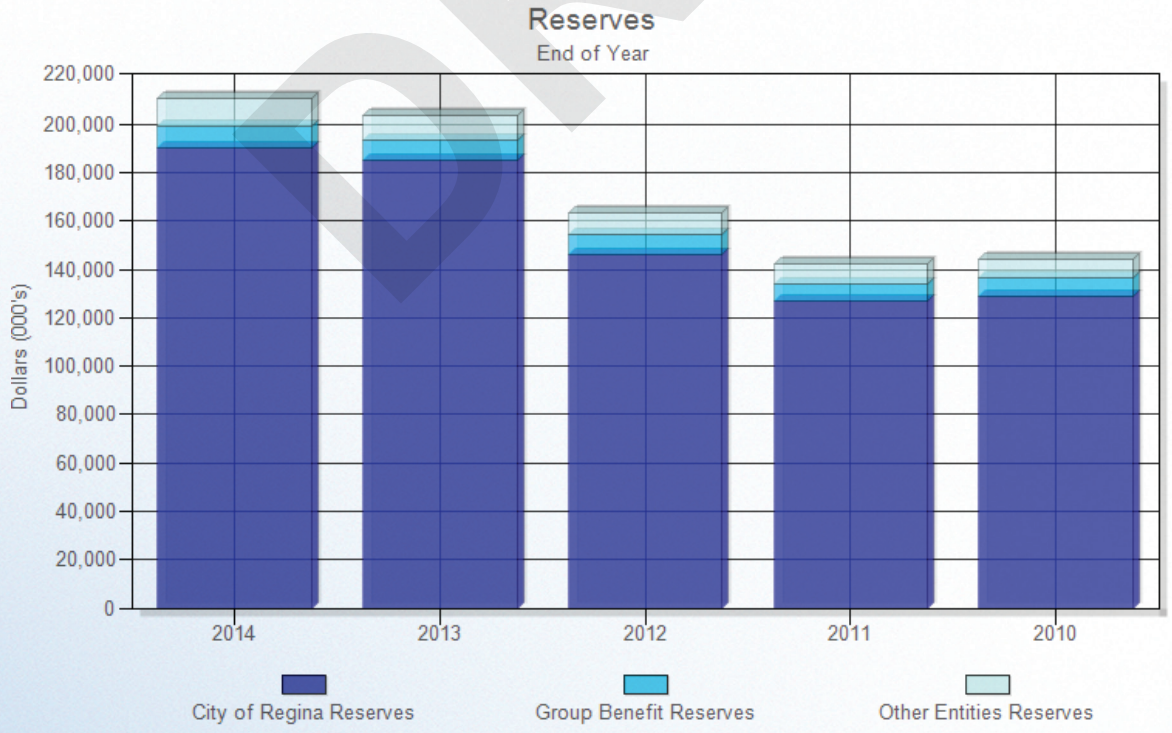
The City allocates funds to reserves to meet specific future operating and capital requirements. The largest reserves are the General Utility Reserve and General Fund Reserve, which are intended to provide funding in the event of an operating deficit, as well as for one time initiatives.

Reserves increased by $66.2 million from 2010 to 2014 due to the approved transfers to fund the eligible capital projects and other expenses.

The General Utility Reserve, which is included in the City Reserves, increased $6.9 million from 2010 to 2014 primarily due to Water and Sewer Utility Fund surpluses and return of funds from projects.

Reserve balances totaled $210.7 million at the end of 2014 (2013 - $203.8 million).

	2014	2013	2012	2011	2010
Reserves					
City of Regina Reserves	190,131	185,150	146,321	126,623	128,749
Group Benefits Reserves	8,827	8,041	7,801	7,621	7,559
Other Entities Reserves	11,714	10,617	9,127	8,033	8,166
	210,672	203,808	163,249	142,277	144,474



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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

MAJOR INITIATIVES

The City of Regina has undertaken two major initiatives:

1. Regina Revitalization Initiative
2. Wastewater Treatment Plan Upgrade

The Regina Revitalization Initiative was launched by the City of Regina in May 2011 as a vision to develop a new stadium and redevelop two large areas of land in Regina's inner-city. Construction began in 2014 and occupancy of the new stadium will be in 2017.

Wastewater Treatment Plan Upgrade

The Wastewater Treatment Plant Upgrade is a significant investment to meet new regulatory requirements, protect public health and our environment, address concerns of downstream residents and businesses, and meet the needs of our growing population now and for the future. Details on the commitment to this project are in the notes to the consolidated financial statements.

Regina Revitalization Initiative

The primary activity of the Regina Revitalization Initiative in 2014 was the construction of the new stadium, which will be ready for occupancy in 2017.

The following is a Statement of Financial Position and a Statement of Operations relating to the stadium portion of RRI:

Statement of Financial Position

	2014	2013
Financial assets		
Accounts receivable	10	-
Long term investments	214,600	-
	214,610	-
Financial liabilities		
Accounts payable and accrued liabilities	43,867	2,194
Long-term debt	197,904	-
	241,771	241,771
Net financial assets (liabilities)	(27,161)	2,194
Non-financial assets		
Tangible capital assets	62,855	11,138
ACCUMULATED SURPLUS (DEFICIT)	35,694	8,944

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Financial Statement Discussion & Analysis

(in thousands of dollars)

December 31, 2014

Statement of Operations

	2014	2013
Revenues		
Taxation	1,482	715
Government transfers	25,000	5,000
Third party revenue	90	-
Interest on portfolio investments	5,823	322
Realized gains on portfolio investments	1,131	-
General fund reserve	-	2,500
City of Regina	-	734
	33,526	9,272
Expenses		
Interest expense	6,073	328
Commission on borrowing	703	328
	6,776	-
Annual Surplus	26,750	8,944
ACCUMULATED SURPLUS, BEGINNING OF YEAR	8,944	-
ACCUMULATED SURPLUS, END OF YEAR	35,694	8,944

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MANAGEMENT'S REPORT

RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying consolidated financial statements and all other information contained in this report are the responsibility of management. The consolidated financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAS). The preparation of the statements necessarily includes some amounts, which are based on the best estimates and judgments of management. Financial data elsewhere in this report is consistent with that of the financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded and that the financial records are reliable for the preparation of financial statements.

The Finance and Administration Committee, established by City Council, comprises five elected officials, along with the Mayor as an ex-officio member. The Committee, in addition to considering a variety of financial and administrative issues, reviews the content of the annual financial report for presentation to City Council, and reviews external audit reports.

Deloitte LLP Chartered Professional Accountants, the City's appointed external auditors, have audited the consolidated financial statements. Their report to the Mayor and City Council, stating the scope of their examination and opinion on the consolidated financial statements, follows.

Ed Archer, Chief Financial Officer
Corporate Services
June 22, 2015

Glen B. Davies,
City Manager & Chief Administrative Officer

DRAFT

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Mezzanine Level
Bank of Montreal Building
Regina SK S4P 3Z8
Canada

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www.deloitte.ca

INDEPENDENT AUDITOR'S REPORT

To His Worship the Mayor and Members of City Council

We have audited the accompanying consolidated financial statements of the City of Regina and its subsidiaries, which comprise the consolidated statement of financial position as at December 31, 2014, and the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements
Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Regina and its subsidiaries as at December 31, 2014, and the results of its operations, change in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

June 22, 2015
Regina, Saskatchewan

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	2014	2013
FINANCIAL ASSETS		
Cash	**$ 28,238**	$ 30,455
Short-term investments (Note 4)	**269**	374
Accounts receivable (Note 3)	**42,941**	62,377
Taxes receivable	**4,406**	4,527
Long-term investments (Note 5)	**522,690**	274,238
Property held for resale (Note 12)	**329**	349
	598,873	372,320
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	**127,406**	45,004
Taxes payable to school boards	**6,010**	5,442
Deferred revenue (Note 18)	**44,234**	35,452
Capital lease obligations (Note 6)	**1,280**	1,241
Long-term debt (Note 7)	**228,087**	77,200
Employee benefit obligations (Note 8)	**82,221**	52,743
Landfill closure and post-closure (Note 10)	**57,630**	47,337
	546,868	264,419
NET FINANCIAL ASSETS	**52,005**	107,901
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 9)	**1,549,388**	1,324,081
Materials and supplies	**7,516**	6,754
Prepaid	**2,077**	8,241
ACCUMULATED SURPLUS (Note 13)	**$ 1,610,986**	$ 1,446,977

Commitments and contingent liabilities (Note 11)

See accompanying notes to consolidated financial statements

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Consolidated Financial Statements

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December 31, 2014

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

	Budget 2014	**Actual 2014**	Actual 2013
REVENUE			
Taxation (Note 15)	$ 213,538	**$ 216,711**	$ 200,326
Fees and charges	184,512	**193,182**	161,208
Government transfers (Note 16)	112,837	**88,684**	74,335
Electrical distribution	20,636	**23,124**	20,596
Licenses, fines and levies	14,510	**13,394**	11,814
Gas distribution	5,800	**7,587**	6,739
Interest and penalties	1,285	**1,661**	1,406
Interest on portfolio investments	13,108	**15,024**	9,665
Realized gains (loss) on portfolio investments	-	**3,488**	(1)
Service agreement fees	3,087	**10,979**	25,374
Land sales	3,503	**7,735**	18,128
Other	7,734	**7,119**	10,060
Contribution of tangible capital assets	-	**37,745**	46,980
Restructuring (Note 22)	-	**54,086**	-
	580,550	**680,519**	586,630
EXPENSES			
Parks, recreation and community services	94,951	**95,132**	64,050
Police	75,643	**101,740**	73,308
Legislative and administrative services	66,917	**67,742**	61,147
Water, wastewater and drainage	72,241	**66,986**	61,435
Roads and traffic	61,932	**56,787**	52,085
Fire	46,365	**45,912**	44,083
Transit	35,222	**38,482**	34,312
Waste collection and disposal	22,727	**32,014**	19,712
Grants	7,071	**3,856**	4,459
Planning and development	18,996	**25,192**	18,888
	502,065	**533,843**	433,479
Annual surplus	78,485	**146,676**	153,151
ACCUMULATED SURPLUS, BEGINNING OF YEAR	-	**1,446,977**	1,293,826
Restructuring (Note 22)	-	**17,333**	-
ACCUMULATED SURPLUS, BEGINNING OF YEAR AFTER RESTRUCTURING	-	**1,464,310**	1,293,826
ACCUMULATED SURPLUS, END OF YEAR	$ 78,485	**$ 1,610,986**	$ 1,446,977

See accompanying notes to consolidated financial statements

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Consolidated Financial Statements

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CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

	Budget 2014	**Actual 2014**	Actual 2013
Annual surplus	$ -	**$ 146,676**	$ 153,151
Acquisition of tangible capital assets	(247,405)	**(224,501)**	(178,499)
Amortization of tangible capital assets	66,316	**66,316**	58,754
Proceeds on disposal of tangible capital assets	-	**987**	622
Loss on disposal of tangible capital assets	-	**4,765**	2,614
Restructuring (Note 22)	-	**(54,086)**	-
Decrease in net financial assets upon REAL restructuring	-	**(1,910)**	-
	(181,089)	**(208,429)**	(116,509)
Net change in materials and supplies	-	**(355)**	(957)
Prepaid	-	**6,212**	(6,460)
	-	**5,857**	(7,417)
(Decrease) increase in net financial assets	(181,089)	**(55,896)**	29,225
NET FINANCIAL ASSETS, BEGINNING OF YEAR	107,901	**107,901**	78,676
NET FINANCIAL ASSETS, END OF YEAR	$ (73,188)	**$ 52,005**	$ 107,901

See accompanying notes to consolidated financial statements.

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Consolidated Financial Statements

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CONSOLIDATED STATEMENT OF CASH FLOWS

	2014	2013
CASH FLOWS FROM OPERATING ACTIVITIES:		
Annual surplus	**$ 146,676**	$ 153,151
Non-cash items		
Amortization of tangible capital assets	**66,316**	58,754
Loss on disposal of tangible capital assets	**4,765**	2,614
Contribution of tangible capital assets	**(37,745)**	(46,980)
Realized gains on portfolio investments	**(3,488)**	-
Restructuring (Note 22)	**(51,043)**	-
Net change in non-cash working capital balances		
Decrease (increase) in accounts receivable	**21,290**	(2,870)
Decrease (increase) in taxes receivable	**121**	(1,673)
Decrease in accounts payable and accrued liabilities	**(6,826)**	(5,026)
Increase (decrease) in taxes payable to school boards	**568**	(477)
Increase in deferred revenue	**7,099**	6,524
Increase (decrease) in capital lease obligations	**39**	(82)
Increase in employee benefit obligations	**29,478**	734
Increase in landfill closure and post-closure liabilty	**10,293**	3,177
Decrease (increase) in property held for resale	**20**	(307)
(Increase) in materials and supplies	**(355)**	(957)
Decrease (increase) in prepaid	**6,212**	(6,460)
	193,420	160,122
CASH FLOWS FROM CAPITAL ACTIVITIES:		
Acquisition of tangible capital assets	**(102,134)**	(131,519)
Proceeds on disposal of tangible capital assets	**987**	622
	(101,147)	(130,897)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Sale of short-term investments	**105**	296
Net increase in of long-term investments	**(244,964)**	(24,950)
	(244,859)	(24,654)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Debt issued	**200,400**	-
Repayment of long-term debt	**(50,031)**	(4,350)
	150,369	(4,350)
(DECREASE) INCREASE IN CASH POSITION	**(2,217)**	221
CASH POSITION, BEGINNING OF YEAR	**30,455**	30,234
CASH POSITION, END OF YEAR	**$ 28,238**	$ 30,455

See accompanying notes to consolidated financial statements.

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Consolidated Financial Statements

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the City of Regina (the City) are prepared by management in accordance with Canadian public sector accounting standards (PSAS) as recommended by the Chartered Professional Accountants of Canada (CPA Canada). Significant aspects of the accounting policies adopted by the City are as follows:

a. Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, changes in accumulated surplus, changes in net financial assets and cash flows of the reporting entity. The reporting entity is comprised of all organizations and enterprises which are controlled by the City, namely:

- General operating and capital funds
- Water and sewer utility operating and capital funds
- Regina Public Library (RPL)
- Regina Regional Opportunities Commission (RROC)
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina Exhibition Association Ltd. (REAL)

Inter departmental and inter organizational transactions and balances have been eliminated.

The City has a 74.05% (2013 - 73.95%) interest in the Buffalo Pound Water Administration Board (BPWAB), a government partnership, that is proportionately consolidated.

The Regina Public Library has a 21.72% (2013 - 21.86%) interest in the Saskatchewan Information and Library Services Consortium Inc. (SILS), which has been proportionately consolidated.

The Regina Exhibition Association Ltd. (REAL) was incorporated in 1907 pursuant to an act of the Legislature of the Province of Saskatchewan, being C. 41, Statutes of Saskatchewan. On January 1, 2014, REAL was transitioned from the Province of Saskatchewan to the City and was continued under *The Non-Profit Act, 1995* (Saskatchewan) and the City became the sole owner of the issued Class A voting membership of REAL. See Note 22 for further details.

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Consolidated Financial Statements

(in thousands of dollars)

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

b. Revenue recognition

Revenues are recorded using the accrual basis of accounting whereby revenues are recognized as they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified. Expenses are accounted for in the period the goods and services are acquired and a liability is incurred or transfers are due.

Property tax revenue is based on assessments determined in accordance with provincial legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded net of a provision for potential losses on outstanding assessment appeals and uncollected taxes. By their nature, these provisions are subject to measurement uncertainty and the impact on the financial statements of future periods could be material (Note 15). Penalties on overdue taxes are recorded in the period levied.

Electrical distribution revenues consist of the municipal surcharge and payments in lieu of taxes received from SaskPower. The municipal surcharge revenue and payments in lieu of taxes are equal to 10% and 5%, respectively of the value of the supply of electrical energy provided by SaskPower to customers within the City limits.

Gas distribution revenues mainly consist of the payments in lieu of taxes received from SaskEnergy and TransGas. The payment in lieu of taxes received from SaskEnergy is equal to 5% of the fees levied by SaskEnergy to customers within the City limits. The payment in lieu of taxes received from TransGas is equal to 5% of the transportation fees and the deemed value of the gas transmitted by TransGas to consumers within the City limits. Pursuant to an agreement with the City for two major consumers who are served by TransGas, the 5% payments to the City in lieu of taxes are based on the transportation costs and the deemed value of the fuel stock consumed.

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met, and reasonable estimates of the amounts can be made.

c. Use of estimates

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and reported amounts of revenues and expenses during the year. Actual results could differ from those estimates. Significant estimates include accrued liabilities, employee benefit obligations, landfill liability, provision on tax appeals, and the amortization of tangible capital assets.

d. Investments

All investments are recorded at cost less write downs to reflect other than temporary declines in value. Investment transactions are accounted for at the trade date. Interest income is recorded on the accrual basis.

e. Materials and supplies

Inventories of materials and supplies are valued at the lower of net realizable value and average cost.

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Consolidated Financial Statements

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

f. Taxes collected for others

The City collects taxes for the Regina Separate School Board and the Regina Public School Board. These taxes, which are not included in the City's financial results, are remitted to the respective Boards less an amount to offset cancellations relating to school taxes and the City's cost in carrying the receivables.

g. Deferred revenue

The City receives service agreement fees, payments in lieu of parking and payments in lieu of dedication of land for public reserve under the authority of provincial legislation and City bylaws. The City also receives special taxes levied pursuant to Section 275 of *The Cities Act* which are to be expended on alley maintenance. As well, the City receives various government grants for special programs offered by either the Provincial or Federal governments. These funds are restricted as to their use and are not recognized as revenue until the fiscal period in which they are used to make qualifying expenses.

Deferred revenue also includes monies received in advance for taxes, transit passes, servicing and sub-division revenue, prepaid cemetery revenue and pre-season sales from the various recreational facilities.

h. Employee benefit plans

The City participates in contributory defined benefit or defined contribution pension plans for virtually all of its employees. Under the defined contribution plan, the City's obligations are limited to its contributions. These contributions are expensed in the period in which they are due and payable.

For defined benefit pension plans considered to be single-employer plans, the cost of pension benefits is actuarially determined using the projected benefit method prorated on service and the pension plan administrator's best estimate of expected salary and benefit escalation and retirement ages of employees. Market rates are used to measure the accrued benefit obligation as well as the assets of the pension plans. Actuarial gains and losses on pension obligations and/or pension fund assets are amortized over the average remaining service life of the related employee groups.

For defined benefit plans considered to be multi-employer plans, contributions are expensed when they are due and payable.

The City has various post-employment benefits and termination benefit obligations earned by employees and expected to be provided to them when they are no longer providing active service.

The obligations for vested sick leave, service or retirement allowances and other post employment benefits have been determined on an actuarial basis. The obligations for vacation pay and banked time in lieu of overtime have been accounted for at an undiscounted value at the current rate of pay.

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Consolidated Financial Statements

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

i. Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

General	
Land improvements	10 to 100 years
Buildings and building improvements	15 to 75 years
Vehicles and equipment	
Fire trucks and buses	15 to 30 years
Police vehicles	4 to 10 years
Other vehicles	2 to 25 years
Equipment	4 to 50 years
Office and information technology	
Hardware	2 to 15 years
Software	2 to 10 years
Other	10 years
Infrastructure	
Plants and facilities	5 to 75 years
Roads	1 to 40 years
Underground networks	5 to 100 years
Bridges and other structures	15 to 70 years

Assets under construction are not amortized until the asset is available for productive use.

Interest on debt used to purchase tangible capital assets is not capitalized.

Tangible capital assets received as contributions, which are primarily roads and underground networks, are recorded at their fair value at the date of receipt and also are recorded as revenue. Fair value is determined based on an estimate of the cost to construct the contributed asset.

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases and recorded as tangible capital assets. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Works of art and historical treasures are not recognized in these consolidated financial statements.

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Consolidated Financial Statements

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December 31, 2014

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

j. Budget information

Budget information is presented on a basis consistent with that used for actual results, the budget was approved by Council on February 24, 2014.

2. NEW STANDARDS AND AMENDMENTS TO STANDARDS

A number of new standards and amendments to standards which may impact the City are not yet effective for the year ended December 31, 2014, and have not been applied in preparing these consolidated financial statements. In particular, the following new standard and amendment to standards are effective for fiscal years beginning on or after April 1, 2014:

PS 3260 Liability for Contaminated Sites

Standards and amendments effective for financial statements on or after April 1, 2016:

PS 1201, Financial Statement Presentation

PS 2601, Financial Currency Translation

PS 3041, Portfolio Investments

PS 3450, Financial Instruments

The extent of the impact on adoption of these standards is not known at this time.

3. ACCOUNTS RECEIVABLE

	2014	2013
Trade and other receivable	**26,956**	43,898
Water and sewer receivable	**13,949**	13,014
Government transfers receivable	**2,036**	5,465
	42,941	62,377

4. SHORT TERM INVESTMENTS

Short term investments are recorded at cost and have a fair value approximating cost. The investments are in a money market fund, holdings of which may include a combination of treasury bills, commercial paper, bankers' acceptances or promissory notes. The average yield earned from investments was 1.10% (2013 - 1.09%).

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

5. LONG-TERM INVESTMENTS

Long-term investments include investments in a pooled bond fund.

	Carrying Value		Fair Value	
	2014	2013	**2014**	2013
Pooled bond fund	**522,690**	274,238	**530,751**	266,969

A pooled bond fund is a group of individual bonds managed by an investment manager. The fair value of the pooled bond fund units is based on the market price per unit which is determined by the overall market values of each of the bonds in the fund.

6. CAPITAL LEASE OBLIGATIONS

The following is a schedule of future minimum lease payments under capital leases for computer equipment, software and building contracts along with the balance of the capital lease obligation:

2015	**538**
2016	**412**
2017	**330**
Total minimum lease payments	**1,280**
	1,280

7. LONG-TERM DEBT

Debenture debt

The City's long-term debt consists of $227,655 (2013 - $34,100) of unsecured debentures issued in the form of fully registered certificates held by The Canadian Depository for Securities Ltd. (CDS), on behalf of beneficial owners as direct and indirect participants of CDS. The debentures were issued for 10 year terms with principal payable either annually or semi-annually and interest payable semi-annually.

The City also has $nil (2013 - $43,100) of long term debt in the form of an unsecured debenture issued in the form of a fully registered certificate held by The Municipal Financing Corporation of Saskatchewan. Interest is payable semi-annually and the entire principal is due in 2014.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

7. LONG-TERM DEBT (CONTINUED)

	2014	2013
City of Regina unsecured debentures		
Operating fund	**216,185**	21,124
Utility fund	**11,470**	56,076
Loan payable	**432**	-
Total debt	**228,087**	77,200
Authorized debt limit	**450,000**	450,000
Interest rates	**3.40-5.20%**	3.00-5.20%
Interest costs for year	**8,157**	3,143

Bank indebtedness

Pursuant to *The Regina Administration Bylaw 2003-69*, the City can incur bank indebtedness. Interest on this indebtedness is calculated at the prime rate of interest less 0.5%, payable monthly and the City has pledged certain revenues as security for the debt obligation. At December 31, 2014, the City had no bank indebtedness.

The long-term debt is repayable as follows:

2015	**6,052**
2016	**6,132**
2017	**6,143**
2018	**6,296**
2019-2045	**203,464**
	228,087

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

8. EMPLOYEE BENEFIT OBLIGATIONS

The City's employee benefit obligations to be funded in the future are as follows:

	Total 2014	Total 2013
Defined benefit pension plans		
Regina Police Superannuation and Benefits Plan	**29,360**	6,905
RPPP Supplemental Pension Plan (formerly "Regina Police Civilian Employees' Early Retirement")	**2,688**	662
Target Retirement Income Plan	**(1,099)**	-
	30,949	7,567
Other benefit plans		
Termination payments	**21,426**	17,596
Continuation of group life, medical and dental benefits	**10,279**	9,819
	31,705	27,415
Other plans and arrangements		
Vacation	**15,407**	13,646
Overtime	**3,785**	3,383
Other termination payments and pensions	**-**	388
Group life, medical and dental plans	**375**	344
	19,567	17,761
	82,221	52,743

a. Defined benefit pension plans

The Regina Police Superannuation and Benefits Plan is a defined benefit pension plan. As required by provincial legislation, an actuarial funding valuation is completed at least triennially.

By Memorandum of Agreement dated January 21, 2013 the City and the Employees' Pension Committee agreed to freeze the Regina Police Pension Plan (RPPP) as of June 30, 2014, and to establish the Target Retirement Income Plan (TRIP) for the Regina Police Service as of July 1, 2014. All active members in the RPPP moved over to the TRIP for service on or after July 1, 2014. There is no longer any active members accruing service in the RPPP.

Effective July 1, 2014, the Regina Police Superannuation and Benefits Pension Plan was amended per Amendment 2014-1 which served to close the plan to new entrants, freeze pensionable service, cease employee contributions and change the cost sharing arrangement of the plan such that the City assumes full responsibility for all past and future unfunded liabilities in the plan. Prior to this amendment, and as shown in the consolidated financial statements for prior years, the City was responsible for reporting approximately 51% of the plan's accrued benefit liability. As a result of the amendment to the plan effective July 1, 2014 the City is now responsible for reporting 100% of the plan's accrued benefit liability and as such the plan's assets, accrued benefit obligation and accrued benefit liability.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

a. Defined benefit pension plans (continued)

The RPPP Supplemental Pension Plan supersedes and replaces The Regina Police Civilian Employees' Early Retirement Benefits Arrangement (CEERBA). The purpose of the plan is to provide certain early retirement pensions to civilian employees of The Regina Board of Police Commissioners whose early retirement pensions are reduced. These early retirement pensions were previously covered under the CEERBA and now form part of the new plan, however there are also reduced pensions that were not previously covered by CEERBA but now form part of the new plan.

An actuarial valuation of the defined benefit pension plans is performed using the projected benefit method prorated on service to determine the accrued benefit obligation and the expense to be recognized in the consolidated financial statements.

The results of the most recent actuarial valuations and significant assumptions utilized in these valuations are as follows:

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2014	Total 2013
Fair value of plan assets, beginning of year	-	137,892	-	137,892	127,009
Plan amendment	-	131,643	-	131,643	-
Employees' contributions	2,631	3,024	-	5,655	-
Employer contributions	2,229	4,739	-	6,968	6,573
Actual return on plan assets	(349)	33,835	-	33,486	13,091
Less benefits paid	(18)	(17,828)	-	(17,846)	(8,781)
Fair value of plan assets, end of year	4,493	293,305	-	297,798	137,892
Accrued benefit obligation, beginning of year	-	152,638	1,044	153,682	147,930
Plan amendment	-	147,401	1,520	148,921	-
Current period benefit cost	3,779	3,956	14	7,749	4,321
Interest on accrued benefit obligation	61	20,440	121	20,622	9,669
Actuarial loss (gain)	-	10,878	64	10,942	609
Less benefits paid	(18)	(17,828)	(75)	(17,921)	(8,847)
Accrued benefit obligation, end of year	3,822	317,485	2,688	323,995	153,682
Funded status, plan surplus (deficit)	671	(24,180)	(2,688)	(26,197)	(15,790)
Unamortized net actuarial loss (gain)	428	(5,180)	-	(4,752)	8,223
Accrued benefit asset (liability)	1,099	(29,360)	(2,688)	(30,949)	(7,567)

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2014	Total 2013
Current period benefit cost	3,779	3,956	14	7,749	4,321
Net actuarial loss due to plan amendment	-	-	1,519	1,519	-
Loss due to plan settlements and curtailments	-	14,154	399	14,553	-
Amortization of actuarial loss	-	3,138	47	3,185	2,127
Employee contributions	(2,631)	(3,024)	-	(5,655)	-
Interest expense	61	20,440	121	20,622	1,364
Expected return on plan assets	(79)	(18,847)	-	(18,926)	-
Change in valuation allowance	671	-	-	671	-
Benefit expense	1,801	19,817	2,100	23,718	7,812

The actuarial valuations were performed by Aon Consulting Inc.

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan
Date of most recent valuation	Jul 1, 2014	Dec 31, 2013	Dec 31, 2013
Discount rate (%)	6.50	6.80	6.80
Inflation rate (%)	2.50	2.50	2.50
Long term return rate on plan assets (%)	6.50	6.80	n/a
Rate of compensation increase (%)	3.00	3.00	3.00
Expected average remaining service years	13.13	13.20	13.20
Contribution rate as a percentage of salary:			
Members prior to July 1, 2014	n/a	11.33%-12.83%	0.00%
Members post July 1, 2014	6.80%-10.70%	0.00%	0.00%
City prior to July 1, 2014	n/a	11.83%-13.33%	variable
City post July 1, 2014	8.50%	6.19%	variable

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

b. Other benefit plans

Pursuant to union agreements eligible employees are entitled to termination payments based upon their unused sick leave or years of service.

Group life, medical and dental benefits represents the obligation for the continuation of group life insurance, dental and medical benefits for employees on long-term disability and the City's share of group life insurance for early retirees.

Retirees may continue group life insurance coverage to age 65 on a 50% cost shared basis with the City. Employee and employer premiums for continuation of group life insurance for employees on long term disability are fully funded through contributions maintained in a reserve. Medical and dental coverage for employees on long-term disability is provided on a 50% cost shared basis between the employee and employer.

A group life insurance plan is administered by Saskatchewan Blue Cross on a self insured basis, with a stop loss provision limiting losses to claims in excess of 150% of premiums for any calendar year. The primary components of the plan are funded equally by employer and employees. Dental and medical plans are also provided for most employees on a cost shared or employer funded basis.

For group life insurance, the balance of the employer and employee premiums collected in excess of claims are held in group insurance reserves, which are intended for future benefits and stabilization of premiums. The employer's portion of the obligations under the group insurance plan that will be funded from the reserves is reflected in Other Benefit Plans. Amounts held in the reserves that reflect obligations to be funded from employee contributions have been included in Accounts Payable and Accrued Liabilities. The balance of the group life insurance reserves, after reflecting the liabilities for the employee and employer share of future obligations, is $5,120 (2013 - $5,059). This amount has been included in Group Benefits Reserves (Note 14).

Actuarial valuations are performed to determine the accrued benefit obligation and the expense to be recognized in the financial statements. The results of and significant assumptions utilized in these valuations are as follows:

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December 31, 2014

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

	City employees	Library employees	Group life, medical and dental plans	Total 2014	Total 2013
Accrued benefit obligation, beginning of year	**16,509**	**1,087**	**9,818**	**27,414**	28,553
Current period benefit cost	**1,216**	**81**	**1,797**	**3,094**	2,991
Interest on accrued benefit obligation	**557**	**32**	**336**	**925**	899
Actuarial (gain) loss	**3,205**	**(8)**	**(1,006)**	**2,191**	(2,579)
Less benefits paid	**(1,134)**	**(122)**	**-**	**(1,256)**	(2,078)
Change in assumptions	**-**	**-**	**(826)**	**(826)**	(329)
Unamortized net actuarial gain	**-**	**3**	**160**	**163**	(43)
Accrued benefit liability - unfunded	**20,353**	**1,073**	**10,279**	**31,705**	27,414
Current period benefit cost	**1,216**	**81**	**-**	**1,297**	1,333
Amortization of actuarial (gain) loss	**(75)**	**(4)**	**-**	**(79)**	(54)
Interest expense	**557**	**32**	**-**	**589**	547
Benefit expense	**1,698**	**109**	**-**	**1,807**	1,826

	Aon Consulting Inc.		Mercer
Date of most recent valuation	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014
Discount rate (%)	2.4	2.4	2.2-3.1
Rate of compensation increase (%)	4.0-4.9	3.6-5.5	3.6-3.7
Expected average remaining service years	11-15	9	n/a

c. Other plans and arrangements

Employees are entitled to vacation pay and overtime as outlined in administrative policies and/or contractual agreements. The liability for these benefits is determined using current rates of pay and is not discounted.

Out of scope employees are contractually entitled to certain pensions and termination payments. BPWAB employees are entitled to termination payments based upon years of service or unused sick leave. Benefits start to vest after 10 or 15 years of service and are recognized as expenses when they are vested.

Group life, medical and dental plans represents the liability for claims in progress and claim fluctuations under those plans at the end of the year.

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8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

d. Multi-employer defined benefit plans

Two multi-employer defined benefit plans provide benefits to employees of the City of Regina, the Qu'Appelle Health Region (the Regina General Hospital Division and Community Health Division), Buffalo Pound Water Administration Board, Regina Public Library, and the non-teaching staff of the Board of Education of the Regina School Division No. 4 of Saskatchewan. The following represents the amounts for these plans:

	Superannuation & Benefit Plan	Long-Term Disability Plan	**Total 2014**	Total 2013
Benefit expense	13,907	550	**14,457**	13,811
(Deficit) surplus of plan assets over benefit obligation per plan financial statements	(70,410)	24,154	**(46,256)**	(96,184)
Contribution rate as a percentage of salary:				
Members	9.42 - 13.96%	0.92%		
Employers	9.42 - 13.96%	0.92%		
City employee contributions	13,797	550	**14,347**	13,678
Date of most recent actuarial valuation	Dec 31, 2012	Dec 31, 2012		

The contributions by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. The portion of the annual benefit costs and of the asset surpluses (deficits) that are attributable to the City cannot be easily determined.

Accordingly, the multi-employer plans are accounted for on the defined contribution basis. No portion of the asset (deficit) surplus of the plans are recognized in these consolidated financial statements. The benefit expense reflected in the consolidated financial statements is equal to the City's contributions for the year.

e. Defined contribution pension plan

The Casual Employees' Superannuation and Elected Officials' Money Purchase Pension Plan is a defined contribution plan. Pension fund assets are invested in marketable investments of organizations external to the City. Benefit expense is limited to the City's contributions to the plan.

	2014	2013
Casual employee members' contribution rate	**3.00 %**	3.00 %
Elected official members' contribution rate	**6.95 %**	6.95 %
Members' contributions	**308**	302
Benefit expense	**308**	302

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9. TANGIBLE CAPITAL ASSETS

	Net Book Value	
	2014	2013
General		
Land	**99,308**	92,948
Land improvements	**56,370**	51,326
Buildings and building improvements	**128,105**	56,835
Vehicles and equipment	**132,912**	121,897
Office and information technology	**8,280**	8,480
Infrastructure		
Plants and facilities	**198,431**	167,530
Roads	**340,394**	319,886
Underground and other networks	**446,777**	408,221
Bridges and other structures	**15,264**	15,551
	1,425,841	1,242,674
Assets under construction	**123,547**	81,407
	1,549,388	1,324,081

For additional information, see the Consolidated Schedule of Tangible Capital Assets (Schedule 3).

During the year, tangible capital assets of $72,874 were capitalized as a result of the transition of REAL on January 1, 2014. This transaction occured on a non-cash basis.

During the year write downs of assets were $nil (2013 - $nil). In addition, tangible capital assets contributed to the City totaled $37,745 (2013 - $46,980), which were capitalized and recorded as revenue at their fair value at the time of receipt.

During the year, tangible capital assets of $40,755 were included as assets under construction and a related accounts payable and accrued liability were recorded in relation to the Wastewater Treatment Plant.

During the year, tangible capital assets of $43,867 were included as assets under construction and a related accounts payable and accrued liability were recorded in relation to the Regina Revitalization Initative Stadium Project.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

10. LANDFILL CLOSURE AND POST-CLOSURE

Legislation requires closure and post closure care of solid waste landfill sites. Closure care includes final covering and landscaping of the landfill and implementation of drainage and gas management plans. Post closure care requirements include cap maintenance, groundwater monitoring, gas management system operations, inspections and annual reports.

	2014	2013
Estimated closure and post-closure costs over 40 years after capacity is reached	**93,619**	84,618
Discount rate	**3.614 %**	4.469 %
Discounted cost	**63,975**	54,265
Expected year capacity will be reached	**2028**	2028
Capacity (m3):		
Used to date	**10,193,453**	9,871,000
Remaining	**1,122,247**	1,444,700
Total	**11,315,700**	11,315,700
Percent utilized	**90.08 %**	87.23 %
Liability based on the percentage used	**57,630**	47,337

The liability recognized in the financial statements is subject to measurement uncertainty. The recognized amounts are based on the City's best information and judgment. Amounts could change by more than a material amount in the long term.

The unfunded liability for the landfill will be paid for per the annual approved budget where capital expenditures will be funded from the Solid Waste Reserve and operational expenses will be funded through the operating budget, resulting in a reduction in the transfer to the Solid Waste Reserve.

Financial assurance on projects related to construction liability, including landfill are handled as follows:

Requirement of a Performance Bond and a Labour & Material Payment Bond, both in the amount of 50% of the total contract price for each contract. The Performance Bond is typically in place through the 2-year warranty period and provides assurance that the contractor will perform and complete the contracted work. If they do not the bonding company will either take over the project to completion or compensate the owner up to the value of the bond for completion of the work. The labour & material payment bond protects the owner from a general contractor not paying their subcontractors or material suppliers. The bonding company would pay any unpaid subcontractors or material suppliers up to the value of the bond.

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10. LANDFILL CLOSURE AND POST-CLOSURE (CONTINUED)

Builder's Lien Holdback - A provincial act requires that the City withhold payment each progress certificate for 45 days. Similar to the labour & material payment bond the intent is to protect subcontractors and material suppliers who do not get paid by the general contractor.

Deficiency Holdback - The City contract provides the right for the owner to withhold payment for deficient work. Typically the holdback is not released until the deficiency is corrected and in some case it will not be released if the contractor decides to not complete the work.

Insurance - The City contract requires the general contractor to have insurance jointly in the name of the City for each project. The City has fairly significant general requirements for all contracts and include special insurance requirements for unique projects. ie. environmental insurance for environment selective projects.

11. COMMITMENTS AND CONTINGENT LIABILITIES

1) As at December 31, 2014, the expected commitment related to the Wastewater Treatment Plant is $441,782. The P3 Canada Fund has approved federal funding for up to 25% of the eligible costs, this funding is estimated at approximately $48,200. The Wastewater Treatment Plant is being pursued as a P3 project and has qualified for P3 funding from the Government of Canada. On May 29, 2014 the City announced that EPCOR Water Prairies Inc. has been chosen as the preferred proponent to design, build, finance, operate and maintain the City's new Wastewater Treatment Plant. EPCOR has taken on operations for the existing facility. The new facility is expected to be substantially complete in December 2016. EPCOR will also operate the new facility until June 2044.

The payment schedule is as follows:

	Total
2015	**6,736**
2016	**86,206**
2017	**11,680**
2018	**11,385**
2019 through 2044	**325,775**
	441,782

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11. COMMITMENTS AND CONTINGENT LIABILITIES (CONTINUED)

2) Mosaic Stadium Replacement – The City entered into an agreement on May 7, 2014 to design, build and finance the Regina Revitalization Initiative (RRI) Stadium Project. Construction of the new Mosaic Stadium started in May of 2014 and the target completion date is August 2016.

The target payment schedule is as follows:

Payments:	Amount	Payment Target Date
Milestone payment #1	**45,216**	May 31, 2015
Milestone payment #2	**48,257**	September 30, 2015
Milestone payment #3	**28,440**	December 31, 2015
Milestone payment #4	**22,739**	April 30, 2016
Substantial completion payment	**82,671**	August 31, 2016
Total	**227,323**	

3) Taylor Field Neighbourhood – this project relates to the development of the area where the current Mosaic Stadium is located. Significant work is not expected to start until the stadium is decommissioned in 2017. No expenditures were incurred in 2014.

4) Railyard Renewal – this project relates to the development of the old CP Railyard. 2014 net expenditure for the Railyard Renewal Project (CP Lands) was $151.

5) North Central Shared Facility Expense Sharing Agreement - the expense sharing agreement is made between the Board of Education of the Regina School Division No. 4 of Saskatchewan, the City and the Regina Public Library Board. The City's share is 21.36% and based on that the City has authorized a maximum contribution of $8,800.

12. PROPERTY HELD FOR RESALE

Property acquired through the tax enforcement process and held for sale is recorded at the lesser of cost and net realizable value. Cost is equal to the outstanding taxes including any applicable penalties, as well as the costs incurred in acquiring the land. The valuation allowance reflects a potential reduction in the carrying value that may be realized upon sale. Land acquired other than through the tax enforcement process and held for sale is recorded at lower of cost or net realizable value.

	2014	2013
Property held for resale	**609**	661
Valuation allowance	**(609)**	(651)
Property held for resale, net of allowance	**-**	10
Acquired property held for resale, net of allowance	**329**	339
	329	349
Property held for resale, estimated fair value - unaudited	**12,953**	6,717

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13. ACCUMULATED SURPLUS

Accumulated surplus represents the equity of an organization. In determining accumulated surplus, revenues and expenses are recognized as they are earned and incurred, according to PSAS.

Council through its annual budget process and other policies and bylaws may fund certain amounts on a basis that differs from the expense recognition basis prescribed by PSAS.

Unappropriated surpluses represent equity relating to certain entities consolidated within the City's financial statements that have not been designated for a specific use by that entity.

Appropriations for capital projects and reserves represent amounts that have been internally restricted for specific purposes.

Obligations to be funded from future revenues represent amounts recognized as expenses according to PSAS, that will be funded from future revenues.

Infrastructure to be funded from future service agreement fees represent infrastructure that has been constructed by the City, the costs of which are expected to be funded from future service agreement fees.

	2014	2013
Unappropriated surpluses:		
Regina Downtown Business Improvement District	**96**	(270)
Regina Regional Opportunities Commission	**71**	243
Regina Public Library	**1,606**	1,281
Regina's Warehouse Business Improvement District	**35**	(40)
Regina Exhibition Association Ltd.	**892**	-
Tangible capital assets	**1,549,388**	1,324,081
Appropriated surpluses:		
General capital projects	**233,262**	67,805
Utility capital projects	**20,014**	59,095
Reserves (Note 14)	**210,672**	203,808
Infrastructure to be funded from future service agreement fees:		
Water, wastewater and drainage	**(35,832)**	(30,505)
Obligations to be funded from future revenues:		
Long-term debt	**(228,087)**	(77,200)
Employee benefit obligations	**(82,221)**	(52,743)
Landfill closure and post-closure	**(57,630)**	(47,337)
Capital lease obligations	**(1,280)**	(1,241)
Accumulated surplus	**1,610,986**	1,446,977

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

14. RESERVES

	2014	2013
City of Regina reserves:		
General utility reserve	**68,825**	85,179
Facility reserve	**800**	600
General fund reserve	**30,731**	27,574
Landfill reserve	**16,421**	21,402
Regina revitalization initiative-stadium reserve	**32,875**	710
Land development reserve	**4,309**	17,710
Asset revitalization reserve	**10,029**	5,611
Equipment replacement reserve	**4,061**	4,534
Social development reserve	**4,664**	5,654
Operational commitments reserve	**321**	161
Planning & sustainability reserve	**7,969**	6,726
Winter road maintenance reserve	**3,563**	3,523
Regina Police Service general reserve	**714**	1,440
Asphalt reserve	**1,502**	819
Grants reserve	**529**	512
Golf course reserve	**508**	554
Technology reserve	**572**	757
Employer provided parking reserve	**884**	685
Cemetery reserve	**472**	507
Pest management reserve	**337**	337
Regina Police Service radio equipment reserve	**45**	155
	190,131	185,150
Group Benefits reserves:		
Group life insurance reserve	**5,120**	5,059
Dental benefits reserve	**2,103**	1,739
Medical - City of Regina reserve	**1,071**	735
Police services premium reduction reserve	**375**	378
Police long-term disability reserve	**158**	130
	8,827	8,041
Other Entities`reserves:		
Regina Public Library reserves	**8,937**	8,236
Buffalo Pound Water Administration Board capital replacement reserve	**2,127**	1,913
Regina Downtown Business Improvement District reserve	**471**	329
Regina's Warehouse Business Improvement District infrastructure reserve	**179**	139
	11,714	10,617
	210,672	203,808

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

15. TAXATION REVENUE

	Budget 2014	**Actual 2014**	Actual 2013
Total taxation revenue levied	-	**336,398**	303,774
Taxies levied on behalf of others:			
Regina School Division No. 4	-	**(82,110)**	(79,505)
Regina Roman Catholic Separate School Division No. 81	-	**(37,577)**	(36,212)
Taxation revenue	218,084	**216,711**	188,057
City of Regina			
Municipal levies	169,759	**170,117**	154,450
Grants in lieu	21,279	**22,561**	11,350
Supplementary taxes	2,000	**2,135**	1,660
Other	2,175	**1,828**	1,761
	195,213	**196,641**	169,221
Regina Public Library			
Taxation levies	17,314	**17,680**	16,594
Grants in lieu	1,235	**1,210**	1,224
	18,549	**18,890**	17,818
Regina Downtown Business Improvement District levies	870	**948**	776
Regina's Warehouse Business Improvement District levies	221	**232**	242
	214,853	**216,711**	188,057

Taxation revenues are recorded net of an allowance for uncollectible outstanding taxes and a provision for potential losses on assessment appeals outstanding. As at December 31, 2014, the following amounts are reflected in the Statement of Financial Position for these provisions:

Allowance for doubtful outstanding taxes netted against taxes receivable	-	**2,698**	2,252
Provision for assessment appeals included in accounts payable	-	**1,588**	2,825

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16. GOVERNMENT TRANSFERS

	Budget 2014	**2014**	2013
Operating transfers			
Federal	40,369	**40,344**	665
Provincial	9,358	**9,624**	54,755
	49,727	**49,968**	55,420
Capital transfers			
Federal	7,749	**9,090**	11,864
Provincial	55,361	**29,626**	7,051
	63,110	**38,716**	18,915
	112,837	**88,684**	74,335

Government transfers do not include grants in lieu of taxes received from the Federal and Provincial governments. These amounts are included with taxation revenue (Note 15).

17. GOVERNMENT PARTNERSHIP

BPWAB operates under an agreement between the Cities of Moose Jaw and Regina. Its purpose is to operate the water treatment plant at Buffalo Pound Lake and to supply water to the two cities at cost. Any (recovery) distribution of annual operating (deficit) surplus is shared between the cities according to their respective usage.

The following is a schedule of relevant financial information as stated within the financial statements of BPWAB for the year ended December 31, 2014 in thousands of dollars. Please note there are no known contractual obligations or contingencies as at December 31, 2014. These amounts represent 100% of the Board's financial position and activities:

	2014	2013
Financial assets	**4,650**	4,306
Tangible capital assets	**22,078**	23,094
Other non-financial assets	**133**	98
Total assets	**26,861**	27,498
Financial liabilities	**2,396**	2,260
Capital replacement reserve	**2,873**	2,587
Obligations to be funded from future revenues	**(487)**	(443)
Investment in tangible capital assets	**22,078**	23,094
Total liabilities and equity	**26,860**	27,498

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

17. GOVERNMENT PARTNERSHIP (CONTINUED)

	2014	2013
Revenue	**10,383**	10,717
Expenses	**11,421**	11,439
Net loss	**(1,038)**	(722)

The above amounts are proportionately consolidated within the consolidated financial statements at 74.05% (2013 – 73.95%), the City's interest in the government partnership. After eliminating transactions between the City and the partnership, the following amounts have been included in the consolidated statements:

	2014	2013
Financial assets	**2,734**	2,190
Financial liabilities	**(903)**	(689)
Non-financial assets	**17,174**	17,150
Net assets	**19,005**	18,651
Revenue	**974**	1,151
Expenses	**7,427**	7,272

18. DEFERRED REVENUE

	December 31, 2013	Externally restricted inflows	Revenue earned	**December 31, 2014**
Provincial/Territorial Base Fund	1,514	-	(1,514)	**-**
Service agreement fees	22,101	11,957	(1,388)	**32,670**
Property taxes	859	-	165	**1,024**
Paved Alleys	1,742	695	(24)	**2,413**
Gravel Alleys	637	307	-	**944**
Cemetery Internments	634	47	-	**681**
REAL	-	1,111	-	**1,111**
Other	7,965	616	(3,190)	**5,391**
	35,452	14,733	(5,951)	**44,234**

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

19. FUNDS HELD IN TRUST

The City of Regina administers the following trusts. As related assets are not owned by the City, the trusts have been excluded from the consolidated financial statements. Following is a summary of the net assets of the trusts:

	2014	2013
Perpetual Care Trust	**2,622**	2,614
Williamson Driver Award	**5**	5
	2,627	2,619

20. SEGMENTED INFORMATION

The City is a diversified municipal government institution that provides a wide range of services to its citizens, including police, fire, and public transit, and water. A new organizational structure was introduced in 2014 and formally took effect August 1, 2014, the key changes included that two groups were created. Operations Group is led by a Deputy City Manager/Chief Operations Officer and Corporate Services Group is led by Chief Financial Officer. Two Executive Directors are still in charge of Legal, and Governance and Strategy. The three divisions under Operations Group are City Services, Community Planning and Development, and Transportation & Utilities. The segmented information in these statements has been adjusted to reflect the new organizational structure described. For management reporting purposes the City's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. The financial activities of the City reported by Fund are included in Schedule 1. City services are provided by groups/divisions and their activities are reported in these funds. Certain divisions that have been separately disclosed in the segmented information in Schedule 2, along with the services they provide, are as follows:

a. City Services

City Service includes Community Services, Service Regina, Parks and Open space services and Public Transportation Services providing external customer services to public residents.

b. Transportation and Utilities

Transportation and Utilities is responsible for ensuring the City's infrastructure systems are effectively preserved, funded, and operated. This division preserves and operates municipal infrastructure involving roadways, traffic, water, drainage, waste water and solid waste to meet regulatory requirements and community needs.

c. Community Planning and Development

Community Planning and Development provides a long term comprehensive approach to planning, engineering and development processes to ensure the efficient use of land and community infrastructure. The division encompasses land use, neighbourhood, transportation and infrastructure planning, long range capital planning, development review, building permits and inspection, real estate services, community, recreation and cultural programs and services.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

20. SEGMENTED INFORMATION (CONTINUED)

d. Regina Police Services

Regina Police Services is responsible for the delivery of policing services within the municipality and is dedicated to a safe and caring community.

e. Corporate Services

Corporate Services provides services and support to both internal and external customers, enabling City Operations to maximize effectiveness and potential. Corporate Services includes Financial Services, Information Technology Services, Human Resources, Fleet Services, and Facilities Management Services.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1. For additional information see the Consolidated Schedule of Operations by Segment (Schedule 2).

21. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

22. RESTRUCTURING

The City entered into a continuation of business agreement with the Province of Saskatchewan on January 1, 2014 and became the sole owner of the Class A voting membership of REAL for $1. The City accounted for this as a restructuring transaction whereby the individual assets and liabilities were recognized at their carrying amount on January 1, 2014. As REAL's financial statements are prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, adjustments were required to conform to PSAS of which the main adjustment related to the accounting for deferred grants and contributions. Furthermore, the City booked an eliminating entry for the unamortized portion of deferred contributions it previously provided to REAL that were recorded as revenue as a result of consolidation.

An eliminating entry of $17,333 was applied to the City's accumulated surplus, beginning of year to eliminate the portion of REAL's deferred grants and other contributions that were previously contributed by the City.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

22. RESTRUCTURING (continued)

The following table summarizes the restructuring revenue:

	January 1, 2014
Increase in net assets from REAL restructuring prior to adjustments	5,382
Recognition of REAL's deferral grants and other contributions under PSAS	48,704
	54,086

As of January 1, 2014 the carrying value of assets of REAL were transferred to the City as follows:

	January 1, 2014
Financial assets	
Cash	3,043
Accounts receivable	1,854
Inventories	407
	5,304
Financial liabilities	
Accounts payable	4,606
Deferred revenue and deposits	1,683
Long-term debt	519
Deferred grants and other contributions	66,036
	72,844
Net financial debt	67,540
Non-financial assets	
Tangible capital assets	72,874
Supplies and prepaid expenses	48
	72,922
Net assets	5,382

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CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION **Schedule 1**

	General Operating	Utility Operating	General Capital	Utility Capital	Total City of Regina
REVENUES					
Taxation	197,141	-	-	-	197,141
Fees and charges	62,248	106,153	59	-	168,460
Government transfers	49,429	733	36,943	-	87,105
Electrical distribution	23,124	-	-	-	23,124
Licenses, fines and levies	12,937	-	457	-	13,394
Gas distribution	7,587	-	-	-	7,587
Interest and penalties	1,436	193	-	-	1,629
Interest on portfolio investments	14,224	800	-	-	15,024
Realized gains (loss) on portfolio investments	3,488	-	-	-	3,488
Service agreement fees	1,186	-	1,697	8,096	10,979
Land sales	7,735	-	-	-	7,735
Other	15,227	121	1,513	1,094	17,955
Contribution of tangible capital assets	-	-	27,847	9,898	37,745
Restructuring	-	-	-	-	-
	395,762	108,000	68,516	19,088	591,366
EXPENSES					
Parks, recreation and community services	38,498	-	3,229	-	41,727
Police	98,894	-	1,010	-	99,904
Legislative and administrative services	53,584	-	4,678	-	58,262
Water, wastewater and drainage	(60)	56,718	-	7,417	64,075
Roads and traffic	25,159	-	9,552	-	34,711
Fire	44,657	-	72	-	44,729
Transit	34,075	-	422	-	34,497
Waste collection and disposal	28,931	-	2,022	-	30,953
Grants	5,505	-	-	-	5,505
Planning and development	25,192	-	-	-	25,192
Amortization	-	-	43,954	14,594	58,548
	354,435	56,718	64,939	22,011	498,103
Annual surplus (deficit)	41,327	51,282	3,577	(2,923)	93,263

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CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION **Schedule 1**

RDBID	RROC	BPWAB	RPL	RWBID	REAL	Consolidation adjustments	**Consolidated 2014**
948	-	-	18,888	233	-	(499)	**216,711**
-	684	6,711	677	-	23,920	(7,270)	**193,182**
-	1,123	-	1,016	-	1,090	(1,650)	**88,684**
-	-	-	-	-	-	-	**23,124**
-	-	-	-	-	-	-	**13,394**
-	-	-	-	-	-	-	**7,587**
-	-	32	-	-	-	-	**1,661**
-	-	-	-	-	-	-	**15,024**
-	-	-	-	-	-	-	**3,488**
-	-	-	-	-	-	-	**10,979**
-	-	-	-	-	-	-	**7,735**
84	-	3	-	4	2,600	(13,527)	**7,119**
-	-	-	-	-	-	-	**37,745**
-	-	-	-	-	54,086	-	**54,086**
1,032	1,807	6,746	20,581	237	81,696	(22,946)	**680,519**
794	1,854	-	16,969	147	25,146	(2,163)	**84,474**
-	-	-	-	-	-	-	**99,904**
-	-	-	-	-	-	(163)	**58,099**
-	-	6,008	-	-	-	(18,971)	**51,112**
-	-	-	-	-	-	-	**34,711**
-	-	-	-	-	-	-	**44,729**
-	-	-	-	-	-	-	**34,497**
-	-	-	-	-	-	-	**30,953**
-	-	-	-	-	-	(1,649)	**3,856**
-	-	-	-	-	-	-	**25,192**
47	21	1,279	2,296	10	4,115	-	**66,316**
841	1,875	7,287	19,265	157	29,261	(22,946)	**533,843**
191	(68)	(541)	1,316	80	52,435	-	**146,676**

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT **Schedule 2**

	City Services	Transportation & Utilities	Planning & Development	Regina Police Service	Corporate Services	Total City of Regina
REVENUES						
Taxation	-	-	184,379	-	12,762	197,141
Fees and charges	28,057	24,166	6,344	664	109,229	168,460
Government transfers	1,332	10,070	894	7,157	67,652	87,105
Electrical distribution	-	-	-	-	23,124	23,124
Licenses, fines and levies	4,300	457	4,725	-	3,912	13,394
Gas distribution	-	-	-	-	7,587	7,587
Interest and penalties	-	-	1,437	-	192	1,629
Interest on portfolio investments	112	-	-	-	14,912	15,024
Realized gains on portfolio investments	-	-	-	-	3,488	3,488
Service agreement fees	846	-	1,344	-	8,789	10,979
Land sales	-	-	7,735	-	-	7,735
Other	476	1,269	183	1,354	14,673	17,955
Contribution of tangible capital assets	1,399	29,617	-	-	6,729	37,745
Restructuring	-	-	-	-	-	-
	36,522	65,579	207,041	9,175	273,049	591,366
EXPENSES						
Wages and benefits	74,216	38,666	15,276	89,319	35,659	253,136
Materials, supplies, and other goods	24,569	41,534	2,108	3,935	16,300	88,446
Contracted and general services	9,048	8,492	19,209	6,247	23,605	66,601
Utilities	168	11,902	12	366	4,159	16,607
Transfer payments/grants	102	12	4,610	40	1,605	6,369
Interest	-	-	-	-	8,395	8,395
Amortization	9,338	37,731	-	1,834	9,645	58,548
	117,441	138,337	41,215	101,741	99,368	498,102
Annual surplus (deficit)	(80,919)	(72,758)	165,826	(92,566)	173,681	93,264

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT **Schedule 2**

RDBID	RROC	BPWAB	RPL	RWBID	REAL	Consolidation adjustments	**Consolidated 2014**
948	-	-	18,888	233	-	(499)	**216,711**
-	684	6,711	677	-	23,920	(7,270)	**193,182**
-	1,123	-	1,016	-	1,090	(1,650)	**88,684**
-	-	-	-	-	-	-	**23,124**
-	-	-	-	-	-	-	**13,394**
-	-	-	-	-	-	-	**7,587**
-	-	32	-	-	-	-	**1,661**
-	-	-	-	-	-	-	**15,024**
-	-	-	-	-	-	-	**3,488**
-	-	-	-	-	-	-	**10,979**
-	-	-	-	-	-	-	**7,735**
84	-	3	-	4	2,600	(13,527)	**7,119**
-	-	-	-	-	-	-	**37,745**
-	-	-	-	-	54,086	-	**54,086**
1,032	1,807	6,746	20,581	237	81,696	(22,946)	**680,519**
357	1,108	2,297	11,650	10	14,323	-	**282,881**
103	60	1,419	5,319	-	4,678	(15,231)	**84,794**
334	686	1,029	-	137	4,118	(1,548)	**71,357**
-	-	1,263	-	-	2,028	(4,518)	**15,380**
-	-	-	-	-	-	(1,649)	**4,720**
-	-	-	-	-	-	-	**8,395**
47	21	1,279	2,296	10	4,115	-	**66,316**
841	1,875	7,287	19,265	157	29,262	(22,946)	**533,843**
191	(68)	(541)	1,316	80	52,434	-	**146,676**

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT **Schedule 2**

	City Services	Transportation & Utilities	Planning and Development	Regina Police Services	Corporate Services	Total City of Regina
REVENUES						
Taxation	-	-	169,683	-	-	169,683
Fees and charges	24,955	18,408	7,448	800	104,988	156,599
Government transfers	2,078	10,570	2,478	6,812	51,372	73,310
Electrical distribution	-	-	-	-	32,843	32,843
Licenses, fines and levies	3,047	678	3,784	-	4,305	11,814
Gas distribution	-	-	-	-	6,739	6,739
Interest and penalties	-	-	1,211	-	167	1,378
Interest on portfolio investments	96	-	-	-	9,569	9,665
Realized gains on portfolio investments	-	-	-	-	(1)	(1)
Service agreement fees	131	3,094	8,736	-	13,413	25,374
Land sales	-	-	18,128	-	-	18,128
Other	522	8,013	196	1,531	14,626	24,888
Contribution of tangible capital assets	2,649	38,568	-	-	5,763	46,980
	33,478	79,331	211,664	9,143	243,784	577,400
EXPENSES						
Wages and benefits	70,683	34,372	13,724	61,252	32,844	212,875
Material, supplies and other goods	26,568	26,954	1,450	2,681	17,553	75,206
Contracted and general services	8,534	2,544	20,970	4,656	15,361	52,065
Utilities	149	14,783	4	432	4,140	19,508
Transfer payments/grants	79	-	4,238	39	2,052	6,408
Interest	-	-	-	-	3,498	3,498
Amortization	8,716	35,042	-	2,081	9,366	55,205
	114,729	113,695	40,386	71,141	84,814	424,765
Annual surplus (deficit)	(81,251)	(34,364)	171,278	(61,998)	158,970	152,635

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT **Schedule 2**

RDBID	RROC	BPWAB	RPL	RWBID	Consolidation adjustments	**Consolidated 2013**
776	-	-	17,818	243	(463)	**188,057**
58	757	6,713	1,076	12	(6,737)	**158,478**
-	1,023	-	925	-	(923)	**74,335**
-	-	-	-	-	-	**32,843**
-	-	-	-	-	-	**11,814**
-	-	-	-	-	-	**6,739**
-	-	28	-	-	-	**1,406**
-	-	-	-	-	-	**9,665**
-	-	-	-	-	-	**(1)**
-	-	-	-	-	-	**25,374**
-	-	-	-	-	-	**18,128**
32	-	5	-	-	(12,113)	**12,812**
-	-	-	-	-	-	**46,980**
866	1,780	6,746	19,819	255	(20,236)	**586,630**
374	1,211	2,190	10,948	5	(972)	**226,631**
372	872	2,465	5,367	11	(13,426)	**70,867**
-	-	-	-	-	-	**52,065**
-	-	1,364	-	153	(4,915)	**16,110**
-	-	-	-	-	(923)	**5,485**
-	-	-	69	-	-	**3,567**
42	80	1,270	2,146	11	-	**58,754**
788	2,163	7,289	18,530	180	(20,236)	**433,479**
78	(383)	(543)	1,289	75	-	**153,151**

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS **Schedule 3**

			General		
	Land	Land improvements	Buildings and building improvements	Vehicles and equipment	Office and information technology
Cost					
Balance, beginning of year	92,948	119,555	116,308	233,028	21,658
Add:					
Additions during the year	6,728	7,806	71,939	31,082	3,010
Transfers from assets under construction	-	129	5,362	801	881
Less:					
Disposals during the year	367	356	271	22,079	3,321
Balance, end of year	99,309	127,134	193,338	242,832	22,228
Accumulated amortization					
Balance, beginning of year	-	68,229	59,474	111,129	13,180
Add:					
Amortization	-	2,891	5,994	17,779	4,063
Less:					
Accumulated amortization on disposals	-	356	179	19,043	3,295
Balance, end of year	-	70,764	65,289	109,865	13,948
Net Book Value	99,309	56,370	128,049	132,967	8,280

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Consolidated Financial Statements

(in thousands of dollars)

December 31, 2014

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS **Schedule 3**

		Infrastructure				
Plants and facilities	Roads	Underground and other networks	Bridges and other structures	Assets under construction	2014	2013
270,999	650,650	576,529	26,363	81,408	2,189,446	2,033,440
3,503	43,117	25,660	158	104,317	297,320	178,499
34,134	-	20,856	-	(14)	62,149	10,820
4	9,953	-	65	62,164	98,580	33,313
308,632	683,814	623,045	26,456	123,547	2,450,335	2,189,446
103,467	330,765	168,308	10,813	-	865,365	825,868
6,736	20,449	7,960	444	-	66,316	58,754
2	7,794	-	65	-	30,734	19,257
110,201	343,420	176,268	11,192	-	900,947	865,365
198,431	340,394	446,777	15,264	123,547	1,549,388	1,324,081

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General Trust Fund

(in thousands of dollars)

December 31, 2014

Independent Auditor's Report

To His Worship the Mayor and Members of City Council

We have audited the accompanying financial statements of the General Trust Fund of the City of Regina, which comprise the statement of financial position as at December 31, 2014, and the statement of revenue, expenditures and change in fund balance for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the General Trust Fund of the City of Regina as at December 31, 2014, and the results of its operations, change in net financial assets, and it's cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

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General Trust Fund

(in thousands of dollars)

December 31, 2014

STATEMENT OF FINANCIAL POSITION

	Perpetual Care Trust	Williamson Driver Award	Total 2014	Total 2013
ASSETS				
Cash	85	-	**85**	83
Long-term investments (Note 4)	2,537	5	**2,542**	2,632
Total Assets	2,622	5	**2,627**	2,715
LIABILITIES AND FUND BALANCES				
Due to the City of Regina	-	-	-	96
Fund balance	2,622	5	**2,627**	2,619
Total Liabilities and Fund Balances	2,622	5	**2,627**	2,715

See accompanying notes.

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General Trust Fund

(in thousands of dollars)

December 31, 2014

STATEMENT OF REVENUE, EXPENDITURES AND CHANGE IN FUND BALANCE

	Perpetual Care Trust	Williamson Driver Award	Total 2014	Total 2013
REVENUE				
Contributions	8	-	**8**	7
Investment income	112	-	**112**	95
Total Revenue	120	-	**120**	102
EXPENDITURES				
Cemetery maintenance	112	-	**112**	95
Total Expenditures	112	-	**112**	95
Excess of revenue over expenditures	8	-	**8**	7
Fund balance, beginning of year	2,614	5	**2,619**	2,612
Fund balance, end of year	2,622	5	**2,627**	2,619

See accompanying notes.

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General Trust Fund

(in thousands of dollars)

December 31, 2014

NOTES TO FINANCIAL STATEMENTS

1. PURPOSE OF FUND

The General Trust Fund comprises the assets, liabilities, revenues and expenses of the following two trusts administered by the City of Regina (the City):

(a) Perpetual Care Trust - In accordance with *The Cemeteries Act, 1999*, a portion of the monies received by the City from the sale of cemetery plot rights is put into a trust and invested. The income from the trust is used to pay for care and maintenance of the plots. Special approval is needed from the Registrar of Cemeteries before trust capital can be used to fund care and maintenance.

(b) Williamson Driver Award - When a bond was bequeathed to the City of Regina with trust conditions attached, a trust was established under *The Trust Act*. Each year the income from the bond is used to provide a safe-driving award to a Regina Transit employee.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting standards, as recommended by the Chartered Professional Accountants of Canada (CPA Canada). The following policies are considered to be significant.

(a) The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates.

(b) Investments are recorded at cost less writedowns to reflect other than temporary declines in values. Any gains or losses are recognized on disposition of the investments.

(c) Investment revenue is recorded on the accrual basis.

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General Trust Fund

(in thousands of dollars)

December 31, 2014

NOTES TO FINANCIAL STATEMENTS

3. FINANCIAL INSTRUMENTS

The carrying value of the amount due to the City of Regina approximates fair value due to its short-term nature.

Long-term investments are primarily exposed to foreign currency, interest rate, and market risk.

Interest rate risk refers to the adverse consequences of interest rate changes on the General Trust Fund's cash flows, financial position and excess of revenues over expenditures. This risk arises from differences in the timing and amount of cash flows related to the General Trust Fund's assets and liabilities.

Foreign currency risk arises from holding investments denominated in currencies other than the Canadian dollar. Fluctuations in the relative value of the Canadian dollar against these foreign currencies can result in a positive or negative effect on the fair value of investments held in the pooled bond fund.

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual investment, or factors affecting all securities traded in the market.

4. LONG-TERM INVESTMENTS

The long-term investments consist of a pooled bond fund. A pooled bond fund is a group of individual bonds managed by an investment manager. The market value of the pooled bond fund units is based on the market price per unit which is determined by the overall market values of each of the bonds in the fund.

	2014	2013
Investment cost	**2,542**	2,632
Market value	**2,631**	2,614

5. STATEMENT OF CASH FLOWS AND CHANGE IN NET FINANCIAL ASSETS

The statement of cash flows and the statement of change in net financial assets have not been prepared for the year ended December 31, 2014, as they would not provide additional information.

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Service Partners

Regina Regional Opportunities Commission (RROC)

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Regina, Saskatchewan S4P 3P1
Fax: 306-352-1630
Phone: 306-522-0227
Contact: Mr. John Lee

Regina Downtown

140 – 2401 Saskatchewan Drive
Regina, Saskatchewan S4P 4H8
Fax: 306-359-9060
Phone: 306-359-7541
Contact: Ms. Judith Veresuk

Buffalo Pound Water Administration Board

c/o City of Regina
Queen Elizabeth II Court
PO Box 1790
Regina, Saskatchewan S4P 3C8
Fax: 306-694-6050
Phone: 306-694-1377
Contact: Mr. Ryan Johnson

Regina's Warehouse Business

Improvement District
202 – 1275 Broad Street
Regina, Saskatchewan S4R 1Y2
Fax: 306-585-1765
Phone: 306-585-3948
Contact: Ms. Lovella Jones

Regina Public Library

2311 – 12th Avenue
PO Box 2311
Regina, Saskatchewan S4P 3Z5
Fax: 306-352-5550
Phone: 306-777-6060
Contact: Ms. Gail Krugeron

Regina Exhibition Association Limited

Operating Evraz Place
PO Box 167
1700 Elphinstone Street
Regina, Saskatchewan S4P 2Z6
Fax: 306-565-3443
Phone: 306-781-9200
Contact: Mr. Dean Churchill

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Glossary

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Glossary

Accrued Benefit Obligation: the present value of the expected payouts for benefits which employees have earned at year end. This amount is calculated by the City's actuaries every three years, and updated based on actual data between valuations.

Accrued Benefit Liability: the amount recorded in the Statement of Financial Position representing the present value of the expected payouts for benefits which employees have earned at year end, after allowing for the required smoothing of actuarial gains and losses. PSAB requires amortization of each actuarial gain or loss over the Expected Average Remaining Service Life of the employee group, at the time of the actuarial valuation. This net liability may be lower than the gross liability when actuarial losses exceed gains, or larger than the gross liability when gains exceed losses.

Accrual Accounting: the accrual basis of accounting recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay. This is also known as the full accrual basis of accounting. Prior to 2009, municipal governments did not capitalize tangible capital assets and recorded them as expenditures. This was the only exception to the accrual basis of accounting and therefore municipal accounting was previously referred to as the modified accrual basis of accounting.

Accumulated amortization: the sum of all amortization expensed on a given asset or asset class to-date.

Accumulated surplus: the difference between the City's financial and non-financial assets and its liabilities. The accumulated surplus represents the net financial and physical assets / resources available to provide future services. It is the sum of amounts invested in: tangible capital assets; the operating, capital, reserve and reserve funds; net of amounts to be recovered from future revenues.

Amortization expense: annual charge to expense to represent allocation of an asset's cost over its useful life.

Amounts to be recovered: the sum of items that have not been included in previous budgets and that will be recovered from future rates or taxes. Amounts to be recovered consist of outstanding debt, unfunded future employment costs, unfunded landfill post-closure costs, as well as unfunded environmental, property and liability claims.

Benchmarking: the measurement of the quality of an organization's policies, programs, services, etc., and their comparison with similar measurements of its peers. The objectives of benchmarking are (1) to determine what and where improvements are called for, (2) to analyze how other organizations achieve their high performance levels, and (3) to use this information to improve performance.

Brownfield development: undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Budget – operating/utility: an outline of the government's operating/utility revenue and expense plan for the upcoming year. The Operating/Utility Budget is formally presented early each year, and is subject to public consultation and debate prior to approval. The Operating/Utility Budget sets out the amount of taxes to be collected for the year, fees to be charged and authorized expenses.

Budget - capital: an outline of the government's capital revenue and expense plans for the upcoming year. It is the process of allocating resources for major capital projects, investment, and expenditures.

Business Improvement District (BID): A Business Improvement District is an association of commercial property owners and tenants within a defined district, who work in partnership with the City to create thriving, competitive, and safe business areas that attract shoppers, diners, tourists, and new businesses.

CICA: the Canadian Institute of Chartered Accountants. The CICA conducts research into current business issues and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.

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Consolidated statements: financial statements which include all of the entities controlled by the City.

Consolidation: inclusion of all entities controlled by the City, except for those which qualify as government business enterprises, on a line-by-line basis in the City's financial statements.

Contingent Liabilities: possible obligations that may result in the future sacrifice of economic benefits arising from existing conditions or situations involving uncertainty. The uncertainty will ultimately be resolved when one or more future events not wholly within the government's control occur or fail to occur. Resolution of the uncertainty will confirm the incurrence or non-incurrence of a liability.

Contra-account: an account in the financial records that offsets or reduces the balance of a related account. For example, Accumulated Amortization of an asset class is contra to the Tangible Capital Asset account for that same class.

Contractual Obligations: obligations of a government to others that will become liabilities when the terms of a contract or agreement are met.

Dashboard: a reporting tool that visually displays an organization's performance status on a collection of performance indicators. It provides decision makers with easily accessible information to inform decisions about service delivery and the performance of parts or the whole of an organization.

Debenture: a debt instrument where the issuer promises to pay interest and repay the principal by the maturity date. It is unsecured, meaning there is no lien on any specific asset.

Debt: a financial obligation to another entity from borrowing money.

Deferred revenue: amounts received regarding obligatory reserve funds or funds with other internal or external restrictions, which have remained unspent at year end. These amounts are shown with liabilities and are recognized in revenue when the revenues are earned, which may include spending the monies for their intended purpose.

Deficit: the amount, if any, by which government expenses exceed revenues in any given year. Unlike the senior levels of government, municipalities cannot budget to run a deficit.

Fair Value: the price that would be agreed upon in an arm's length transaction and in an open market between knowledgeable, willing parties who are under no compulsion to act. It is not the effect of a forced or liquidation sale.

Financial Assets: assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets include cash; an asset that is convertible to cash; a contractual right to receive cash or another financial asset from another party; a temporary or portfolio investment; and a financial claim on an outside organization or individual.

Fiscal Year: the City of Regina's fiscal year runs from January 1 to December 31.

GAAP: generally accepted accounting principles, as laid out in the relevant Handbook – the Public Sector Accounting Handbook for government organizations and the CICA Handbook or IFRS for Government Business Enterprises.

GAAS: generally accepted auditing standards. Standards established by Canadian Institute of Chartered Accountants (CICA) for use by public accountants when conducting external audits of the financial statements.

Government Business Enterprise (GBE): an organization that has all of the following characteristics: (1) it is a separate legal entity with the power to contract in its own name and that can sue and be sued; (2) it has been delegated the financial and operational authority to carry on a business; (3) it sells goods and services to individuals and organizations outside of the government reporting entity as its principal activity; and (4) it can, in the normal course of its operations, maintain its operations and meet its liabilities from revenues received from sources outside of the government reporting entity.

Greenfield development: New developments that occur on lands located at the city's periphery that has not previously been developed. New servicing such as roads, water and sewer are all requirements for greenfield development.

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GST: Goods Sales Tax levied on goods and services by the federal government.

Indemnity: an agreement whereby one party agrees to compensate another party for any loss suffered by that party. The City can either seek or provide indemnification.

Infrastructure: the facilities, systems and equipment required to provide public services and support private sector economic activity including network infrastructure (e.g., roads, bridges, water and wastewater systems, large information technology systems), buildings (e.g., hospitals, schools, courts), and machinery and equipment (e.g., medical equipment, research equipment).

International Financial Reporting Standards (IFRS): Government Business Enterprises must follow IFRS for fiscal years beginning on or after January 1, 2011. Other government organizations may also choose to follow IFRS. IFRS reporting is also mandatory for publicly accountable (non-government) enterprises beginning in 2011. IFRSs are now available in part I of the CICA Handbook.

Key Performance Indicators (KPI): a set of quantifiable measures that an organization uses to gauge or compare performance in terms of meeting their strategic and operational goals.

Liabilities: are present obligations of a government to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefits. These liabilities have three essential characteristics: (1) they embody a duty or responsibility to others, leaving a government little or no discretion to avoid settlement of the obligation; (2) the duty or responsibility to others entails settlement by future transfer or use of assets, provision of goods or services, or other form of economic settlement at a specified or determinable date, on occurrence of a specified event, or on demand; and (3) the transactions or events obligating the government have already occurred.

LTD: Long Term Disability.

Multi-employer Pension Plan: is a defined benefit pension plan to which two or more governments or government organizations contribute, usually pursuant to legislation or one or more collective bargaining agreements. The main distinguishing characteristic of a multi-employer plan is that the contributions by one participating entity are not segregated in a separate account or restricted to provide benefits only to employees of the entity and, thus may be used to provide benefits to employees of all participating entities.

Net Book Value of Tangible Capital Assets: historical cost of tangible capital assets less both the accumulated amortization and the amount of any write-downs.

Net Debt: the difference between the City's total liabilities and financial assets. It represents the City's future revenue requirements to pay for past transactions and events.

Non-Financial Assets: assets that normally do not generate cash capable of being used to repay existing debts. For the Province, it comprises tangible capital assets and net assets of broader public sector organizations.

Prepaid Expenses: Prepaid expenses are non-financial assets which result when payments are made in advance of the receipt of goods or services. Prepaid expenses may arise from payments for insurance premiums, leases, professional dues, memberships and subscriptions.

PSAB: the Public Sector Accounting Board (PSAB) of the CICA sets standards and provides guidance for financial and other performance information reported by the public sector.

Present Value: the current worth of one or more future cash payments, determined by discounting the payments using a given rate of interest.

Realized Gains and Losses: gains/losses resulting from selling assets at a price higher/lower than the original purchase price.

Recognition: the process of including an item in the financial statements of an entity.

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Reserves and reserve funds: fiscal and accounting entity segregated by Municipal Council for the purpose of carrying on specific activities or attaining certain objectives in accordance with internally or externally established restrictions or limitations.

RRI: The Regina Revitalization Initiative is the largest revitalization project in City of Regina's history begins with the construction of a new stadium at Evraz Place.

Service Agreement Fee: amounts collected from developers through Servicing Agreements entered into by the City and the Developer in respect of the development Area, which must be spent in a prescribed manner.

Standard & Poor's - S & P: The world's leading index provider and the foremost source of independent credit ratings. Standard & Poor's has been providing financial market intelligence to decision-makers for more than 150 years.

Straight-Line Basis of Amortization: a method whereby the annual amortization expense is computed by dividing (1) the historical cost of the asset less the residual value by (2) the number of years the asset is expected to be used.

Surplus: the amount by which revenues exceed expenses in any given year.

Tangible Capital Assets: physical assets including land, buildings, transportation and transit infrastructure, water & wastewater infrastructure, vehicles and equipment. These assets are recorded in the City's consolidate financial statements for the first time in 2009.

The Cities Act 2002: the Statutes of Saskatchewan that outlines the broad permissive powers of the City of Regina to pass bylaws that range from public safety, to the City's economic, social and environmental wellbeing.

Total Debt: City's total borrowings outstanding.

Transfer Payments: grants or transfers of monies to individuals, organizations or other levels of government for which the government making the transfer does not receive any goods or services directly in return, as would occur in a purchase or sale transaction; expect to be repaid, as would be expected in a loan; or expect a financial return, as would be expected in an investment.

Unrealized Gain or Loss: an increase or decrease in the fair value of an asset accruing to the holder. Once the asset is disposed of or written off, the gain or loss is realized.

WCB: Workers' Compensation Board, Saskatchewan.

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Public Accounts

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Year Ended December 31, 2014

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Infinite Horizons

May 5, 2015

His Worship the Mayor and Members of Council

In accordance with Section 156 of *The Cities Act* and *The Cities Regulations*, I am submitting the City of Regina Public Accounts for the year ended December 31, 2014.

This report is divided into the following sections:

1. City Council Remuneration and Expenses
2. Grants – City of Regina
3. Employee Remuneration – General Municipal, Police Services, Buffalo Pound Water Administration Board and Regina Downtown Business Improvement District
4. Expenditures – City of Regina, Buffalo Pound Water Administration Board, Regina Downtown Business Improvement District, and Regina's Warehouse Business Improvement District

Each section contains notes detailing the reporting requirements and providing an explanation of the contents.

The statements and schedules in this report include information on all City of Regina operations, the Board of Police Commissioners, Buffalo Pound Water Administration Board, Regina Downtown Business Improvement District and Regina's Warehouse Business Improvement District.

The City of Regina Annual Report and Buffalo Pound Water Administration Board, Regina Downtown Business Improvement District and Regina's Warehouse Business Improvement District Annual Reports also form part of the Public Accounts. The annual reports provide information on 2014 actual and budgeted revenues and expenses.

Respectfully submitted,

June Schultz, CPA, CMA
Director, Finance

Finance Department
Corporate Services Division
Queen Elizabeth II Court │ 2476 Victoria Avenue
PO Box 1790 │ REGINA SK S4P 3C8
P: (306) 777-7221 │ F: (306) 777-6819
Regina.ca

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City Council Remuneration

and Expenses

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City Council Remuneration and Expenses

For the Year Ended December 31, 2014
(in dollars)

	Base Salary	Deputy Mayor Salary	Travel Per Diems	Total Remuneration
Mayor				
Fougere, Michael	108,387		-	108,387
Councillors				
Bryce, Sharron	36,268	600	450	37,318
Burnett, Bryon	36,268	600	-	36,868
Findura, John	36,268	600	350	37,218
Flegel, Jerry	36,268		400	36,668
Fraser, Shawn	36,268	600	400	37,268
Hawkins, Bob	36,268	600	-	36,868
Hincks, Terry	36,268	-	-	36,268
Murray, Wade	36,268		550	36,818
O'Donnell, Mike	36,268		-	36,268
Young, Barbara	36,268	600	500	37,368

Expenses

	Travel	Leased Car	Communications	Total Expenses
Mayor				
Fougere, Michael	6,130	13,374	-	19,504
Councillors				
Bryce, Sharron	5,095		75	5,170
Burnett, Bryon	1,373		3,851	5,223
Findura, John	4,256		1,793	6,049
Flegel, Jerry	5,898		3,702	9,600
Fraser, Shawn	2,655		4,335	6,990
Hawkins, Bob	4,102		4,221	8,323
Hincks, Terry	537		3,058	3,595
Murray, Wade	3,927		125	4,052
O'Donnell, Mike	120		-	120
Young, Barbara	3,889		4,320	8,209

Board of Police Commissioners

	Board Payments	Board Per Diems	Board Travel
Mayors			
Fougere, Michael	1,076		
Councillors			
Hincks, Terry	1,076		
Murray, Wade	1,076		

See accompanying notes.

Notes to City Council Remuneration and Expenses

For the Year Ended December 31, 2014
(in dollars)

Note 1

City Council remuneration and expenses have been reported in accordance with Section 9 of *The Cities Regulations*.

Note 2

Travel per diems are allowances paid to Councillors when they travel out of the city on City Business. The per diem rate is $100 per day.

Note 3

Travel includes all 2014 travel expenses incurred by the Mayor and Councillors, whether paid to the Mayor and/or Councillors or on their behalf. Travel expenses represent expenses, including conference registration fees, paid directly by the City of Regina.

Note 4

Each Councillor has an annual budget of $10,000 that covers travel, travel per diems and communication expenses. Communication expenses include ward newsletters and community newsletter advertisements.

The following table summarizes the expenses incurred for each Councillor in 2014:

Councillor	2014 Expenses
Bryce, Sharron	5,620
Burnett, Bryon	5,223
Findura, John	6,399
Flegel, Jerry	10,000
Fraser, Shawn	7,390
Hawkins, Bob	8,323
Hincks, Terry	3,595
Murray, Wade	4,602
O'Donnell, Mike	120
Young, Barbara	8,709

Note 5

Board Payments represent amounts paid to the Mayor or Councillors for attendance at Board of Police Commissioners meetings. Board Travel includes all 2014 travel expenses incurred by the Mayor and Councillors that were funded by the Regina Board of Police Commissioners whether paid directly to them or on their behalf.

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Notes to City Council Remuneration and Expenses

For the Year Ended December 31, 2014
(in dollars)

Note 6

Each Councillor has an annual budget of $3,800 that covers home or business office services. Business office services include: computer, copier, facsimile, computer modem line, public telephone line, services, electronic organizer and blackberry.

The following table summarizes the expenses incurred for each Councillor in 2014:

Councillor	2014 Expenses
Bryce, Sharron	3,800
Burnett, Bryon	1,435
Findura, John	998
Flegel, Jerry	2,816
Fraser, Shawn	2,387
Hawkins, Bob	284
Hincks, Terry	3,342
Murray, Wade	2,482
O'Donnell, Mike	1,848
Young, Barbara	2,004

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Grants

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Grants - City of Regina

For the Year Ended December 31, 2014

(in dollars)

Name	Operating/ Capital	Tax Abatements and Exemptions	Subsidized Rent	Transit Subsidies
101162901 Saskatchewan Ltd.		108,134		
Al Ritchie Community Association Inc.	57,000			
Art Gallery of Regina Inc.	77,000			
Caledonian Curling Club			750,000	
Canadian Western Agribition	60,000			
Carmichael Outreach Incorporated	57,067			1,000
Eden Care Home	70,000			
Habitat for Humanity Regina Inc.	70,000	2,229		
Halifax Holdings Inc.	220,000	10,267		
Harvard Developments Inc., City Centre Equities Inc.		124,167		
Heritage Community Association	79,694		30,649	
Life Townhomes Regina Ltd. c/o Oak Park Living	90,000			
MacKenzie Art Gallery Inc.	295,000	145,961		
Mobile Crisis Services Inc.	136,350			
Mounted Police Heritage Centre	100,000	316,869		
New Dance Horizons Inc.	50,000			
NewRock Developments (Sask) Inc.	450,000			
North American Indigenous Games	289,052			
North Central Community Association Inc.	80,715			
P. R. Investments Inc.	80,000	29,907		
Queen City Eastview Community Association Inc.	88,762			
Ranch Ehrlo Society	80,000	9,565		
Regina & District Food Bank Inc.	32,000	70,649		
Regina Airport Authority		314,140		
Regina Early Learning Centre Inc.	85,636			
Regina Education & Action On Child Hunger (REACH)	79,285		45,629	
Regina Exhibition Association Ltd.	450,000		6,000,000	
Regina Multicultural Council	57,965			
Regina North East Community Recreation Association Inc.	64,545			
Regina Regional Opportunities Commission (RROC)	1,230,900			
Regina Senior Citizens Centre Inc.	138,000			
Regina Symphony Orchestra Inc.	131,000			
Saskatchewan Science Centre Inc.	175,000	219,080		
Silver Sage Housing Corporation	120,000			
Sky Harbour Developments GP Inc.		167,859		
The Globe Theatre Society	132,000	24,022		
The Regina Plains Museum Inc.	114,000			

See accompanying notes.

Notes to Grants
For the Year Ended December 31, 2014
(in dollars)

Note 1

Grants have been reported in accordance with Subsection 9 (c) and (d) of *The Cities Regulations*.

Note 2

Grants are separated into a variety of categories in order to disclose the nature of grant or subsidy. Grants include all assistance paid by the City of Regina to organizations or individuals over $50,000.

Operating/Capital Grants

Grants paid to organizations to assist them in their operations and/or capital projects. This also includes grants to assist organizations with conventions or shows held in the City.

Tax Abatements and Exemptions

Various tax abatements and exemptions given to organizations and approved by City Council under Sections 244 (abatements) or 262 (exemptions) of *The Cities Act*. The tax abatement amounts disclosed represent the entire amount of the abatement whereas the tax exemption amounts disclosed represent only the municipal portion of the taxes forgiven.

Subsidized Rent

Properties owned by the City and leased for below market value. The amount disclosed represents the difference between the actual lease payment and the estimated market value of the lease.

Transit Subsidies

Free transportation given to organizations in the form of passes and tickets.

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Employee Remuneration

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Ababei, Nicolae	Mechanical Inspector	73,551	
Abbas, Syed F.	Bus Operator	52,811	
Abtosway, Cory G.	Crew Lead, Landfill	86,836	
Acapuyan, Sheryl	Tangible Capital Asset and Compliance Consultant	60,740	5,880
Ackerman, Amber	Business and Performance Support Strategist	69,368	
Ackerman, Daniel M.	Mechanic Helper - Prevention Maintenance	56,804	
Ackerman, James L.	Bus Operator	63,335	
Adam, Carl D.	Firefighter	96,993	
Aebig, Cory	Crew Lead, Roadway Operations	90,769	
Aebig, Darren M.	Casual Labourer	51,702	
Agarwal, Vikash K.	Manager, Business Development- Fleet	85,227	1,950
Agha, Amir A.	Senior Engineer	102,544	
Agha, Raheela	Corporate Budget Analyst	68,148	
Aird, Janet	Manager, Financial Services	133,642	1,950
Alarcon, Ian Angelo Q.	Project Engineer	91,726	
Alejandria, Joseph A.	Senior Engineer	105,897	
Alejandria, Richard H. A.	Graphics Technologist	59,358	
Alexander, Michael B.	Manager, Fleet Capital and Maintenance Programs	104,753	1,950
Ali, Murtoba	Accounting Clerk VI	61,879	3,010
Allan, Justin S.	Laboratory Analyst	54,157	594
Allin, Robert	Bus Operator	57,936	
Allsop, Edward L.	Deputy Chief, Strategic Support Services	83,911	134,104
Alvi, Syed A.	Revenue Services Analyst	57,334	
Amyotte, Jason W.	Tire Repairperson	50,315	
Amyotte, Kristen	Bylaw Standards Officer	63,996	
Anderson, Aaron L. W.	Firefighter	66,494	
Anderson, Allen	Leadman - Parks Maintenance	54,156	
Anderson, Ann M.	Senior Communications Strategist	77,761	
Anderson, Brad	Bus Operator	56,734	
Anderson, Derek M.	Bus Operator	76,556	
Anderson, Jeff	Firefighter	96,937	
Anderson, John B.	Manager, Fleet Operations	115,312	1,950
Anderson, Justin	Operational Service Representative	64,528	
Anderson, Kevin K.	Bus Operator	70,980	
Anderson, Loreen R.	Community Consultant	63,580	
Anderson, Michael	Trades 1 - Distribution System Services	106,018	
Anderson, Robert	Leadman, Golf Course	60,268	
Andre, Andrea	Solid Waste Truck Operator	55,441	
Andrews, Michael G.	Senior Captain	146,607	
Anthony, Aileen	Operational Service Representative	53,709	
Anthony, Troy	Bus Operator	58,810	
Antochow, Gordon J.	Supervisor, Field Operations	82,459	
Antonini, Leonard A.	Lieutenant	118,379	
Archer, Ed	Chief Financial Officer	130,448	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Archibald, Tanys	Utility Billing Clerk	53,493	
Argue-Frehlich, Natasha G.	Administrative Assistant City Manager/Deputy City Manager	68,104	
Armstrong, Aimee L.	Payroll Officer II	63,035	
Armstrong, Troy A.	Journeyman Transit	57,396	9,500
Arsenault, Roger	Firefighter	105,247	
Arsenault, Simon	Lieutenant	121,041	
Aspen, Blaine	Skilled Labourer	50,551	
Atchison, Chrystal L.	Legal Counsel	94,055	244
Atwal, Jagpal Singh	Bus Operator	71,364	
Ault, Barry J.	Foreman, Facilities Operations	90,343	
Austin Van G.	Revenue Services Analyst	65,162	
Austring, Don	Lieutenant	119,183	
Azcueta, Jim M.	Bus Operator	60,375	
Babcock, Bradley T.	Project Engineer	91,026	
Bachynski, Doyle A.	Equipment Operator III	69,940	
Baier, Tammy R.	Revenue Services Analyst	79,548	
Bailey, Joseph	Bus Operator	57,603	
Bailey, Phelan D.	Bus Operator	57,829	
Bailey, Ron D.	Manager, Transit Administration	99,475	1,950
Baillargeon, Lee A.	Firefighter	102,771	
Baker, Dean K.	Journeyperson - Electrician	76,315	
Baker, Donald	Bus Operator	83,048	
Balysky, Shawn P.	Equipment Operator III	73,848	
Banin, Jason	Trades Co-ordinator	89,382	
Banin, Justin J.	Bottomman	51,223	
Banin, Sonia G.	Leisure Systems and Revenue Analyst	67,332	
Baniulis, Alicia E.	Administrative Associate	55,832	
Banks, Douglas K.	Automated Side Loader Operator	54,405	
Barkhouse, Kevin D.	Solid Waste Truck Operator	62,593	
Barnaby, Audrey	Accounts Payable Clerk	50,648	
Barr, Don	Director, Assessment, Tax and Real Estate	155,517	3,792
Barrett, Jennifer	Senior City Planner	86,421	
Basco, Aileen M.	Financial Administration Business Systems Analyst	64,655	
Bashutski, Warren M.	Firefighter	51,116	
Bateson, Graham P.	Water Technologist	60,447	
Bautista, Rizalito A.	Fleet Management Technologist	57,291	
Beaton, Boyd	Facilities Operations Coordinator	101,082	683
Beatty, Brian	Crew Lead, Roadway Operations	73,754	641
Beatty, Dean J.	Lieutenant	115,697	
Beaubien, Courtney L.	Policy Analyst	85,174	
Beaulieu, Larry J.	Supervisor of Central Stores, Salvage and Fuel	100,515	
Bechard, Blair	Firefighter	104,571	
Bechtold, Gloria L.	Coordinator, Purchasing	114,786	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Belcourt, Dale K.	Tandem Truck Operator	67,780	
Bell, Carey	Coordinator, Property Tax and Administration	78,540	
Bell, Cy	Equipment Operator II	69,668	
Bell, Tom	Utilityperson II	44,886	14,509
Bellegarde, Peter D.	Firefighter	111,854	
Bells, Brad N.	Director, Transit Services	137,895	2,600
Belyea, David R.	Laboratory Analyst	55,790	
Benna-Stewart, Linette L.	Bus Operator	57,572	
Bennett, Brienne T.	Specialist- Waste Minimization	56,457	3,546
Benning, Kirby	Firefighter	106,800	
Benson, Colby D.	Casual Labourer	57,172	
Bergen, Judith P.	Operational Service Representative	64,797	
Bernakevitch, Paul C.	Firefighter	51,116	
Bernhardt, Cindy	Financial Services Team Leader	82,088	
Bernreuther, Desirae L.	Communications Consultant	71,886	
Besplug, Bert F.	Captain	123,490	
Beston, Derreck S.	Crew Lead, Roadway Operations	62,745	
Betker, William R.	Geomatics Technician I	59,498	
Bialobzyski, Mark A.	Mechanical Inspector II	85,928	
Bien, Tyler W.	Supervisor, Technology Application	100,322	
Bigler, Hugh J.	Electrical/Instrument Apprentice	74,354	
Bird, Alfred G.	Foreman, Parks Maintenance	56,988	
Bird, Charles E.	Bus Operator	54,614	
Bird, Robyn A.	Strategy and Performance Consultant	90,321	368
Bishoff, Alan M.	Senior Assessment Appraiser	85,189	
Bissett, Jacob D.	Casual Labourer	51,972	
Bitz, Nick A.	Bus Operator	58,770	
Bitz, Sherri A.	Customer Service Representative II	60,650	
Bjorgan, Lori A.	Human Resources Consultant	113,395	
Blaikie, John	Facilities Operator I	54,268	
Block, Darrell	Engineering Assistant V, Roadways and Traffic	66,869	
Blondeau, Jason W.	Bus Operator	58,463	
Blouin, Anna M.	Employee Administrator	57,346	
Boan, Wayde G.	Firefighter	106,652	
Bobyck, Darren	Irrigation Worker III	67,633	
Bokamyer, Douglas G.	Coordinator, Water and Sewer Construction	106,444	
Bolen, Adrien J.	Bus Operator	56,474	
Bolen, Beverly	Administrative Support Human Resources	51,061	
Bolen, Daryl	Mechanic	95,801	
Bondy, Terrence A.	Casual Labourer	63,379	
Bonke, Eric L.	Senior CAD Technician	81,931	
Book, Patrick R.	Senior. Advisor to the Mayor	47,971	3,500
Booth, Douglas W.	Engineering Assistant III - Water and Sewer Engineering	79,285	
Booth, Richard S.	Manager, Fleet Capital and Maintenance Programs	104,112	1,950

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Bork, Brad	Firefighter	96,993	
Botkin, Stephen J.	Operational Service Representative	53,428	
Boudreau, Donnell	Solid Waste Truck Operator	63,200	
Bourdin, Kymberly	Communications Consultant	72,298	700
Bourret, Jeffrey M.	Firefighter	66,494	
Boutin, Matthew	Firefighter	97,899	
Bowles, Lawren K.	Firefighter	51,204	
Boychuk, Marianne L.	Firefighter	106,699	
Boyd, Barry L.	Casual Labourer	52,112	
Boyer, Darren	Lieutenant	119,358	
Boyko, Kevin B.	Bus Operator	76,331	
Braden, Ralph N.	Captain	121,934	
Brailean, Linda	Coordinator, Parking Services	66,132	
Brakefield, Ryan R.	Programmer Analyst III	57,083	
Bratushesky, Wayne	Crew Lead, Roadway Operations	52,806	
Brears, Liberty A.	Policy Analyst	53,572	
Brezinski, Dwain	Bus Operator	75,711	
Briggs, James M.	Senior CAD Technician	66,182	
Brock, Duane	Lieutenant	117,804	
Brockwell, Ray	Equipment Operator II	53,086	
Brodt, Michael J.	Traffic Signal Systems Technician	59,826	
Brooks, Paul	Facilities Operator I	55,217	
Brotheridge, Debbie A.	Human Resources Consultant	102,675	
Brotzel, Tanner J.	Firefighter	66,494	
Brown, Davis T.	Firefighter	51,204	
Brown, Doug	Risk Manager	77,484	
Brown, Geoff G.	Manager, Infrastructure Planning	116,481	2,325
Brown, Royce	Bus Operator	51,186	
Brown, Susan	Bus Operator	58,620	
Brown, Tod M.	Firefighter	108,639	
Bryden, Deborah	Manager, Property Taxation and Administration	126,253	2,271
Buch, Theodore M.	Fire Inspector	89,648	40,990
Buchan, Brad	Firefighter	96,993	
Bucsis, Larry	Bus Operator	93,019	
Buehler, Arnold	Manager, Transit Operations and Training	93,042	1,950
Buffalo, Stan I.	Saw Operator - Concrete Services	77,978	
Burant, Randy A.	Supervisor - Development Services	79,166	
Burkart, Garry W.	Journeyman Transit	85,842	
Burns, Maria L.	Senior Human Resources Consultant	106,928	2,477
Burns, Michael J.	Fire Inspector	115,130	1,812
Burtnack, Jeffrey W.	Firefighter	96,993	
Bussman, Jean A.	Construction Technologist	65,419	
Bute, Richard A.	Journeyperson - Mechanic	65,365	
Butler, Brett B.	Business and Workforce Management Analyst	59,011	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Butler, Veniesha S.	Human Resources Associate	54,507	
Caldwell, Ryan T.	Operator	62,243	
Cameron, Scott A.	Utilityperson	62,330	
Cameron, Scott D.	Manager, Facilities Operations	115,046	1,950
Campbell, Chris B.	Supervisor, Testing Lab and Materials Engineering	84,121	
Campbell, Kayosha	Financial Reporting and Policy Advisor	79,683	
Campbell, Randy M.	Forester II	56,755	165
Campbell, Ryan G.	Technologist	58,234	411
Cardinal, Beverly C.	Cultural Diversity and Aboriginal Relations Advisor	86,296	
Carey, Ronald	Casual Labourer	59,710	
Carleton, Colin A.	Firefighter	97,052	
Carlston, Jason	Executive Director, Planning and Development	181,656	90,871
Carlston, Rick J.	Utilityperson	60,089	
Carpenter, Michael G.	Commercial Building Inspector I	76,111	
Carroll, Danial C.	Journeyperson - Industrial Mechanic	80,609	
Carroll, Troy	Equipment Operator IV - Roadways	69,853	
Carter, Tyler H.	Firefighter	51,204	
Carteri, Jason R.	Firefighter	75,146	
Carteri, Leo L.	Bus Operator	63,377	
Carteri, Tony	Captain	125,327	
Carton, Allan	Crew Lead, Roadway Operations	79,014	
Cassell, Sean	Bottomman	91,903	
Cavers, Douglas E.	Manager, Regional Planning	107,422	1,950
Chabot, Rodrigue	Solid Waste Truck Operator	51,160	
Chahal, Gurjinder S.	Bus Operator	70,301	
Chalupiak, Jeremy K.	Residential Building Inspector II	59,207	
Chambers, Evan W.	Firefighter	82,714	
Champagne, Henry B.	Crew Lead - Solid Waste Collection	65,881	
Chan Russell, Ada K.	City Planner II	63,649	
Chandler, Michael R.	Mechanical Inspector	93,656	
Chapman, David W.	Dispatcher	54,892	
Chapman, Richard J.	Fleet Training Officer	70,092	
Chaudhry, Irfan A.	Senior Investment Analyst	85,488	
Chavada, Pruthvirajsinh V.	Bus Operator	51,962	3,353
Chernick, Glenn	Forestry Technician	58,184	
Chernoff, Peter L.	Casual Labourer	61,240	
Cherwinski, Andrew C.	Casual Labourer	50,487	
Cheshuk, Jerry T.	Manager, Wastewater Treatment	125,299	1,950
Chevalier, Renee M.	Project Engineer	90,061	
Chillog, Michael G.	Firefighter	96,993	
Chomos, Geoff	Business Solutions Coordinator	91,901	
Choquette, Tyler S.	Firefighter	96,485	
Chorney, Danielle L.	Project Engineer	113,399	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Chorney, Ken	Firefighter	100,932	
Chow, Lorne W.	Manager, Bylaw and Licensing	89,427	2,030
Chung, Wayne W. Y.	Project Engineer	93,089	
Chupik, Dennis B.	Engineering Assistant IV- Roadways and Traffic	61,283	
Chupik, Larry W.	Supervisor, Residential Inspection	82,420	
Chursinoff, Roy W.	Performance Measurement Consultant	99,644	
Cichocki, Aaron P.	Firefighter	97,250	
Clarke, Brian	Manager, IT Operations	105,665	2,104
Clarke, Dave	Firefighter	100,931	
Clary, Bill B.	Bus Operator	55,410	
Cleare, Nathaniel	Dispatcher	68,216	
Clemmensen, Aaron	Casual Labourer	52,188	
Clermont, Debra M.	Coordinator, Tax Administration and Collections	77,836	
Clifford, Christine	Legal Counsel	128,942	
Cochrane, Taron L.	Manager, Interactive Communications	66,285	1,800
Coffey, Fred	Financial Administration Business Systems Analyst	78,035	
Cole, Garry	Bus Operator	56,761	
Cole, Rodney	Firefighter	104,457	
Coleman, Gail	Paratransit Registration and Administration Clerk	54,380	
Coleman, Rocky	Bylaw Standards Officer	61,928	
Colliness, Shari D.	Access to Information and Policy Consultant	53,759	19,459
Comfort, Paul J.	Firefighter	102,769	
ComStock, Alan	Air Quality Specialist	50,586	
Conditioningon, Derek	Casual Labourer	51,403	
Contreras, Fabian O.	Strategy and Performance Consultant	98,649	
Conway, Vanda M.	Manager, Strategy and Operations	107,135	1,950
Cook, Andrew S.	Firefighter	51,186	
Coolen, Ann M.	Paratransit Clerk	54,273	
Cooney, Deborah C.	Coordinator, Business System Administration	103,256	
Cooper, Kelly G.	Equipment Operator IV - Roadways	68,263	
Corley, Michael C.	Bus Operator	76,723	
Cotcher, Michael D.	Senior City Planner	82,101	
Cote, Renee L.	Human Resources Analyst	66,317	375
Coulson, John E.	Casual Labourer	57,917	
Court, Rob L.	Manager, Environmental Engineering	128,349	2,450
Cousins, Peter E.	Firefighter	111,880	
Covill, Erin L.	Infrastructure Records Technician	58,536	
Cox, Clifford	Bus Operator	61,296	
Cozma, George S. N.	Casual Labourer	58,642	
Cozma, Randy B.	Coordinator, Roadway Operations	83,827	
Craigen, Cory D.	Firefighter	100,932	
Crittenden, Joyce	Administrative Support Human Resources	51,086	
Cronin, Fredrick G.	Coordinator, Roadway Operations	126,861	
Crook, Cyrus A. G.	Senior Engineer	104,780	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Crooks, Doc W. R.	Firefighter	96,993	
Crossman, Nolan	Irrigation Worker II	62,918	
Crowe, Curtis	Casual Labourer	65,525	
Crowe, Patrick R.	Equipment Operator II	77,069	
Csoke, Sidney	Bus Operator	55,988	
Curry, Chris	Lieutenant	112,386	
Cyr, Delbert H.	Crew Lead, Roadway Operations	84,511	
Dagenais, Anthony D.	Journeyperson - Mechanic	74,449	
Daku, Hartley A.	Captain	128,841	
Daradich, Janine R.	Coordinator, Recreation Facility Development	90,060	
Daschner, Kurtis	Irrigation Worker II	58,271	
Davidson, Dwaine E.	Captain	129,521	
Davies, Glen B.	City Manager	294,754	15,936
Davies, Scott	Firefighter	96,993	
Davis, Kris J.	Journeyman Transit	83,878	17
Deal, Robert	Foreman, Painter/Decorator	66,912	
Dean, Brian A.	Supervisor, Field Operations	105,861	
Deck, Pamela M.	Manager, Strategy and Operations	114,987	2,450
Deener, Shelly A.	Residential Building Inspector II	54,377	
Deiana, Marco	Manager, Workplace Health and Safety	115,400	1,950
Delmaire, Marcus	Bus Operator	88,435	
Delorme, Nathan	Casual Labourer	57,560	335
Delorme, Nolan B.	Casual Labourer	64,083	
Denouden, Troy G.	Firefighter	94,628	
Derin, Brant	Journeyman Body Repairman	67,141	
Derkacz, Judy L.	Coordinator, Business System Administration	78,979	
Derkatch, Robyn M.	Pension Information Consultant	53,605	3,877
Derkitt, William E.	Facilities Operator I	51,537	
Derkson, Lyle	Fire Inspector	114,570	
Deroose, Sidney J.	Equipment Operator II	62,475	
Derzaph, Richard	Revenue Administration Clerk I	51,647	
Desjardins, Tracy	Engineering Assistant III	55,036	
Desjarlais, Lyle	Casual Labourer	52,626	
Desnomie, Leo J.	Crew Lead - Mudjacking	72,804	
Despins, Samantha	Revenue and Service Clerk	52,913	17
Dheilly, Richard	Training Captain	116,865	
Dickson, Abiye O.	Corporate Policy Advisor	79,289	5,880
Didowycz, Matthew J.	Firefighter	96,938	
Diewold, Neal S.	Traffic Signal Control Electrician	59,281	
Digney, Kevin D.	Assistant Chief - Fire	102,044	150
Dimen, Garth W.	Firefighter	97,093	
Dizy, Gerry M.	Engineering Assistant V, Roadways and Traffic	65,429	
Docherty, Colin J.	Crew Lead - Water and Sewer Construction	102,543	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Dodds, Darcy E.	Truck Driver - Sewer and Water	75,309	
Doell, Carla S.	Property Assessor	76,500	
Doka, Corey	Pest Control Officer	58,988	
Doka, Greg D.	Trades 1 - Distribution System Services	102,206	
Dolff, Randy	Journeyperson - Mechanic	77,060	
Dolter, Larry R.	Senior Captain	42,059	69,729
Domokos, Gary	Equipment Operator II	63,849	
Domoslai, Tim R.	Centre Administrator - Neil Balkwill Civic Arts Centre	65,780	
Donahue, Denise	City Planner II	71,258	
Donaldson, Juanita	Coordinator, Payables	76,242	
Donda, Bryon K.	Crew Lead, Roadway Operations	98,149	
Doney, Kurtis	Manager, Water and Sewer Engineering	104,200	1,950
Downie, Holly T.	Print Services Representative	54,734	
Downton, Dwayne	Irrigation Worker II	61,626	
Doxilly, Kay	Risk Management Advisor	83,490	
Drackett, Dan G.	Firefighter	96,993	
Drackett, Randy	Firefighter	47,481	37,929
Dreger, Aaron	Firefighter	96,993	
Dreher, Robert	Cemeterian II	56,311	
Driedger, Clint	Traffic Signal Coordinator	98,650	
Drozda, Mike	Fire Inspector	110,332	
Drummond, Darel F.	Equipment Operator III	104,140	
Duce, Edward W.	Coordinator, Construction Programming	97,052	
Dueker, Daryl	Journeyperson - Electrician	81,834	
Duell, David	Bus Operator	63,996	
Duesterbeck, Brad D.	Casual Labourer	56,961	
Duesterbeck, Daryle	Mechanical Inspector	76,974	
Dugalo, Glen	Bus Operator	90,441	
Dulmage, Terry A.	Equipment Operator III	61,251	
Dumais, Richard T.	Bus Operator	52,828	
Dumalski, Gwendolyn J.	Community Consultant	63,385	261
Dumber, Charles M.	Casual Labourer	50,658	
Dunbar, Jay	Firefighter	100,890	
Dundas, Jason C.	Firefighter	105,664	
Dunford, Corbin A.	Traffic Signal Control Technician	57,034	1,879
Duperreault, Chance D.	Fire Inspector	113,260	410
Durovick, Debra A.	Program Specialist - Aquatics	63,155	
Durovick, Keegan	Program Specialist	51,442	
Dusyk, John R.	Accounting Clerk VI	52,814	215
Dybvig, Raymond	Journeyperson - Mechanic	75,305	
Dyck, Randall J.	Firefighter	96,974	
Ear, Calvin C.	Business Performance Consultant	72,544	7,977
Eashappie, Macy T. B.	Casual Labourer	54,659	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Eaton, Bryden J.	Casual Labourer	53,629	
Egler-Wiome, Nadine F.	Human Resources Consultant	100,021	
Einarson, Sheree Ann	Accountant I	59,386	
Eirich, Larry	Manager, Business Solutions	128,349	2,450
Eirich, Russell	Manager, Forestry, Pest Control and Horticulture	80,361	75
Eisler, Ryan T.	Firefighter	96,993	
Eklund, Douglas	Senior Maintenance Operator	55,586	
Elgren, Glenn	Bus Operator	32,128	23,014
Elsaesser, Brent D.	Community Consultant	63,196	
Engel, Chad H.	Coordinator, Business Services	49,219	14,933
Engel, Roberta R.	Manager, Waste Diversion Services	112,312	1,950
Enright, Mark P.	Commercial Building Inspector I	67,693	
Enriquez, Gloria B.	Revenue Services Analyst	59,651	1,190
Erbach, Jeff R.	Coordinator, Cultural Development	90,890	750
Erdelyan, Shawn	Trades 1 - Distribution System Services	99,739	
Erickson, Barry	Forester II	62,325	
Ermel, Clinton	Maintenance Person	102,551	
Essey, Jonathan W.	Asphalt Plant Operator	56,150	
Estin, Paula- Jayne J.	Bus Operator	58,768	
Euraoba, Eric C.	Casual Labourer	52,472	
Euraoba, Winson C.	City Hall Building Operator	56,705	
Euteneier, Mark M.	Solid Waste Truck Operator	56,320	
Ewanishin, Pamela A.	Development Control Officer I	51,867	
Ewert, Thomas B.	Senior Assessment Appraiser	82,274	
Eyndhoven, Terry L.	Distribution Clerk Coordinator	65,082	
Eyndhoven, Trevor	Lead Operator	86,339	
Fagan, Peter	Coordinator, Water and Sewer	65,396	
Fahlman, Curtis A.	Firefighter	82,714	
Fairbairn, Cheryl S.	Project Leader- Business Technology	85,073	
Farrell, Shannon L.	Purchasing Agent II	54,267	
Fayant, Marlowe	Facilities Operator I	56,366	
Fayant, Timothy	Leadman - Parks Maintenance	58,221	
Fehler, Robert L.	Equipment Operator III	63,840	
Felix, Joseph A.	Firefighter	85,704	
Fenske, Tammy C.	Residential Building Inspector II	53,252	
Fenton, Jeremy J.	Senior City Planner	82,368	
Fettes, Deborah	Scheduling Officer	52,732	
Fiacco, Frank A.	Billing Coordinator	76,237	
Filteau, Kevin	Specialist- Waste Minimization	78,509	
Finch, Cory	Firefighter	104,098	
Fiorante, Antonio	Instrument Control Specialist	81,919	
Fiorante, Nick J.	Manager, Supply Services	68,274	1,950
Fischer, Scott	Skilled Labourer	71,909	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Fisher, Calvin J.	Firefighter	96,938	
Fisher, Chris	Director, Information Technology Services	155,457	2,600
Fisher, Trevor	Equipment Operator IV - Roadways	75,197	
Fitch, Rowland E.	Crew Lead - Mains and Valves	52,678	
Flegel, Marilyn J.	Design and Construction Consultant	69,839	660
Florek, Kelly A.	Supervisor, Infrastructure Services	74,165	
Florizone, Sheri	Sustainabilty Outreach Coordinator	76,767	
Florizone, Teresa A.	Controller, Policy and Risk Management	4,266	73,016
Folk, Louise M.	Director, Development Services	114,958	3,002
Fong, Jason A.	Bus Operator	59,640	
Forester, Leonard	Trades Co-ordinator-Mechanical (Heavy)	81,488	
Forman, Michelle	Strategy and Performance Consultant	99,740	
Forsythe, Stephen	Solid Waste Truck Operator	53,163	
Fortier, Gilbert L.	Facilities Operator I	35,796	23,657
Fortier, Normand	Journeyperson - Industrial Mechanic	108,680	
Foster, Darcy B.	Supervisor, Geomatics Services	79,274	
Fox, Clint J.	Casual Labourer	68,202	
Fox, Darren R.	CCTV Sewer Camera Operator	54,745	
Fox, Sean D.	Casual Labourer	58,909	
Frank, Ed	Water Attendant	55,267	
Frank, Marjorie	Service Desk Analyst	62,992	
Frankiewitz, Stephen	Hydrant Repairperson	53,676	
Fraser, Gordon	Equipment Operator II	58,119	
Fredrickson, Darrell G.	Night Foreman	63,175	
Freed, Tim B.	Casual Labourer	52,054	
Frei, Todd M.	Firefighter	96,993	
Friedrich, Angelene B.	Human Resources Associate	65,906	467
Friesen, James D.	Firefighter	97,141	
Friesen, Jeret L.	Firefighter	98,200	
Froehlich, Laine M.	Technologist II - Water and Sewer Services	63,714	
Froh, Kregg	Engineering Assistant III - Water and Sewer Engineering	61,872	
Froh, Terry J.	Bus Operator	71,558	
Frohlick, Dan	Equipment Operator III	79,889	
Frohman, Joel D.	Community Consultant Art and Cultural Heritage	61,515	
Fuchs, Randall J.	Captain	124,318	
Gabel, Glen	Human Resources Consultant	99,702	
Gabora, Jeff S.	Casual Labourer	51,199	
Gabriel, Michael	Crew Lead - Asphalt Screed	90,707	
Gafencu Dwayne N.	Captain	24,846	61,211
Gainda, Sukhwinder S.	Bus Operator	78,214	
Galatiuk, Marjorie D.	Materials Coordinator	56,767	
Gall, Christopher G.	Solid Waste Truck Operator	54,084	
Gallant, Kayla	Supervisor, Chemist	73,383	1,453

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Gallenger, Trevor J.	Firefighter	96,993	
Galloway, George E. H.	Manager, Concrete	115,046	
Garcia, Aileen L.	Programmer Analyst II	63,473	
Gardner, Kerry	Emergency Medical Training Captain	116,068	
Garrecgt, Ruth A.	Paratransit Clerk	52,951	
Garrett, Brian M.	Utilityperson	51,691	
Gartner, Jeff D.	Firefighter	100,931	
Gartner, Pat	Executive Director, Human Resources	170,266	2,600
Garzona, Natascha	Bus Operator	61,310	
Garzona, Roberto	Bus Operator	56,879	
Gasmo, Karen	Executive Director, Transportation and Utilities	162,093	3,145
Gasper, Doug F.	Crew Lead, Roadway Operations	76,884	
Gattinger, Mark J.	Senior Captain	34,083	68,631
Gaudet, Kenny D.	Development Assistant	65,292	
Gavin, Keith D.	Captain	122,892	
Gaw, Peter B.	Traffic Detours/Restrictions Controller	82,598	
Gebert, Dylan M.	Utilityperson II	53,455	
Geiger, Garth	Lieutenant	120,242	
Geiss, Darrell J.	Crew Lead - Traffic Technical Operations	96,686	
Gelinas, Kevin J.	Captain	103,492	
Geng, Sherry X.	Senior Business Strategist	58,713	28,736
George, Preji	Project Leader- Business Technology	69,236	
Gerber, Joey	Foreman, Open Space Services/Cemeteries	64,364	
Germaine, Nathan	Solid Waste Truck Operator	54,351	
German, Wally	Solid Waste Truck Operator	56,126	
Germann, Stefan	Manager, Building Standards	96,273	1,950
Gerolami, Michael	Technical Support Specialist I	87,100	
Gervais, Amber	Financial Management Analyst	83,970	
Gervais, Laurie M.	Captain	126,316	
Gessey, Kent	Crew Lead, Roadway Operations	76,990	
Gette, Loretta J.	Senior Engineer	102,173	
Gettle, Craig	Journeyperson - Carpenter	69,384	
Getz, Terrence	Journeyperson - Mechanic	74,964	
Giannetta, Adele	Payroll Officer II	59,965	467
Gibson, Donna Lee	Human Resources Consultant	77,562	1,100
Gibson, Dwayne A.	Firefighter	110,597	
Gibson, Stacey L.	Bylaw Standards Officer	57,342	
Gibson, Trav	Firefighter	102,589	
Gidluck, Aron	Firefighter	100,261	
Gielis, Henricus	Irrigation Worker II	59,367	
Gilbert, Brad W.	Supervisor, Leisure Centres	51,478	4,498
Gillies, Riley G.	Firefighter	51,204	
Gillis, Robert G.	Business Performance Consultant	68,576	
Gimas, Kevin	Sewerjet/Hydrovac Operator	77,517	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Girgulis, Todd H.	Coordinator, Program Services	95,760	
Glencross, Donald J.	Casual Labourer	79,728	
Glines, Joel D.	Casual Labourer	69,461	
Gohlke, David	Equipment Operator IV - Roadways	67,677	
Gohlke, Elaine	Council Officer	66,127	849
Gohlke, Kristopher W.	Casual Labourer	50,801	
Goldie, Scott	Firefighter	104,105	
Gonzalez, Bernardo C.	Bylaw Standards Officer	53,228	
Goodwin, Richard A.	Journeyperson - Industrial Mechanic	73,177	
Gordon, Jim	Permit Facilitator	63,322	
Gotchia, Richard R.	Firefighter	66,481	
Gottfried, Richard K.	Utilityperson II	61,696	
Goulet, Pamela C.	Paratransit Clerk	55,009	
Grace, Dean	Cemeterian II	56,715	
Grad, Jim	Solid Waste Truck Operator	50,735	
Graham, Gordon R.	Firefighter	104,234	
Grandel, David	Journeyperson - Carpenter	64,827	
Grandel, Janice G.	Forestry Technician	59,293	
Grant, Patti	Administrative Assistant City Manager/Deputy City Manager	87,151	
Gray, Michael T.	Firefighter	51,204	
Gray-Owen, Deborah M.	Bus Operator	61,012	
Green, Patrick	Journeyperson - Industrial Mechanic	83,907	
Gregory, Stuart	Fleet Training Officer	77,420	
Grenier, Patti	Human Resources Associate	73,564	
Greyeyes, Chris	Customer Service Representative II	53,256	
Griffin, Dan J.	Supervisor, Water Supply	103,309	
Griffin, Donald S.	Equipment Operator III	50,018	
Griffin, Lynette	Manager, Paratransit and Accessibility	113,037	1,950
Griffin, Naomi J.	Claims Investigator	66,781	
Groff, Trevor G.	Crew Lead - Concrete Services	83,171	
Guarin, Ashley T.	Tax Enforcement Clerk	50,160	525
Gudmundson, Arin D.	Firefighter	51,186	
Guenther, Evan R.	Manager, Asphalt Services	84,803	104
Gullickson, Harley G.	Equipment Operator IV	88,312	
Guraluk, Kevin	Equipment Operator III	57,147	
Habtemichael, Abeye	Bus Operator	56,791	
Hagan, Rea E.	Bus Operator	55,861	
Hagar, Peter	Senior Engineer	102,124	
Hall, Erna	Deputy City Clerk - Council Support	103,649	3,929
Hall, Lisa E.	Licensing Analyst	70,962	
Halpenny, Jamie	Paratransit Coordinator	60,975	25,431
Halvorson, Tracey L.	Employee Rehabilitation Officer	88,415	
Hambly, Calvin W.	Firefighter	51,236	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Hamilton, Kelly M.	Firefighter	104,902	
Hammond, Craig	Forester II	59,770	
Hammond, Tim	Firefighter	104,132	
Hampson, Mark	Coordinator, Fleet Capital Program	82,258	
Hanes, Gerald H.	Forester I	54,359	
Hanley, Patricia L.	Administrative Assistant City Manager/Deputy City Manager	64,083	
Hansen, Fredrick	Firefighter	106,307	
Hanson, Bradford C.	Captain	122,499	
Hanson, Jamie	Manager, Facilities Engineering	132,323	2,700
Hansvall, Stacey R.	Administrative Assistant	50,571	900
Harbis, Nicollette	Cash Management and Investment Analyst	88,755	
Harder, Lee Anne	Pension and Benefits Bus Systems Analyst	69,171	
Hargrove, Jill L.	Manager, Revenue Administration Services	95,529	3,008
Harle, Kenneth	Transportation Services Officer	87,027	
Harmatiuk, Sheila	Manager, Government Relations	53,716	1,940
Harmen, Lonnie	Permit Facilitator	63,735	
Harris, Darren	Irrigation Worker II	61,266	
Harris, Jason D.	City Planner II	58,329	
Harris, Sheila M.	Scheduling Officer	52,801	
Harris, Tanya C.	Bus Operator	58,264	
Hartman, Sherri-Lynn I.	Engineering Assistant IV- Roadways and Traffic	60,933	
Hartman, Traiton J.	Firefighter	96,993	
Harvey, Brian	Facilities Operator I	54,176	
Harvey, Jamie L.	Year 4 Apprentice Electrician	79,931	
Hassman, Colette M.	Administrative Assistant	57,231	
Hastings, Marvin S.	Crew Lead - Cold Planer	103,015	
Hauck, Kenneth A.	Senior Captain	116,811	68,240
Hauglum, Sean J.	Supervisor, Field Operations	91,373	
Hawley, Jeff M.	Manager, Solid Waste Collection	60,573	12,125
Hawryluk, Diana L.	Director, City Planning	156,272	3,100
Haynes, Christine A.	Administrative Assistant	58,434	
He, Xiaoling I.	Project Engineer	78,159	
Headrick, Garry	Trades Coordinator-Mechanical (Light)	79,349	
Hehn, Darren	Financial Management Analyst	85,488	
Heintz, Curtis	Firefighter	96,993	
Heisler, Alberta	Fleet Maintenace Service Advisor	53,184	
Heisler, Brent R.	Engineering Assistant III	36,409	25,480
Heisler, Collin	Journeyperson - Mechanic (Light)	74,070	
Heistad, Ernie W.	Skilled Labourer	78,845	
Heller, David	Journeyperson - Parts	53,770	
Henderson, Dustin L.	Bus Operator	59,532	
Henning-Hill, Helene H.	Manager, Sewer and Drainage Operations	128,761	1,950
Henry, Elizabeth J.	Project Management Analyst	78,367	
Henry, Gladwin	Programmer Analyst III	71,499	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Herauf, Allan C.	Facilities Project Consultant	89,858	
Herauf, Leonard M.	Captain	123,637	
Herauf, Wade	Electronic Technician	91,637	
Herle, Jeffrey A.	Senior Engineer	61,289	
Herod, Dominic J.	Employee Administrator	54,288	
Heroux, Christine	Manager, Payroll, Analytics and Employee Administration	107,468	1,950
Herperger, Deborah E.	Administrative Secretary	54,817	
Heshka, Lori	Human Resources Associate	68,910	
Heuchert, Larry	Supervisor of Equipment and Maintenance	94,717	
Heward, Dave	Facilities Operator I	56,381	
Hiebert, Dwayne G.	Maintenance Operator	75,346	
Hildebrand, William	Crew Lead - Grade Finisher	61,373	
Hilderman, Garth B.	Skilled Labourer	80,168	
Hildred, Chad E.	Crew Lead - Traffic Underground	60,293	
Hilt, Preston A.	Bus Operator	56,617	
Hipfner, Ronald E.	Preventative Maintenance Program Admin	79,868	
Hlavsa, Rob	Bus Operator	59,302	
Hodgson, Stacey M.	Coordinator, Administrative Services	72,498	
Hoeft, Freddie A.	Casual Labourer	62,854	
Hoeft, Tamara L.	Residential Building Inspector II	56,835	
Hoffart, Nicole	Marketing Consultant	73,320	
Hoffart, Paul	Senior Engineer	103,129	
Hogan, Tyler P.	Firefighter	75,161	
Hoggan, Rodney	Equipment Operator III	67,021	
Hohne, William D.	Casual Labourer	60,645	
Holden, Christopher	Director, Communications	156,701	2,600
Holhauser, Derwin G.	Crew Lead - Asphalt Plant	92,001	
Hollender, Doug	Facilities Operator I	57,389	
Holloway, Ronald	Bus Operator	59,551	
Holmes, Rickey J.	Fire Inspector	125,812	
Holmes-Binns, Aaron	Property Assessor	76,605	
Holt, Bart K.	Firefighter	96,938	
Holt, Michael W.	Journeyman Transit	44,916	24,506
Holtz, Reg J.	Casual Labourer	60,537	
Homeniuk, Leonard M.	Equipment Operator II	57,842	212
Homes, Adam M.	Director, Roadways and Transportation Services	97,062	6,838
Hood, Jack	Solid Waste Truck Operator	58,957	
Hopson, Brian	Crew Lead - Water and Sewer Construction	91,148	
Horning, Richard G.	Supervisor, Parks Maintenance	73,951	
Hornung, Blair T.	Programmer Analyst II	67,757	
Houston, Shannon R.	Coordinator, Project Services	89,833	2,704
Howatt, Randy	Crew Lead - Hydrants	56,915	
Howell, Tracy D.	Firefighter	108,718	
Howie, Karen G.	Manager, Sweeping and Alleys	108,090	1,950

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Howse, Kristy M.	Manager, InvestmentS	72,156	
Hu, Yafei	Project Engineer	85,753	
Huber, Alvin F. G.	Supervisor, Technology Application	96,499	
Hubich, Chad	Technical Support Specialist II	87,347	
Hubick, Garth	Supervisor, Parks Maintenance	66,532	536
Humphreys, Devon M.	Casual Labourer	60,771	
Humphreys, Neville M.	Equipment Operator IV - Roadways	83,242	
Hurley, Shawn	Journeyperson - Mechanic (Light)	75,233	
Hyder-Shaikh, Khayyam	Bus Operator	74,534	
Hyndman, Gillian	Manager, Project Support Office	102,193	539
Illingworth, Cindy A.	Cash Management Clerk	52,700	467
Imumorin, Peter I.	Project Engineer	92,048	
Insley, Andrea L.	Revenue Services Analyst	61,137	2,483
Iqbal, Jamshaid	Bus Operator	60,910	
Israel, Elizenda	Financial Administration Business Systems Analyst	73,834	
Jackson, Bradford W.	Equipment Operator III	63,526	
Jackson, G. Layne	Deputy Chief, Strategic Support Services	140,781	1,950
Jacobson, Cortnie	Human Resources Consultant	81,802	
Jacobson, Kevin R.	Bus Operator	86,406	
Jakubowski, Paul	Firefighter	104,029	
James, Cary D. W.	Project Co-ordinator - Trades	71,217	
James, Paul	Route Maintenance Worker	57,679	
Jara, Jose M.	Supervisor, Technology Application	76,849	
Jeannot, Bryce B.	Firefighter	96,972	
Jeeves, Craig Lee	Bus Operator	58,325	
Jeffery, Steve	Manager, Business Solutions	128,942	1,950
Jelinski, Greg	Manager, Landfill Operations	121,754	1,575
Jelovic, Andrijan V.	Programmer Analyst II	62,113	
Jensen, Chris J.	Stock Clerk I	54,174	
Jerkovits, Nicole R.	Program Specialist - Aquatics	60,193	
Jerome, Curtis L.	Bylaw Standards Officer	51,379	
Jessop, Allen	Solid Waste Truck Operator	56,606	
Jijian, Chris D.	Bottomman	50,879	
Jijian, David D.	Supervisor, Field Operations	81,706	
Johnson, Cecilia	Supervisor, Leisure Centres	75,297	
Johnson, Colinda	Senior Assessment Appraiser	78,239	
Johnson, Janell Y.	Firefighter	96,993	
Johnson, Warren W.	Journeyperson - Parts	52,577	
Johnston, Mark A.	Technologist II - Roadways and Traffic	73,940	
Johnston, Ryan	Supervisor, Pest Management	67,992	
Johnston, Wendy A.	Coordinator, Workforce Development	71,325	
Jordan, Darcy K.	Infrastructure Records Technician	63,000	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Jordan, Mike A.	Journeyperson Apprentice	60,116	
Jors, Curtis M.	Trades Co-ordinator-Mechanical (Heavy)	81,586	
Jors, Delmar M.	Facilities Operator I	55,220	
Josan, Vishavdeep S.	Bus Operator	63,751	
Jose, Shane W. J.	Equipment Operator II	61,227	
Joyal, Marcel C.	Journeyperson - Plumber/Gasfitter	76,177	
Judge, Brian	Captain	122,011	
Jukes, Eden A.	Technologist II - Water and Sewer Services	59,452	
Julien, Glenn	Casual Labourer	57,118	
Kabatoff, Ken	Supervisor, Parks Development	101,827	
Kaip, Steve A.	Firefighter	51,186	
Kalenchuk, Danny W.	Maintenance Person - Electrician	94,928	
Kalenchuk, Ryan	Technologist II - Environmental	61,818	
Kalim, Carolyn J.	Project Management Analyst	76,236	
Kalim, Faisal L.	Manager, Wastewater Treatment	96,838	4,984
Kallichuk, Landon L.	Firefighter	51,204	
Kaminski, Stacey M.	Water Technologist	60,447	
Kapell, Gregory J.	Captain	123,910	
Kasperski, Sharon V.	Business and Performance Support Strategist	74,030	1,763
Kauck, Gerald L.	Automated Side Loader Operator	58,643	
Kay, Gerard	Deputy Chief, Operations	131,969	1,950
Kaye, John J.	Equipment Operator III	60,914	
Kazilis, Nick	Senior Development Manager	74,406	20,494
Keith, John A.	Supervisor, Field Operations	96,173	
Kelemen, Renay D.	Employee Administrator	54,042	417
Kell, George M.	Lead Operator	105,101	
Kempf, Paul D.	Community Consultant	59,696	
Kerr, Bradley J. P.	Firefighter	82,714	
Kerr, Jacelyn	Facilities Operator I	50,808	
Kerr, Russell H.	Utilityperson II	57,109	
Kerth, Cindy L.	Senior Bylaw Standards Officer	90,677	
Kessler, Heidi M.	Technologist II-Water, Sewer and Waste Management	58,088	
Kessler, Richard	Equipment Operator IV - Roadways	63,571	
Kilbach, Darrell A.	Crew Lead - Water and Sewer Construction	86,997	
Kilbride, Mike D.	Journeyperson - Plumber/Gasfitter	76,664	
King, Maurice	Bus Operator	67,003	
King, Terry P.	Crew Lead, Roadway Operations	70,299	
King, Tim	Facilities Operator I	54,203	
Kinney, Donald	Foreman, Facilities Operations	73,316	
Kinvig, David R.	Assistant Chief - Fire	140,630	1,950
Kiragu, Patrick M.	Bus Operator	64,655	
Kirkland, Joshua W.	Traffic Signal Control Electrician	85,729	
Kirkpatrick, Miles C.	Bylaw Standards Officer	59,469	27,043

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Kirstein, Alvan	Crew Lead, Roadway Operations	68,541	
Kirstein, Cory A.	Firefighter	97,255	
Kish, Ryan K.	Casual Labourer	51,874	
Kiss, Alex	Leadman - Parks Maintenance	54,565	
Kiss, Frank	Meter Reader	50,635	
Kistner, Don G.	Training Captain	109,280	4,180
Klaudeman, Sean A.	Crew Lead - Traffic Operations	66,874	
Klein, Maurice A.	Crew Lead -Traffic Pavement Marking	58,621	
Kliman, Jonathan	Firefighter	100,889	
Klippenstein, Neil B.	Business Systems Analyst	67,082	
Klock, William F.	Crew Lead - Meters	53,961	
Kluge, Darcy A.	Bus Operator	51,535	
Klyne, Steve	Bus Operator	59,252	
Knaus, Brent W.	Senior Business Solutions Consultant	74,645	
Koch, Dale	Journeyperson - Carpenter	60,936	
Koch, Danny	Firefighter	100,889	
Koch, Nicholas J.	Firefighter	100,981	
Kochar, Joe A.	Container Maintenance Leadperson	72,905	
Kocoy, Dwayne A.	Bus Operator	72,185	
Koffler, Chris D.	Firefighter	97,243	
Kofoed, Devon J.	Technical Support Analyst I	62,214	
Kohle, Louise	Database Analyst	81,640	
Kohne, Murray	Senior Operator	85,885	
Kohut, Dennis	Journeyperson - Mechanic (Light)	73,314	
Koivisto, Kari J.	Director, Fleet Services	178,821	2,600
Kondratiuk, Tracy L.	Market Research Analyst	60,585	
Koochicum, Douglas	Leadman - Parks Maintenance	56,647	
Koot, Mike	Firefighter	103,942	
Koot, Mike L.	Technologist II	60,946	
Kopan, Lonny A.	Firefighter	96,938	
Koroluk, Shawn P.	Policy and Procedure Analyst	66,781	
Korpan, Rhonda L.	Manager, Transitions, Compensation and Benefits	115,400	1,950
Koshinsky, Kelsey R.	Communications Consultant	52,452	
Koul, Vishal	Business Solutions Consultant	68,289	
Kovach, Glen F.	GIS Programmer	71,007	
Kowbel, Jered L.	Casual Labourer	66,260	
Kozack, Jay	Trades I - Sewer Services	65,387	
Kozakewich, Jaeson	Firefighter	101,119	
Kozar, Craig	Manhole Builder	56,398	
Kozlowski, Trevor A.	Firefighter	96,937	
Krahenbil, Brent	Manager, Facilities Maintenance	111,080	2,106
Krasilowez, Lydia	Service Desk Analyst	62,794	
Kraus, Trevor	Firefighter	104,128	
Kreis, Drew J.	Firefighter	66,514	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Kreklewich, Dennis	Equipment Operator III	68,024	
Krentz, Laura G.	Bus Operator	56,994	
Kress, Colter	Facilities Operator I	56,455	
Krieger, Neal	Bus Operator	102,717	
Kriekle, David A.	Equipment Operator IV	53,219	
Krijnen, Johan	Senior Engineer	70,220	5,152
Krismer, Gerald	Assistant City Assessor	126,948	1,950
Krohn, Robert G.	Facilities Operator I	62,358	
Krueger, Jayne C.	Legal Counsel	99,970	
Krupski, Robert A.	Facilities Maintenance Coordinator	80,560	331
Kuhn, Mary	Senior Real Estate Clerk	52,683	
Kuhnie, Teagan M.	Human Resources Lead	69,827	125
Kullman, Randy D.	Captain	122,830	
Kumaran, Pathma R.	Financial Services Team Leader	78,417	
Kuntz, Blake R.	Captain	123,453	
Kuntz, Christopher G.	Technologist II - Roadways and Traffic	64,492	
Kuntz, Nicole A.	Utility Billing Clerk	52,250	
Kurty, Kathy J.	Coordinator, Cemeteries	45,606	30,857
Kuruliak, Randy	Coordinator, Construction Programming	87,044	
Kuzmicz, Diane	Paratransit Clerk	57,422	
Kvamme, Darcy L.	Bus Operator	62,110	
Kydd, Travis B.	Firefighter	96,937	
Labadie, Jack J.	Residential Building Inspector II	63,167	
Lach, Danita	Fire Services Clerk	59,418	
Lafontaine, Les	Equipment Operator II	73,326	
Lafontaine, Mike	Firefighter	79,572	
Lainey, Daniel M.	Landscape Construction Technician	64,323	
Lake, Leslie	Stock Clerk IV	55,222	
Lalonde, Jean-Paul	Skilled Labourer	54,056	
Lalonde, Joseph P. H.	Journeyperson - Carpenter	66,174	
Lamontagne, Rene	Forester II	58,295	
Landry, Terry	Journeyperson - Welder	69,643	
Lang, Audrey	Coordinator, Tax Administration and Collections	78,514	
Lang, Kevin J.	Tradesperson II - Plumber/Cross Connection Control Inspector	71,077	
Lanz, Roxanne K.	Business Systems Clerk	50,237	
Lasher, Eric R.	Casual Labourer	50,346	
Latoski, Michael J.	Senior Engineer	99,953	
Lawford, Casey	Firefighter	99,906	
Leach, Mitchell	Leadman - Parks Maintenance	53,105	
Lea-Wilson, Colin	Bus Operator	54,241	
Leblanc, Ian P.	Technologist II - Roadways and Traffic	65,849	
Leclair, Douglas A.	Crew Lead - Concrete Services	100,039	
Leclerc, Philippe C.	Manager, Interactive Communications	88,415	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Leeks, Linda	Council Officer	50,513	146
Legard, Brian	Manager, Client Services and Labour Relations	128,448	1,950
Legault, Bruce A.	Crew Lead - Wastewater Treatment Plant Maintenance	59,792	27,706
Legault, Lisa S.	Director, Solid Waste	130,348	2,350
Legendre, Rock G.	Bus Operator	62,744	
Lehmann, John	Assistant Chief, Safety and Logistics	69,637	7,358
Leibel, Barry	Manager, Transit Fleet Maintenance	101,104	1,950
Leibel, Debbie J.	Billing Coordinator	84,302	
Leier, Wade E.	Firefighter	75,131	
Leippi, Brendon J.	Casual Labourer	61,012	
Lemon, Gregory A.	Revenue Services Analyst	71,913	2,163
Len, Wendy	Legal Assistant	52,683	
Lepine, Brett W.	Firefighter	51,186	
Leugner, Shanie L.	Manager, Long Range Planning	129,792	2,200
Levy, William J.	Coordinator, Corporate Facilities Security	81,732	
Lewis, Robert	Bus Operator	58,994	
Li, Rui	Technologist II	62,496	
Liao, Qian	Senior Business Solutions Consultant	56,000	
Lichtenwald, Jonathan C.	Firefighter	97,223	
Ling, James	Technical Support Analyst I	69,473	
Lipp, Robert A.	Human Resources Consultant	101,045	
Lipton, Saul	Engineering Assistant V, Roadways and Traffic	64,189	
Liski, Bruce	Irrigation Worker III	65,887	
Liskowich, Blake A.	Captain	120,880	
Liskowich, Candace E.	Public Education Officer	104,702	
Little, Brenda D.	Revenue Administration Clerk II	56,016	
Liu, Peidong	Project Engineer	95,122	
Livesey, Richard A.	Casual Labourer	61,102	
Lockert, Maureen	Secretary II	52,484	
Lockert, Ronald	Journeyperson - Mechanic	73,818	
Loeff, Jonathan C.	Firefighter	66,494	
Loeppky, Doug G.	Foreman, Parks Maintenance	60,482	
Longeau, Linda A.	Property Assessor	76,605	
Longman, Greg	Journeyperson - Refrigeration/Air Conditioning Mechanic	70,177	
Longmoore, Kelsey A.	Project Engineer	57,206	
Longpre, Mike J.	Solid Waste Truck Operator	61,061	
Looysen, Kelly J.	Bus Operator	59,887	
Lord, Greg F.	Supervisor, Traffic Signals Trades	88,956	
Lorenc, Andrew	Programmer Analyst III	71,006	
Lorenc, Dariusz P.	Senior Business Solutions Consultant	115,437	
Lorenz, Shayne A.	Traffic Sign Fabricator	50,130	
Loucks, Darlene	Access to Information and Privacy Coordinator	88,415	
Love, Chris	Property Assessor	64,061	1,350
Love, Richard A.	Business Solutions Specialist	68,608	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Lovely, Chris M.	Skilled Labourer	55,226	3,075
Low, Sharon	Accounting Clerk VI	52,408	
Lowe, David	Firefighter	101,063	
Lowe, Thomas F.	Captain	12,909	60,845
Lowenberger, Colyn	Director, Pension and Disability Administration	159,054	1,950
Lowes, Kelly D.	Firefighter	103,533	
Lowey, Nicole J.	Permit Facilitator	60,000	11
Lowthian, Dennis W.	Supervisor, Irrigation Services	51,647	34,184
Lubiniecki, Mathew J.	Firefighter	82,714	
Lubiniecki, Noel J.	Firefighter	103,882	
Lubkiwski, Louanne	Facilities Operator I	52,142	
Lubkiwski, Randy B.	Facilities Operator I	53,078	
Lucas, Jason	Utilityperson II	54,093	
Luchuck, Susan A.	Senior City Planner	73,124	
Lucier, Kevin	Dispatcher	63,777	
Luhning, Nathan I.	Manager, Business Development - Transit	100,919	1,950
Lukey, Dale	Journeyperson - Carpenter	74,933	
Lund, Brett R.	Firefighter	78,064	
Lund, Vivian E. F.	Financial Reporting and Policy Advisor	69,450	647
Lustig, Brent	Human Resources Consultant	102,722	
Lye, Jeannette A.	Policy Analyst	72,999	
Lysack, Dean M.	Supervisor, Field Operations	94,300	
Lysack, Kinda	Coordinator, Waste Diversion Services	75,877	
Lysack, Robert B.	Equipment Operator IV	89,345	
MacAuley, Brendan	Bus Operator	49,791	5,043
MacDonald, Chris P.	Firefighter	96,993	
MacDonald, Jason	Financial Management Analyst	86,188	
Machdanz, Shaun A.	Coordinator, Landfill Business Operations	64,561	
Machniak, Kevin T.	Firefighter	103,943	
MacKay, Kevin	Lieutenant	122,059	
MacLean, Jeff	Firefighter	97,014	
MacLellan, Aaron	Firefighter	100,989	
MacMillan, Stewart J.	Coordinator, Landscape Design	78,702	
MacRae, John Tho	Equipment Operator III	58,005	
Maddigan, David M.	Truck Driver - Sewer and Water	54,360	
Mager, Danen T.	Lift Station Operator	91,748	
Mager, Keenan C.	Bottomman	79,595	
Magnus, Brent G.	Pension and Benefits Business Systems Analyst	71,603	
Maher, Charles P.	Manager, Real Estate	113,371	1,950
Mahingen, Keith	Traffic Underground Installer	66,488	
Mahussier, Randall J.	Coordinator, Water and Sewer Programming	66,076	
Maidy, Tyson A.	Firefighter	66,494	
Mailander, Darryl	Supervisor, Sport Facilities	88,336	
Mailander, Rhonda L.	Coordinator, Cemeteries	80,157	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Mailander, Trent G.	Coordinator, Client Support	80,441	
Majore, Darrin K.	Equipment Operator III	64,976	
Maksymiw, Taylor	Firefighter	96,938	
Makuch, Carley R.	Operational Service Representative	63,431	
Makuch, Gary M.	Industrial Mechanic Apprentice	72,589	
Malach, Rod	Journeyperson - Mechanic	75,921	
Malawski, Leszek	A/Director, Roadways and Transportation	136,428	2,444
Malcho, Xuanyun	Programmer Analyst III	58,872	
Mancinelli, Bonnie L.	Senior Communications Strategist	75,799	
Manea, Ion	Bus Operator	60,061	
Manwaring, Kevin	Forester II	62,375	
Manz, Judy H.	Service Desk Analyst	64,477	
Marcyniuk, Tim G.	Equipment Coordinator	60,122	
Marcynuk, Kelly R.	Coordinator, Customer Service	69,337	
Mario, Ben G. W.	Senior City Planner	85,902	
Mark, Darrell R.	Bus Operator	67,225	
Markel, Clint	Skilled Labourer	67,829	
Markewich, Gregory D.	Manager, Financial Operations	115,046	1,950
Markewich, Laura L.	Assistant Chief, Business Support	115,577	1,950
Markowski, Evan	Crew Lead, Landfill	77,240	57
Marlin, S. Jill	Bylaw Prosecution Officer	71,998	
Marpole, Kevin G. C.	Manager, Project Support Office	67,210	35,405
Martin, Dawn P.	Manager, Strategy and Performance	118,536	1,950
Martin, Karen	Paratransit Clerk	57,055	
Martin, Kyle	Bus Operator	63,832	
Martin, Larry	Bus Operator	108,078	
Martin, Mike J.	Geomatics Technician I	60,841	
Maserek, Ashley	Human Resources Consultant	78,245	120
Masney, Lawrence	Equipment Operator IV - Roadways	64,586	
Mason, Erin S.	Development Control Officer II	60,392	
Massier, Daryl	Fleet Training Officer	63,074	641
Masson, Dwayne R.	Subdivision Inspector	56,756	
Matheson, Elizabeth M.	Cultural Events and Cultural Spaces Specialist	66,959	
Matheson, Shawn S.	Facilities Operator I	51,053	
Matthew, Deborah	Senior Alarm Dispatcher	112,980	
Matthewson, Bruce D.	Facilities Operations Administrator	90,452	
Maurice, Robert H.	Captain	125,660	
Maximiuk, Jaclyn M.	Financial Administration Business Systems Analyst	53,398	
Maxwell, Scott W.	Utilityperson II	54,686	
May, Jeffrey D.	Manager, Sport and Recreation	115,577	1,950
Mayer, Jeremy	Firefighter	96,993	
Mayer, Lisa	Engineering Assistant III	57,267	
Maystruck, Lyle	Electrician - Sewage Treatment Plant	81,523	
Mazurak, Melissa M.	Policy and Procedure Analyst	60,808	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
McCall, Dustin D.	Manager, Engineering Services	110,491	1,575
McCracken, Stan R.	Journeyman Transit	79,500	
McCulloch, Bryce	Transit Training Coordinator	64,914	
McCullough, Dustin R.	Assistant Chief - Fire	102,000	150
McCullough, Richard	Director, Fire and Protective Services	96,567	26,514
McCurry, Liam T.	Bottomman	73,841	
McDermott, Andrew J.	Casual Labourer	56,811	
McDonald, Barry L.	Bus Operator	53,557	
McDonald, Chuck	Director, Finance	25,821	32,389
McDonald, Dean E.	Equipment Operator IV	85,221	
McDonald, Kelly D.	Engineering Assistant II	55,657	
McDonald, Kevin A.	Service and Information Clerk - Transit	52,914	
McDowell, Melissa L.	Human Resources Associate	59,094	1,868
McEachern, Meghan B.	Business Support Analyst	54,867	
McElravey, Debbie L.	Casual Labourer	54,858	
McEwen, Deb M.	Manager, Communications	36,270	93,443
McFadden, Elizabeth B.	Bus Operator	62,780	
McFadden, Ken	Sign Shop Worker	52,660	
McFadzean, Tom	Foreman, Facilities Operations	76,138	
McFarland, Chris S.	Utilityperson	56,899	
McGillis, Barry	Bus Operator	59,092	
McGirr, Richard C	Casual Labourer	67,480	
McGregor, Mandy	Human Resources Consultant	95,072	
McGregor, Shawn D.	Bus Operator	57,700	
McIvor, Russ	Firefighter	105,553	
McKay, Lucas J.	Skilled Labourer	51,302	
McKellar, Darla D.	Community Consultant	58,009	
McKenzie, Brad W.	Policy Analyst	73,709	
McKinnon, Kyle M.	Firefighter	66,494	
McLean, Dallas D.	Housing Standards Inspector	63,580	
McLean, Tim N.	Solid Waste Truck Operator	60,230	
McLellan, James R.	Legal Counsel	128,349	
McLennan, Jody M.	Firefighter	104,154	
McLeod, Kelly L.	Mechanic	99,192	
McMillan, Dallas J.	Firefighter	107,025	
McMillan, Ward T.	Skilled Labourer	84,279	
McNeil-Wilson, Andrea	Manager, Parking Services	104,858	1,950
McPherson, Jill M.	Senior Business Solutions Consultant	84,268	
McRae, Garry	Firefighter	103,901	
McRorie, Jonathan B.	Firefighter	66,494	
McStay, Robert	Firefighter	96,993	725
McWatters, Daniel W.	Journeyman Body Repairman	67,354	
Meacher, Kevin W. B.	Paratransit Coordinator	61,559	
Melnechenko, Flora	Purchasing Agent II	71,727	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Memon, Saleem M.	Senior Engineer	100,224	
Michael, Gaza L.	Supervisor, Field Operations	102,504	
Mickleborough, Jim E.	Crew Lead, Roadway Operations	90,038	
Mickleborough, Tyron J.	Casual Labourer	50,424	
Middleton, Warren H.	Transportation Services Officer	83,214	
Migneault, Shane	Journeyperson - Plumber/Gasfitter	75,910	
Mignon, Kevin P.	Supervisor, Field Operations	116,004	
Mihial, Keith D.	Firefighter	100,932	
Milessa, Mauro	Coordinator, Water and Sewer	78,123	
Miller, Greg	Bus Operator	60,610	
Miller, Lauren N.	Senior City Planner	84,525	
Miller, Michael G.	Bus Operator	96,525	3,014
Miller, Scott B.	Manager, Assessment Research	115,489	1,950
Milliken, David J.	Coordinator of Waste Water and Drainage	75,301	
Mills, Diana L.	Bus Operator	52,733	
Mills, Tanya	Coordinator, Business System Administration	85,941	4,773
Milo, Leonard D.	Firefighter	103,853	
Milos, Leslie J.	Journeyperson - Mechanic (Light)	76,481	
Mintzler, Glen G.	Captain	118,995	25,463
Mital, Rajeev	Parking Services Analyst	74,567	
Mitchell, James W.	Equipment Operator III	71,511	
Moes, Bradley J.	Firefighter	100,931	
Moffatt, Lee M.	Firefighter	96,937	
Moffatt, Tracy	Supervisor, Fleet Stores	85,036	2,791
Moldenhauer, Greg	Casual Labourer	59,431	
Montgomery, Raymond J.	Casual Labourer	51,643	
Monz, Richard	Captain	122,969	
Moore, Gord	Supervisor, Golf Courses	93,809	
Moore, Thomas A.	Coordinator, Water and Sewer Programming	87,189	
Moorhead, Richard	Lieutenant	115,880	
Moran, Thomas J.	Captain	122,254	
Morgan, Ray	Director, Parks and Open Space	124,598	2,563
Moroz, Mark	Firefighter	96,993	
Morris, Howard M.	Captain	123,445	
Morris, Vassiana A.	Journeyperson - Mechanic	77,070	
Morrison, Melody G.	Asset Management Administration	75,720	
Morrison, Nathan N.	Branding and Marketing Manager	99,899	1,950
Morrissette-Bird, Chris W.	Bottomman	50,598	
Moyer, Greg	Manager, Fleet Maintenance	93,285	1,950
Moyse, Tammy L.	Purchasing Agent II	60,246	1,575
Mudford, Vernon	Residential Building Inspector II	63,987	
Mundy, James	Equipment Operator II	68,080	
Mundy, Kevin	Journeyman Transit	100,100	
Munro, Tara D.	Residential Building Inspector II	57,318	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Munson, Pamela A.	Human Resources Associate	52,370	
Murrell, Jamie D.	Administrative Assistant	54,004	
Myers, Kenneth	Bus Operator	53,906	15,737
Nabe, Toriann E. M.	Administrative Support Human Resources	51,272	
Nagel, Curtis D.	Captain	121,668	
Nagel, Lorella	Collection Officer	54,835	
Nagy, Barbara L.	Accounting Clerk V	52,973	
Nahnepowisk, Kenneth R.	Bus Operator	76,393	
Nash, Steve E.	Firefighter	96,435	
Neilson, Shawn	Journeyperson - Mechanic (Light)	73,543	
Neithercut, Donna L.	Senior Collection Officer	60,881	
Nelson, Dale	Bylaw Standards Officer	63,603	
Nelson, Daniel P.	Casual Labourer	54,542	
Nerbas, Jared M.	Firefighter	100,931	
Neufeld, Aaron	Firefighter	100,981	
Neufeld, Charmaine	Manager, Parks Maintenance	111,606	1,950
Neufeldt, Candy J.	Financial Operational Administrator	56,812	
Neumann, David	Firefighter	111,498	
Newman, Melvin G.	Senior Captain	142,977	
Newson, Darrell S.	Firefighter	102,768	
Nichols, Robert T.	Equipment Coordinator	38,655	19,652
Nickel, Dave	Tire Repairperson	53,583	
Nickel, Hugh J.	Process and Performance Consultant	86,733	
Nicol, Abigail A.	Administrative Associate	50,128	
Nicol, Jim A.	Chief Legislative Officer and City Clerk	176,652	7,120
Nielsen, Tara L.	Bus Operator	56,396	
Nisbett, Chris S.	Fleet Training Officer	78,930	
Nixon, Kendra L.	Legal Assistant	52,123	654
Nixon, Richel A.	Building Compliance Officer	58,742	
Nogue, Conrad P.	Journeyperson - Industrial Mechanic	52,703	3,095
Nones, Rubia D.	Technologist II - Transportation	61,476	
Norbeck, Preston J.	Firefighter	75,131	
Norman, John R.	Senior Engineer	102,325	
Normand, Connie L.	Human Resources Associate	62,928	
Norton, Marsha G.	Human Resources Associate	26,309	45,264
Oancia, Mark	Journeyperson - Mechanic (Light)	74,092	
Oatway, Grant L.	Project Leader- Business Technology	84,016	
Obarianyk, Yaroslav	Firefighter	100,931	
O'Brien, Lauren G. K.	Business Solutions Coordinator	97,644	
Obrigewitsch, Charles	Captain	84,293	33,905
O'Connell, Thomas J.	Manager, Operational Renewal	128,449	1,950
O'Connor, Jonathan	Manager, Emergency Management and Business Continuity	107,674	1,950

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Odia, Osaretin	Financial Administration Business Systems Analyst	70,321	
Odoh, Chidiebere	Human Resources Associate	60,894	500
Olsen, Donald C.	Captain	127,432	
Olsen, James	Bus Operator	80,396	
Oni, Olumuyiwa	Database Analyst	83,409	
Onrait, Kim G.	Executive Director, City Services	72,021	13,650
Onyskevitch, David	Facilities Operator I	58,792	
Orban, Jacqueline K.	Engineering Assistant IV	60,361	
Orban, Taylor B.	Firefighter	51,186	
Orosz, Amber L.	Human Resources Associate	58,067	2,500
Oroz, Milena	Programmer Analyst III	71,299	
Orthner, Jeff W.	Bus Operator	58,675	
Osipoff, Dennis	Truck Driver - Sewer and Water	69,090	
Ott, Jay V.	Firefighter	96,993	
Ouellette, Guy	Bus Operator	58,007	
Ouellette, Perry J.	Equipment Operator III	68,595	
Overend, Jay R.	Coordinator, Water and Sewer Programming	82,815	
Overs, Teena L.	Scheduling Officer	54,278	
Owens, Twyla D.	Human Resources Consultant	81,071	467
Pacholko, Stuart A.	Programmer Analyst II	0	55,000
Packham, Tyler J.	Firefighter	101,350	
Pahl, Donovan M.	Trades 1 - Distribution System Services	76,868	
Paik, Kevin	Equipment Operator III	59,413	
Palaniuk, Travis D.	Journeyperson - Industrial Mechanic	81,237	1,727
Pamintuan, Librado	Technical Support Analyst II	72,414	
Panagabko, Blair	Firefighter	100,885	
Pare, Gary G.	Bylaw Standards Officer	58,414	
Parisian, Shane R.	City Hall Foreman - Facilities Operation	76,904	
Parisian, Tony	Cemeterian II	55,410	
Parisien, Brent J.	Bus Operator	94,689	
Parisien, Scott J.	Firefighter	51,204	
Parisien, Trevor S.	Captain	124,652	
Pasiechnyk, Chad C.	Firefighter	97,829	
Patel, Rahul K.	Bus Operator	57,806	
Paton, Donald	Bus Operator	59,113	
Patterson, Skylar R. L.	Firefighter	66,494	
Paulson, Joann J.	Coordinator, Geospatial Services	73,373	
Pawelec, Sandy A.	Financial Operational Administrator	53,933	
Payak, Chris	Firefighter	100,889	
Pedersen, Laureen	Coordinator, Print Services and Administration	86,211	
Peigan, Anne-Marie	Bus Operator	55,578	
Pelletier, Charles A.	Solid Waste Truck Operator	50,859	
Pelletier, Colby J.	Casual Labourer	57,748	
Pelletier, Dennis A.	Equipment Operator III	68,981	60

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Pelletier, Dionne	Trades I - Sewer Services	103,318	
Pelletier, Jeffery P.	Captain	123,601	
Pelletier, Marlowe T.	Coordinator, Fleet Operations	82,702	
Pelletier, Vance	Semi Skilled Labourer	57,128	
Pelletier, Verne G.	Utilityperson II	58,351	214
Pelltier, Wesley P.	Casual Labourer	60,682	
Penner, Lee C.	Firefighter	100,930	
Perrault, Robert A.	Bus Operator	51,887	
Perreault, Robert J.	Bus Operator	61,561	
Perry, Mark W.	Firefighter	108,565	
Peter, James M.	Stock Clerk IV	61,614	
Peters, James L.	Senior Captain	138,405	
Peters, Jeff	Human Resources Consultant	103,115	
Peters, Pam J.	Property Tax Accounting Clerk	52,588	
Petrovitch, Carlo I.	Senior Business Solutions Consultant	75,622	
Petrovitch, Steve F.	Field Trainer	33,746	24,160
Phaneuf, Garry J.	Bus Operator	56,000	
Phillips, Brayden S.	Firefighter	66,494	
Phillips, Laura	Collections Coordinator	24,672	42,848
Pieracci, Alberto	Supervisor, Field Operations	77,759	
Pierre, Mike P.	Stock Clerk III	54,176	
Pihach, Kelly N.	Human Resources Consultant	72,327	
Pinder, Jeff K.	Facilities Operator I	50,584	
Pipp, Colleen D.	Bylaw Standards Officer	53,376	
Plante, Diane	Records Administration Clerk	51,872	
Plaster, Kit	Bus Operator	55,874	
Pointer, Dale	Captain	64,439	42,409
Pointer, Matthew R.	Firefighter	98,007	
Poitras, Lorry	Equipment Operator III	63,135	
Polivka, Glenn	Bus Operator	111,243	
Polsom, Andrew J.	Engineer	60,898	
Polsom, Ernest E.	Fire Chief - Director, Fire and Protective Services	69,805	5,000
Polsom, James A.	Bus Operator	60,718	
Polsom, Martin	Leadman, Golf Course	54,849	
Pominville, James R.	Captain	122,535	
Poncsak, Stuart S.	Bus Operator	57,775	
Poncsak, Trevor A.	Bus Operator	63,151	
Poorman, Brian	Skilled Labourer	66,868	
Popoff, Kelly	Semi Skilled Labourer	58,739	
Porras, Myriam	Payroll Clerk II - Transit	59,575	
Posehn, Dewey	Business Solutions Consultant	78,131	
Poure, Kenneth	Manager, Cemeteries, Golf and Landscape Trades	129,238	
Powell, Brian E.	Manager, Organizational Effectiveness	113,431	2,186
Powell, Carrie A.	Administrative Associate	64,435	894

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Powell, Mike G.	Manager, Facilities Building Services	101,722	2,733
Powell, Shelley A.	Deputy City Clerk - Operations	84,750	825
Powers, Jordan	Firefighter	97,214	
Prawzick, Angela	Public Education Officer	104,771	
Priddell, Glen	Firefighter	109,334	
Prohar, Christopher J.	Firefighter	96,993	
Proznick, Lynn	Senior Alarm Dispatcher	111,535	
Pugsley, Brian E.	Crew Lead, Roadway Operations	98,117	
Puszkar, Steve	Bottomman	77,930	
Putz, Gerald A.	Captain	123,516	
Quinn, Stacy M.	Programmer Analyst I	53,289	
Quinnett, Marc F.	Lieutenant	120,123	
Quiring, Wendy	Engineering Assistant III	50,250	
Racette, Dwayne A.	Facilities Operator I	64,594	
Rackow, Frederick C.	Technologist II - Water and Sewer Services	68,954	388
Radadiya, Rakeshkumar	Bus Operator	61,371	
Raison, Sean E.	Business Solutions Specialist	85,337	
Ramirez, Milton J.	Dispatcher	57,185	
Ranalli, Tawna	Program Specialist - Aquatics	63,907	
Randhawa, Jagjit S.	Electrical/Instrumentation Journeyperson	94,369	
Reeder, Blair E.	City Hall Building Operator	53,898	334
Reeve, Gordon A.	Bylaw Standards Officer	63,508	
Reiman, Trevor	Firefighter	104,571	
Reimer, Mark E.	Firefighter	51,116	
Rennebohm, Ted	Equipment Operator II	51,884	
Resch, Helen L.	Customer Service Representative II	52,923	
Reslein, Darlene V.	Collection Officer	52,931	2,055
Reslein, Mark	Bus Operator	38,704	14,552
Rettman, Bryon	Journeyperson - Painter and Decorator	62,875	
Rhodes, Lorne E.	Equipment Operator III	70,916	
Richard, Yves	Manager, Neighbourhood Planning	104,659	1,950
Richards, Timothy	Traffic Operations Assistant	50,904	
Richardson, Linda	Service and Information Clerk - Transit	53,995	
Ridgway, Alison	Legal Administrative Assistant	58,824	500
Rieger, Scott	Journeyman Body Repairman	65,825	8
Ritchie, Wade J.	Casual Labourer	51,813	
Roberts, Trevor	Firefighter	103,925	
Robertson, Douglas V.	Meter Reader	53,153	
Robinson, Mike A.	Supervisor, Parks Maintenance	74,631	
Robinson, R. Jeffrey	Property Assessor	76,589	
Roh, Hyuk-Jae	Project Engineer	83,731	2,000
Rohac, Walter E.	Foreman, Parks Maintenance	57,603	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Rokosh, Walter S.	Crew Lead - Water Supply Maintenance	108,524	
Rondeau, Paul A.	Transit Training Coordinator	59,390	
Rope, Tony	Crew Lead - Concrete Services	85,775	
Rosom, Sheryl L.	Customer Service Representative II	52,686	
Ross, Jeannr	Residential Building Inspector II	62,121	
Ross, Murray	Lieutenant	119,920	
Rostad, Brent	Manager, Water Operations	128,843	2,938
Roszell, Jason P.	Skilled Labourer	67,944	
Rotariu, Dale	Journeyperson - Carpenter	67,359	
Roth, Harry	Captain	43,839	59,419
Rothmar, Lindsay D.	Policy and Procedure Analyst	55,791	
Rounce, Raelene	Coordinator, Administrative Services	84,732	
Rowan, Donald L.	Supervisor, Field Operations	145,047	
Ruecker, Rayelle L.	Senior Paratransit and Scheduling Clerk	54,515	
Rugg, Christopher A. J.	Firefighter	100,931	
Ruiters, Garret A.	Project Engineer (Underfill)	67,513	
Rumancik, Jeff	Senior Operator	74,055	
Runge, Bonnie Lee	Property Assessor	76,261	
Runge, Darcy E.	Storekeeper - Transit	55,502	
Rushton, Patrick	Journeyperson Apprentice	70,170	
Rusk, Kerry R.	Coordinator, Roadway Operations	72,327	
Russell, Richard G.	Human Resources Analyst	73,737	667
Rutten, Derek	Firefighter	97,093	
Ryba, Randall W.	Fire Marshal	117,694	1,950
Saban, Osman	GIS Planner	51,115	5,000
Sadlemyer, Trevor	Firefighter	100,931	
Sale, Chris	Senior City Planner	90,100	
Salesiotis, Dimitrios	Casual Labourer	78,833	
Sali, Barbara	Manager, Residential Assessment	101,358	3,032
Sali, Ronald	Bus Operator	57,966	
Sali, Wade	Infrastructure Coordinator	84,085	
Samuelson, Conway C. J.	Crew Lead - Solid Waste Collection	61,481	
Sanchuck, Darryl	Casual Labourer	58,530	
Sanders, Doug A.	Training Captain	114,996	
Sanderson, David	Bus Operator	54,320	
Sanith, Saylom	Casual Labourer	59,183	1,816
Sanjenko, Tyler	Crew Lead, Roadway Operations	53,527	
Sano, Brent	Bus Operator	84,603	
Sano, Brian	Bus Operator	70,769	
Santo, Lonny A.	Bus Operator	57,283	
Sarasen, Jeremy	Weigh Scale Attendant II	54,347	
Sare, Kim	Strategy and Performance Consultant	95,980	
Saroj, Neeraj	Senior Engineer	110,000	
Saul, Joe	Firefighter	96,993	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Saunders, Christopher	Trades Co-ordinator	96,837	
Sawchin, Richard	Bus Operator	56,768	
Sax, Robert	Lieutenant	122,463	
Sayer, Dion	Lift Station Operator	76,755	
Sazinski, Larry	Bus Operator	57,735	
Schaeffer, Bruce	Captain	120,867	
Schaeffer, Terence J.	Coordinator, Sport Facilities and Special Events	78,512	
Schaffer, Wade	Facilities Operator I	51,861	
Scherer, Blair K.	Firefighter	107,633	
Scherr, Kelly J.	Director, Major Projects	158,478	2,600
Schikowski, Dawn M.	Financial Services Team Leader	99,510	
Schindel, Chad E.	Journeyperson - Industrial Mechanic	81,808	
Schlechte, Mark	Data Base Administrator	95,167	
Schlechter, Joe F.	Swimming Pool Technician	72,504	
Schlitz, Dara K.	Supervisor, Asphalt Plant	104,750	
Schlosser, Glenda L.	Manager, Pensions and Disability Administration	102,067	1,950
Schlosser, Michael J.	Crew Lead - Grade Finisher	80,931	
Schlosser, Steve P.	Lead Operator	97,665	
Schmalenberg, Lorrie	Manager, Corporate Accounting	151,382	3,493
Schmalz, Anthony G.	Firefighter	100,931	
Schmidt, Derek	Transportation Services Officer	74,945	
Schmidt, Gregory L.	Casual Labourer	51,255	
Schmidt, Rodney	Manager, Stadium Development	102,514	4,659
Schneider, Richard	Equipment Operator III	83,916	
Schneider, Tim D.	Commercial Building Inspector II	78,905	
Schreiner, Dave	Crew Lead, Lift Station Maintenance	103,342	
Schroder, Veronica G.	Landscape Architect	66,084	
Schuler, Brian L.	Senior Assessment Appraiser	84,442	
Schulkowsky, Mike	Senior Assessment Appraiser	85,627	
Schultz, June I.	Director, Finance	63,905	1,200
Schultze, Robert W.	Manager, Commercial Assessment	113,085	1,950
Schumann, Chelsey A.	Bus Operator	52,064	
Schumann, Jason W.	Firefighter	103,898	
Schumann, Patricia A.	Bus Operator	60,068	
Schutzman, Rhonda	Administrative Assistant	63,419	
Schwabe, Kirby	Dispatcher	70,217	
Schwabe, Thomas	Tradesperson I	51,906	
Schwartz, Todd A.	Human Resources Consultant	102,153	1,000
Schwentke, Larry	Business Systems Analyst	66,781	
Schwickrath, Gayle E. C.	Manager, Business Support	101,960	1,950
Scott, Tracy L.	Bus Operator	64,550	
Scrimbit, Bernard	Casual Labourer	74,479	
Searle, Freddie	Manager, Current Planning	102,245	1,950
Sebastian, Kelvin L.	Supervisor, Field Operations	131,162	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Sebastian, Kirby M.	Utilityperson II	52,173	
Sebastien, James J.	Development Assistant	55,770	
Sebulsky, Randy G.	Captain	124,940	
Seera, Madhuri	Senior Engineer	52,846	
Seera, RaviI S.	Manager, Traffic	127,107	1,950
Seidenthal, Clifford	Supervisor, Technology Application	86,941	
Seidlik, Brian T.	Captain	125,515	
Seifert, Myles	Lieutenant	118,706	
Selinger, Bobbie D.	Business Performance Consultant	75,556	3,836
Selinger, Robert	Bus Operator	56,492	
Senkow, Clifford M.	Firefighter	110,992	
Sentes, Coralie M.	Office Administrator	54,700	
Sentes, David	Equipment Clerk	50,561	
Sentes, Rick A.	Solid Waste Truck Operator	58,203	
Serbu, Tammy L.	Technologist II - Roadways and Traffic	64,951	
Setta, Tatsuyuki	Senior City Planner	65,810	8,000
Shalley, Laurie L.	Director, Community Services	148,899	2,020
Shanmuganathan, Manchuna	Financial Management Analyst	64,404	3,296
Sharma, Pranav	Business Solutions Specialist	69,800	
Sharp, Ivan	Coordinator, Construction Programming	83,460	
Shaw, John	Foreman, Parks Maintenance	54,383	
Shaw, Simon	Electrician Apprentice	55,737	
Shearer, Jeff	Crew Lead - Traffic Electrical	121,688	
Sherman, Shane A.	Firefighter	96,993	
Shilshtut, Susan R.	Purchasing Agent I	49,520	499
Shiplack, Kevin	Truck Driver - Sewer and Water	90,570	
Shire, Dawn L.	Digital Print Technician	50,580	
Shull, Jerry	Firefighter	105,945	
Siba, Robert F.	Journeyperson - Mechanic	77,351	
Sikma, Derek J. A.	Firefighter	96,993	
Sikorski, Calvin	Firefighter	103,942	
Silva, Filonilo C.	Senior Engineer	99,359	
Simington, Bev A.	Bus Operator	56,159	
Simpson, James T.	Asphalt Plant Operator	65,984	
Sinclair, Chad M.	Firefighter	75,132	
Sinclair, Kevin	Firefighter	107,116	
Sindani, Peter	Crew Lead - Water and Sewer Construction	103,675	
Singh, Gurjeet	Bus Operator	56,850	
Singh, Gurvinder	Bus Operator	51,646	
Singh, Harjinder	Bus Operator	51,202	
Singh, Lukhbir	Bus Operator	54,565	
Singh, Navjot	Bus Operator	58,132	
Sisco, Rod	Traffic Operations Coordinator	76,612	
Sison, Marcelino	Casual Labourer	50,106	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Sjoberg, Brent	Deputy City Manager and Chief Operating Officer	259,767	5,200
Skaar, Daniel	Solid Waste Truck Operator	57,705	
Slater, Dave	Community Consultant	58,604	
Slater, Launa L.	Technical Support Specialist I	72,135	
Slywka, Ryley W.	Project Management Analyst	75,774	448
Smadu, Delmar	Bus Operator	56,860	
Smith, Brydon	Bus Operator	63,145	
Smith, Curtis	Manager, Policy and Risk Management	111,581	1,950
Smith, Gail	Customer Service Representative II	54,014	
Smith, Holly	Dispatcher	70,347	
Smith, Patricia D.	Operational Service Representative	56,839	
Smith, Randy	Firefighter	104,522	
Smith, Stephen T.	Bus Operator	60,554	
Smith, Tanya M.	Bylaw Standards Officer	50,397	
Snook, Lorrie L.	Administrative Assistant	60,337	
Snyder, Randall	Bus Operator	65,811	
Sokochoff, Dale K.	Journeyman Transit	94,674	12
Solie, Keith	Equipment Operator III	54,953	
Solie, Tyson	Firefighter	66,467	
Solomon, Janice L.	Coordinator, Social Development	89,340	
Solvason, Debbie	Bylaw Standards Officer	64,911	
Sorensen, Todd A.	Lieutenant	115,814	
Soutar, Doug N.	Subdivision Inspector	57,465	
Spelliscy, James D.	Firefighter	103,900	
Spence, Derek O.	Bus Operator	77,075	
Spencer, Holly F.	Bus Operator	59,145	
Sprawson, Jacob T.	Engineering Assistant III	58,728	
Srochenski, Darren A.	Bottomman	65,079	
St. Onge, William	Equipment Operator II	55,472	
Stainbrook, Corey A.	Journeyperson - Mechanic (Light)	73,382	
Stamford, Lynley B.	Bus Operator	56,416	
Standingready, Tim	Bus Operator	54,320	
Stark, Mike	Firefighter	105,041	
Staruiala, Sandra	Customer Service Representative II	50,099	
Stearns, Deborah L.	Coordinator, Customer Service	73,603	
Stefan, Evan B.	Firefighter	97,036	
Steif, Morley G.	Building Inspection Engineer	102,544	
Steiner, Paul	Bus Operator	79,866	
Stephen, Sheila	Dispatcher	99,543	
Stephenson, Gordon	Captain	121,915	
Stephenson, Shawn J.	Firefighter	82,714	
Steponchev, Brenda L.	Collections Coordinator	63,686	
Steponchev, Darren G.	Senior Bylaw Standards Officer	76,683	
Stevenson, Grace M.	Data Base Administrator	94,413	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Stewart, Donald J.	Mechanical Inspector	70,674	
Stewart, Gary	Utilityperson II	59,771	
Stewart, James A.	Bus Operator	57,490	1,608
Stewart, Paul G.	Survey Technician	73,131	
Stewart, Robert L.	Casual Labourer	68,799	
Stilborn, Brad J.	Bus Operator	55,274	
Stilborn, Dave W.	Bus Operator	91,692	
Stilborn, David E. R.	Project Management Analyst	74,766	
Stinson, Scott E.	Firefighter	96,933	
Stobbe, Raymond V.	Residential Building Inspector II	68,132	
Stochmal, Tim	Bylaw Standards Officer	63,796	
Storry, Jeff M.	Irrigation Worker II	57,522	
Strand, Robert M.	Supervisor, Parks Maintenance	18,501	44,699
Strassburger, Kevin M.	Utilityperson II	58,452	
Strawford, Dale	Enterprise Architect	89,786	
Strecker, Brenda	Customer Service Representative II	53,084	
Streisel, Andy J.	Coordinator, Water and Sewer Construction	77,488	
Stricker, Jan	Bus Operator	56,425	
Strueby, Kirk	Facilities Operator I	53,589	
Struthers, Neil	Project Engineer	83,946	
Su, Zhe	Project Engineer	78,645	
Sundeen, Neil R.	Firefighter	108,332	
Sunkawasti, Allen	Equipment Operator III	70,788	
Sutton, Andrew	Forester II	58,638	
Suwala, Rene	Bus Operator	55,773	
Svec, John	Bus Operator	57,994	
Swan, Katrina M.	Legal Counsel	54,298	
Swanton, Lyle T.	Captain	123,181	
Sylvestre, Mark	Coordinator, Social Inclusion	84,791	
Syrnick, Kevin M.	Senior Engineer	103,668	
Szabo, Darren M.	Bus Operator	54,601	
Szakacs, Chris	Traffic Underground Installer	55,044	
Szakacs, Derek W.	Casual Labourer	56,224	
Szeles, Barry	Firefighter	99,866	
Tajdin, Shakil	Caretaker - Fireman's	50,896	
Tallon, Tim	Firefighter	96,993	
Tamang, Karna B.	Bus Operator	58,365	
Tan, Qian	Project Engineer	83,819	
Tanaka, Richard H.	Bus Operator	58,881	
Tanner, Harold	Crew Lead, Roadway Operations	64,179	
Tara, Jobanjeet S.	Bus Operator	78,706	
Tebb, Tamara	Human Resources Consultant	76,065	1,247
Temple, Wayne	Journeyperson - Welder	68,752	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Tessier, Garett R.	Technical Support Analyst III	63,543	
Tetlow, Kevin R.	Captain	125,555	
Therrien, Jim T.	Journeyperson - Mechanic	76,131	
Thomas, Dean J.	Firefighter	105,830	
Thomas, Scott A.	Senior Engineer	109,984	
Thompson, Jay M.	Casual Labourer	56,039	
Thomson, Dallas D.	Firefighter	66,494	
Thorne, Cathy M.	Administrative Assistant City Manager/Deputy City Manager	66,845	
Thul, Anthony N.	Digital Information Architect	89,834	4,150
Thurlow, Curtis W.	Equipment Operator III	81,617	
Tilson, Gail A.	Accounting Clerk VI	52,656	
Tink, Carole A.	Manager, Strategy and Business Support	125,639	1,950
Tkach, Anthony	Business Intelligence Administrator	77,484	
Togneri, Alex D.	Firefighter	96,993	
Toker, Wayne	Equipment Operator IV - Roadways	75,308	
Tolley, Lindsay	Firefighter	107,803	
Tooke, Kevin R.	Traffic Signal Control Technician	76,825	
Torres, Jose	Casual Labourer	55,172	
Torres, Mavis	Council Officer	69,415	
Townsend, Tricia J.	Dispatcher	84,766	
Treleaven, Greg	Captain	122,380	
Treso, Barclay	Engineering Assistant III	69,958	
Treso, Les	Tangible Capital Asset and Compliance Consultant	88,747	
Trofimuk, Kerry	Pensions and Benefits Clerk	50,800	
Trombley, Blair C.	Equipment Operator III	63,309	
Trombley, Darcy S.	Casual Labourer	80,858	507
Tuchscherer, John J.	Senior Human Resources Consultant	115,617	
Turgeon, Dana M.	Historical Information and Preservation Supervisor	59,493	
Turluk, Dennis	Horticulture Extension Officer	63,669	
Turner, Harvey A.	Traffic Signals Systems Analyst	66,756	
Twardowski, Shannon J.	Human Resources Associate	58,744	76
Uhumagho, Osaretin E.	Business Solutions Specialist	60,835	
Ullrich, John W.	Manager, Water and Sewer Construction	128,807	2,938
Ulrich, Shaune	Facilities Operator I	53,034	
Ungar, Linda L.	Manager, Corporate Information Governance	90,481	1,950
Ursel, William J.	Coordinator, Community Capacity Building	85,928	
Valente, Alan	Technical Support Analyst III	83,118	
Valenzuela, Lovely I.	Financial Operational Administrator	52,904	
Van Curen, Tanya C.	Manager, Service Regina	88,092	1,346
Van Goethem, Tammy L.	Change Management/Training Lead	67,890	
Vancuren, David	Leadman, Landscape Trades	70,701	
Vande Velde, Leon	Equipment Operator IV - Roadways	61,963	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Vandendort, Neil P.	Director, Open Space and Environment Services	105,539	5,331
Verma, Vivek	Senior IT Security Specialist	86,854	
Viala, Paul	Manager, Planning and Accreditation	85,837	713
Vicenzino, Romano	Captain	115,093	
Vircavs, Nathan D.	Firefighter	66,494	
Visneski, Ashley	Landscape Architect - Underfill	45,695	8,000
Vogt, Allan	Utilityperson II	58,401	
Volk, Jaret	Human Resources Consultant	91,146	500
Volk, Jennifer P.	Bus Operator	68,022	
Volk, Michael D.	Crew Lead - Asphalt Screed	103,658	
Volk, Randy B.	Bus Operator	71,587	
Volke, Marcille A.	Neighbourhood Centre Programmer	50,248	
Volsky, Frances	Coordinator, Administrative Services	67,005	
Voss, Faron J.	Casual Labourer	53,543	
Voss, Stephen	Equipment Operator IV	90,223	
Waffle, Marvin C.	Casual Labourer	50,217	
Wagner, Glenn M.	Firefighter	112,132	
Wagner, Ivan J.	Senior Captain	130,986	
Wagner, Laurie A.	Property Assessor	76,589	
Wahla, Darashpreet S.	Bus Operator	57,245	
Walbaum, Roger	Firefighter	103,714	
Walker, Darlyn	Law Office Administrator	75,108	578
Walker, Jared S.	Casual Labourer	59,020	
Wallace, Francis R.	City Planner II	71,652	
Wallace, Jeff M.	Casual Labourer	51,338	
Walsh, Evelyn	Coordinator, Customer Service	68,966	
Walter, Brad J.	Senior Engineer	111,647	
Wandler, Brian J.	Bus Operator	65,267	
Warren, Chris J.	Manager, Winter District Maintenance	94,649	1,950
Warren, Douglas M.	Geomatics Technician I	59,190	
Warren, Leanne C.	Management Information Systems Administrator	68,305	
Wasnik, Bryan	Arborist	59,546	28,144
Wasyliw, Garry	Manager, Building Standards	13,463	68,831
Watson, Jill A.	Business Performance Consultant	67,622	
Waugh, Douglas K.	Facilities Operator I	57,264	
Weber, Charla N.	Senior Assessment Appraiser	85,452	
Webster, William B.	Firefighter	51,116	
Weimer, Derek	Facilities Operator I	50,660	
Weinberger, Erik	Firefighter	96,993	
Weist, David J.	Sewerjet/Hydrovac Operator	51,863	
Weist, Kim L.	Coordinator, Water and Sewer	108,470	
Weitzel, Jason C.	Policy Analyst	70,942	
Welsh, Lindsey	Utility Billing Clerk	51,835	

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Wendler, Richard J.	Equipment Operator IV - Roadways	66,783	
Weninger, George H.	Facilities Operator I	64,603	
Werry, Byron G.	Executive Director, Legal	205,144	10,687
West, Neil	Bus Operator	93,073	
Westphal, Mark	Senior Business Solutions Consultant	84,442	
Whitehawk, Curtis D.	Water Supply Maintenance Repairperson	55,400	
Whiteoak, Paul D.	Firefighter	100,931	
Wiebe, Jared A.	Firefighter	96,993	
Wiens, Jonathan P.	Desktop Training Analyst	67,311	
Wiens, Luke G.	Programmer Analyst II	67,057	
Wilke, Reginald	Crew Lead, Roadway Operations	48,892	16,460
Wilke, Timothy S.	Firefighter	103,898	
Wilkie, Hal S.	Supervisor, Field Operations	88,088	
Wilkin, David W.	Senior Assessment Appraiser	83,299	
Wilkinson, Brian	Coordinator, Computer and Financial Systems	79,607	
Wilkinson, Brian L.	Bylaw Standards Officer	56,369	
Wilkinson, Cody J.	Traffic Underground Installer	58,210	
Willenborg, Vern	Electrical/Instrumentation Journeyperson	127,081	
Willner, Kaitlin	Entomology Research Analyst	60,453	
Willoughby, Cheryl M.	Legal Counsel	103,336	500
Wilson, Patricia	Director, Water Works Services	140,128	2,600
Wilson, Rob	Firefighter	97,243	
Wingert, Corinne L.	Licensing and Municipal Fines Officer	50,692	
Winter, Leanne C.	Community Consultant	21,690	51,878
Wirachowsky, Michael	Captain	62,614	50,397
Wirth, Brian D.	Supervisor, Field Operations	87,527	
Wlodarczyk, Vaughn A.	Project Engineer	62,012	
Wolbaum, Chad L.	Firefighter	103,882	
Wolbaum, Jim	Caretaker - Fireman's	50,164	
Wolff, William (Reg)	Supervisor, Permit Processing	76,176	
Wolk, Don A.	Bus Operator	69,980	211
Woloschuk, Karen J.	Supervisor, Wastewater Treatment Operations	79,134	
Woltman, Justin	Leadman, Golf Course	62,697	
Wong, Juliana	Senior Investment Analyst	74,643	
Wood, Howard G.	Captain	129,091	
Wood, Landon J.	Development Assistant	56,942	
Wood, Michael	Equipment Operator III	60,770	
Wood, Shane W.	Firefighter	96,993	
Wood, Vincent L. A.	Subdivision Inspector	64,104	
Woolsey, Heather L.	Engineering Assistant II - Sewer and Drain	56,459	
Wosik, Mariusz	Foreman, Parks Maintenance	56,015	
Woulfe, Darrell M.	Crew Lead - Water and Sewer Construction	79,351	
Woynarski, Brennan S.	Journeyperson - Industrial Mechanic	80,971	
Wright, John D.	Business Solutions Coordinator	58,343	782

See accompanying notes.

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Wu, Eric S.	Bus Operator	61,454	
Wu, Hongtao	Laboratory Analyst	59,508	
Wurtz, Trent K.	Technologist II	61,090	
Wyatt, Frank	Business Solutions Consultant	77,394	
Xia, Ning	Senior Financial Reporting and Policy Advisor	106,147	
Yablonski, Grant A.	Routing and Scheduling Analyst	74,081	
Yaciw, Jay P.	Firefighter	97,062	
Yang, Wenqing	Project Engineer (Underfill)	62,429	3,445
Yang, Yongzhe Z.	Project Engineer (Underfill)	62,238	
Yemen, Mark N. D.	Legal Counsel	127,779	
Youlyahshiev, Bahodir	Senior Engineer	102,286	
Yu, Qian	Programmer Analyst III	70,074	
Yu, Qiufang	Programmer Analyst II	66,788	
Yule, Clinton R.	Journeyman Transit	79,693	
Yulyakshieva, Nigora	Manager, Roadway Preservation	128,349	2,450
Zak, Victor L.	Senior Business Solutions Consultant	87,225	
Zaka, Ahmad	Bus Operator	72,585	
Zalopski, Wade C.	Engineering Assistant II	83,447	
Zander, Kelly	Truck Driver - Sewer and Water	75,203	
Zaryski, Kelly	Bus Operator	65,034	
Zasada, Max S.	Senior Engineer	90,586	
Zatylny, Oliva	Financial Administration Business Systems Analyst	61,671	
Zatylny, Ray J.	Journeyperson - Mechanic	77,914	
Zepick, Scott A.	Lieutenant	118,564	
Zhang, Alisha Hongxia H.	GIS Planner	56,578	
Ziefflie, Brian J.	Supervisor, Field Operations	92,446	23,267
Zieger, Barbara G.	Secretary II	52,719	
Ziegler, Murray D.	Captain	123,439	
Zimmer, Brennen B.	Senior Operator	66,209	
Zoerb, Jeffrey T.	Firefighter	51,204	
Zurloff, Evan T.	Firefighter	51,116	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Adams, David	Constable	95,940	
Alberts, Rodney	Mechanical Maintenance Caretaker	56,590	
Alexander, Laurie L.	Constable	95,385	
Anderson, Chad	Constable	106,018	
Arnold, Brandi	Constable	98,508	
Ash, Scott	Constable	102,082	
Aubichon, Alan John	Constable	101,348	
Bacanu, Gheorghe	Constable	54,550	
Bachman, Kelly L.	IEIS Analyst	63,717	
Bacon, Tyler	Constable	99,157	
Baer, Reynold	Corporal	111,207	
Bahsler, Dave	Infrastructure Support Analyst II	77,315	
Bailey, Nicole M.	Secretary 1 - Human Resources	63,972	
Baisley, Regan B.	Communications Officer	81,636	
Baker, Karen	Administrative Assistant	52,603	
Balfour, Amy	Strategic Research Officer	82,723	
Barber, Dallas	Corporal	118,086	
Barr, Ian G.	Sergeant	125,841	
Baryluk, Sherry L.	Court Information Clerk	69,504	
Bates, Shannon	Constable	89,859	
Baumgartner, Jo A.	Records Manager	127,235	
Beaushesne, Pierre P. C. B.	Sergeant	127,055	
Beer, Brittany	Communications Officer	73,760	
Beitel, Neil R.	Constable	117,047	
Belcourt, Colin	Constable	95,344	
Bell, Teresa L.	Evidence Management Supervisor	70,672	
Bellamy, Ryan	Communications Officer	80,394	
Bells, Robin D.	Payroll Supervisor	70,888	
Benko, Candace L.	Corporal	114,705	
Berting, Kelley R.	Sergeant	112,937	
Bespalko, Nolan	Constable	107,288	
Betker, Robyn Nicole	Crime Analyst	72,021	
Bilodeau, Karolina J.	Digital Media Clerk	55,943	
Black, Erin M.	Constable	98,765	
Blake, Maureen	Payroll Clerk	58,857	647
Block, Kyra	Constable	54,531	
Boehm, Teresa M.	Communications Administrator	75,873	
Boers, Jodi	Constable	109,276	
Boivin, Marie	Administrative Coordinator	76,458	
Bonk, Anthony	Constable	103,233	
Boon, Brandon	Constable	93,986	
Borne, Graham N.	Constable	107,224	
Bosche, Richard	Constable	91,624	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Bourassa, Chad D.	Corporal	105,488	
Bourassa, Melissa N.	Constable	81,892	
Bowes, Kevin	Constable	97,336	
Boxall, Melissa J.	Constable	111,465	
Boynton, Tyler B.	Constable	110,708	
Bradshaw, Kyle J.	Constable	77,178	
Brakefield, Kim	Court Information Clerk	61,460	
Bray, Evan J.	Inspector	133,177	
Breitkreuz, Kevin D.	Constable	104,980	
Brewster, Joey J. A.	Constable	81,768	
Bridgeman, Keith	Constable	96,938	
Briere, Terry A.	Garage Attendant	59,551	
Brown, Michelle C.	Communications Officer	86,174	
Buckland, Gregory G. J. B.	Inventory Management Clerk	52,784	
Buczulak-Warnar, Amanda	Information Clerk	55,943	
Buhr, Ryan	Constable	88,252	
Burtenshaw, Cheryl	Communications Officer	78,522	
Campbell, Grant	Constable	116,342	
Campbell, Kelly L.	Sergeant	122,480	
Campbell, Marla L.	Release of Information Clerk	55,943	
Carey, Melissa	Constable	88,506	
Carnall, Riley	Constable	97,094	
Carter, Jason E.	Constable	109,153	
Chagnon, Pascal M.	Constable	105,361	223
Clark, Mark R.	Sergeant	122,760	
Clarke, Brent	Constable	95,445	
Claude, Richard	Constable	91,714	
Clay, Cindy M.	Court Information Clerk	68,792	
Cobbledick, Elysia	Constable	102,598	
Collins, James	Corporal	124,168	
Coons, Corinne J.	Court Information Clerk	69,828	
Costanza, Andrea C.	Constable	104,631	
Coulthard, William N.	Constable	107,339	
Cousins, Gregory R.	CPIC Radio Operator	67,576	
Criddle, Guy	Sergeant	116,849	
Crowley, Jeffrey	Constable	92,366	
Crumly, Vivian M.	Corporal	114,374	
Csada, Derek J.	Constable	106,180	
Culling, Cory Q.	Sergeant	113,506	
Czernick, Jarrett J.	Constable	73,398	
D'Andrea, Robert B.	Sergeant	123,024	
Danylyshen, Darrel	Corporal	118,489	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Davies, Lorilee E.	Staff Sergeant	60,477	
Davies, Theresa	Constable	98,004	
Davis, Troy G.	Sergeant	151,409	
Dean, Robert W.	Inspector	84,736	95,002
Decterow, Erin T.	Corporal	102,126	
Deibert, Tyrell	Constable	106,933	
Derkson, Steve	Evidence Management Clerk	56,791	
Desjarlais, Angela M.	Corporal	112,592	
Detz, Sandra A.	RIIU Clerk	62,196	
Dizy, Rodney J.	Sergeant	72,736	56,527
Dods, Steven	Constable	106,279	
Doepker, Derek L.	Constable	59,858	
Donnelly, Erin J.	Constable	54,230	
Douglas, Scott	Constable	92,836	
Dreaver, Darcy A.	Constable	93,835	
Duck, Justin R.A	Constable	113,836	
Dudar, Lance A.	Superintendent	174,892	
Duff, John	Constable	91,584	
Duncan, Amanda	Court Information Clerk	56,283	
Duncan, David S.	Corporal	116,308	
Dunford, Brittany	Constable	93,389	
Dunitz, Warren G.	Sergeant	18,466	53,996
Dunnigan, Tracey F. A.	Corporal	113,968	
Dureau, Ryan M.	Corporal	103,898	
Duthie, Rodney M.	Constable	100,033	
Eberle, Rodney D.	Constable	108,711	
Eckert, Blair G.	Sergeant	117,597	
Eiswirth, Jill	Communications Officer	70,246	
Elek, Cory	Constable	95,524	
Ellingson, Ryan J.	Corporal	111,534	
Emery, Troy P.	Corporal	119,395	
Erichsen, Kollin D.	Sergeant	112,787	
Ermel, Brent A.	Staff Sergeant	125,968	
Eskra, Carla I.	CPIC Supervisor	74,623	
Ethier, Joshua	Constable	111,323	
Ewart, Trevor R.	Inspector	130,806	
Farden, April	Constable	95,031	
Fenwick, Shawn M.	Sergeant	111,317	
Ferraton, Nicole D.	Communications Officer	81,362	
Ferris, Jennifer	Constable	102,259	
Fiddler, Rhonda	Victim Services Missing Person Liaison - Casual	63,558	
Filazek, Timothy E.	Corporal	106,225	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Fink, Bryceton	Constable	54,531	
Finkeldey, Darren L.	Sergeant	133,906	
Flaman, Kathleen Anne	Communications Officer	79,051	
Fleece, Garth D.	Constable	107,616	
Ford, Duley	Constable	82,447	
Fornwald, Danielle	Tactical Crime Analyst	56,457	
Fowlie, Brian S.	Photographic Technician	59,765	
Fox, Derrick	Constable	108,504	
Frank, Brenda L.	Court Disposition Clerk	55,943	
Fraser, Adam A.	Constable	127,167	
Fraser, Richard R.	Corporal	114,258	
Freed, Janice G.	Police Information Clerk - Direct Entry	60,984	
Froh, Peter	Constable	102,588	
Froh, Tia L. L.	Corporal	112,229	
Gall, Todd M.	Sergeant	117,788	
Gallagher, Lawrence J.	Mechanical Maintenance Caretaker	57,836	
Gareau, Brenda L.	Aboriginal Resource Officer	63,717	
Garner, Judy G.	Administrative Support Secretary	67,251	
Gaudette, Christelle A.	CPIC Radio Operator	70,067	
Gawley, Jessica B.	Corporal	118,841	
Gee, Peter S.	Sergeant	121,533	
Geiger, Samantha S. M.	Constable	70,960	
Gendreau, Stanislav	Constable	100,997	
Geni, Linda P.	Constable	21,039	51,820
George, Shawn P.	Sergeant	121,110	
Giroux, Gary J.	Sergeant	121,192	
Glas, Colin M.	Sergeant	120,268	
Glazer, Kimberly	Constable	82,383	
Goertz, Lori A.	Evidence Management Clerk	57,306	
Golaiy, Mark	Constable	115,613	
Golden, Jonathan C.	Corporal	118,311	
Gordon, Shannon M.	Corporal	115,541	
Gorman, Kelly D.	Corporal	105,330	
Gottselig, Christina F.	Communications Officer	84,091	
Gottselig, Darryl P.	Corporal	104,180	
Gottselig, Todd	Corporal	113,637	
Greenman, Rod E.	Garage Attendant	45,664	33,443
Gregory, Alyssa J.	Constable	106,362	
Griffiths, Alan	Constable	112,202	
Griffiths, James E.	Constable	102,302	
Grohs, Trevor	Constable	100,644	
Gropp, William J.	Constable	114,255	
Gruber, Tyler T. J.	Constable	86,750	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Gunderson, Jason G.	Sergeant	116,289	
Guzman-Jimenez, David	Security Analyst	68,451	
Haas, Connor	Constable	54,493	
Hackywicz, Trevor	Constable	96,535	
Hadley, Renee S.	Court Information Clerk	64,930	
Hagen, Landon T.	Constable	109,805	
Hagen, Troy C.	Chief of Police	253,275	
Hall, Colleen C.	Sergeant	112,121	
Hall, Morley	Constable	106,662	
Hanna, Lorrie L.	Training & Quality Assurance Coordinator	79,145	
Hanoski, Quinn	Constable	76,917	
Hanowski, Brett A.	Constable	100,806	
Haroldson, Robert	Constable	96,788	
Harper, Blaine S.	Electronics Technician	89,648	
Harris, Christie	Constable	56,175	
Harris, Kevin	Constable	100,689	
Hassman, Donna L.	Sergeant	113,519	
Hawker, Amber	Constable	54,773	
Hay, Jill S.	Victim Services Coordinator	72,564	
Hayden, William D.	Sergeant	111,765	
Hegi, Colin R.	Corporal	111,539	
Heiliger, Alana A. K. H.	Constable	105,072	
Henderson, Neil B.	Corporal	116,830	
Hesse, Chad	Constable	115,201	
Hignell, Nora	Communications Officer - Casual	82,682	
Hodgins, Russell C.	Constable	98,960	
Hoedel, Shane	Corporal	117,382	
Hooker, W. Ben	Constable	106,113	
Hordichuk, Kim	Constable	100,885	
Horton, Rhonda	Police Information Clerk-Direct Entry	59,955	
Houston, Caroline M.	Sergeant	125,423	
Hovdestad, Gregory R.	Sergeant	120,504	
Howell, Thomas F.	Constable	105,530	
Hua, Shan	IEIS Database Analyst	77,315	
Huber, Robert C.	Sergeant	117,726	
Huber, Timothy D.	Sergeant	122,437	
Hubich, Erin	Communications Officer	77,818	
Hungle, Sarah-Jane	Constable	92,443	
Hunt, Chadwick	Constable	102,337	
Jackiw, Christopher S.	Sergeant	120,542	
Jakubowski, Joshua	Policy Development Officer - Casual	57,599	
Jarocki, Michelle A.	Staff Sergeant	120,879	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Jerome, Todd R.	Corporal	116,573	
Johnstone, Priscilla	Constable	65,862	2,597
Jones, Claudia	Constable	90,930	
Justason, Erik	Constable	64,892	
Kaip, Rylan R. J.	Constable	70,075	
Kauk, Ross M.	Constable	109,771	
Kelsch, Jordan	Constable	58,769	
Kerth, Jeremy	Constable	96,875	
Keshane, Stuart T.	Constable	111,742	
Khan, M. Omair	Constable	79,061	
Klemp, Janet	Constable	92,195	
Kliman, David	Constable	100,216	1,208
Klyne, Thomas	Constable	99,619	
Koch, Darcy W.	Inspector	162,088	
Kolybaba, Lori D.	Communications Supervisor	92,300	
Korchinski, Jarod A.	Constable	103,147	
Koroluk, Bob G.	Staff Sergeant	129,907	
Kosolofski, Dwight G.	Sergeant	126,134	
Kosolofski, Samuel	Constable	53,710	
Kotylak, Chelsea	Constable	91,354	
Kovacs, Frank	Constable	108,969	
Kozakewycz, Barney J.	Radio Coordinator	72,453	
Kozoriz, Karla M.	Financial Services Manager	128,277	
Krawetz, Gregory	Constable	104,433	
Kress, Jonathan	Constable	98,867	
Krieger, David N.	Constable	112,588	
Kuffner, Cameron R.	Sergeant	127,416	
Kullman, Rick	Constable	109,216	
Kupusa, Tony C.	Constable	109,245	
Kurtz, Christina	Communications Officer	86,048	
Labelle, Timothy F.	Constable	82,549	
Lalach, Melinda M.	Corporal	101,988	
Lamer, Derek J.	Sergeant	131,923	
Lanigan, Trent T.	Constable	114,727	
Larocque, Jay I.	Constable	109,969	
Larsen, Hans P.	Sergeant	115,741	
Lauf, Eric	Constable	109,466	
Lawrence, Curtis	Constable	103,701	
Lawson, Cole E.	Constable	97,183	
Layman, Scott W.	Staff Sergeant	128,025	
Lazarenko, Sharon A.	Data Quality & Case Management Specialist	59,765	
Le Clair, Rene P.	Corporal	117,444	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Lenius, Jason T.	Mechanical Maintenance Caretaker	57,148	
Lenius, Tyler J.	Constable	98,927	
Lerat, Kevin S. L.	Sergeant	119,878	
Lerat, Tyler J.	Constable	95,850	
Leverington, Jessica	Communications Officer	80,406	
Lewis, Jeffrey	Constable	101,597	
Lewis, Wade	Constable	92,822	
Lindskog, Cory D.	Sergeant	112,623	
Logan, Timothy	Constable	100,555	
Longhurst, Cory S.	Constable	105,551	
Longman, Randy	Constable	98,834	
Lorence, Jody	Corporal	122,356	
Love, Sheryl	Records Supervisor	81,973	1,030
Luesink, Stephen R.	Fleet Supervisor	80,093	
Lusok, Dean	Constable	106,879	
Lutz, Bart J.	Corporal	122,297	
Macknak, Denise C.	Court Disposition Clerk	55,943	
MacLean, Robert W.	Corporal	113,222	
Magas, Chantel	Administrative Assistant	52,407	
Magee, Colin	Corporal	105,105	
Malawski, Stephen	Supervisor, Applications & Business Support	95,720	
Malcolm, Keith A.	Constable	107,826	
Malowany, Michelle A.	Communications Officer	90,076	
Mandziak, Shelley J.	Administrative Assistant	52,407	
Manning, Warren	Automotive Technician	68,703	
Mansbridge, Krista E.	Communications Supervisor	88,574	
Mansfield, Stephanie B.	HR Officer, StaffING & Training	92,628	
Mansfield, Thomas E.	Inspector	160,417	
Manz, Megan	Police Information Clerk-Direct Entry	51,449	
Manz, Tristan C.	Constable	62,370	
Marcia, Andrea	Constable	106,589	
Marks, Jordon J.	Corporal	108,938	
Marks, Kara	Constable	99,852	
Marshall, Amanda	Communications Officer	72,491	
Martin, Camolyn	Access to Information Supervisor	65,053	
Martin, Sarah M.	Constable	62,776	
Martinson, Chad	Constable	91,823	3,745
Massier, Ryan	Constable	95,947	
Matt, Holly L.	Communications Officer	83,190	
Maurice, Tanner	Constable	106,314	
Maynes, James	Constable	100,107	
Maze, Belynda	Constable	92,455	
Mazurak, Chad	Constable	101,301	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
McAfee, Cara	Administrative Assistant	52,368	
McArthur, Dale	Constable	100,449	
McBride, Jessica L.	Communications Officer	60,025	
McCormick, Mark T.	Corporal	117,209	
McDonald, Darcy L.	Sergeant	111,612	
McDonald, Joseph S.	Mechanical Maintenance Caretaker	58,103	
McFetridge, Kyle K.	Corporal	119,611	
McGonigal, Rhonda E.	Secretary 1 - Human Resources	49,677	654
McKechnie, Darrin R.	Staff Sergeant	124,626	
McKim, Shaunna M.	Constable	100,925	26
McLeod, Michelle D.	Data Quality & Case Management Specialist	59,765	
McMillan, Tyler L.	Infrastructure Support Analyst I	68,007	
McNabb, Gregory W.	Corporal	104,687	
McNutt, Paul	Constable	103,290	
McPherson, Darren J.	Corporal	112,223	
Mills, Evan R.	Constable	58,000	
Mohr, Louise M.	Executive Director	193,999	5,200
Monaghan, James K.	Constable	107,667	
Monroe, Kari L.	Communications Officer	74,285	
Morin, Lauri J.	Inspector	167,401	
Morin, Robert D.	Deputy Chief of Police	207,008	169,572
Mosiondz, Darrell N.	Staff Sergeant	121,650	
Muntain, Robert	Constable	98,511	
Murray, Debrah J.	Administrative Assistant	52,407	
Murray, Paul	Service Desk Technician	59,765	
Muzylowski, Cindy M.	Communications Officer	82,390	
Naylen, Gary P.	Constable	100,762	
Nelson, Tammy L.	Communications Officer	77,418	
Nepper, Travis R.	Constable	71,033	
Neufeld, Corrie E. E.	Constable	95,587	
Neufeld, Curtis J.	Constable	94,589	
New, LoriAnne	Constable	74,616	
Newell, Ryan	Strategic Research Officer	82,723	
Newman, Kelly D.	Corporal	109,460	
Nguyen, Elizabeth T.	Communications Manager	111,912	
Nicholls, Jonathan W.	Sergeant	73,282	
Nicholson, Trisha T. A.	Constable	108,347	
Nicolson, Misty	Matron/Cleaner - Casual	61,447	
Norton, Steven	Constable	106,263	
Oliver, Mark W.	Constable	103,467	
Olynick, Cory	Constable	107,088	
Opp, Christine	Administrative Assistant	58,871	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Orban, Amanda	EFAP, Health & Safety Coordinator - Casual	104,007	
Ortman, Sheree D.	Inspector	153,865	4,596
O'Soup, Stephanie S. C.	Aboriginal Resource Officer	63,883	
Otitoju, Emmanuel	Constable	108,100	
Palka, Ryan	Constable	59,269	
Panchuk, Jordan	Constable	94,491	
Parker, Leslie A.	Media Development Officer	71,856	
Parker, Seanna	Communications Officer	75,540	
Patron, Cory	Constable	106,981	
Pawliw, Madison	Constable	50,814	
Pelletier, Shelly L.	Sergeant	120,272	
Pengelly, Angela	Constable	106,415	
Petkau, Robin	Constable	104,307	
Petrisor, Connie M.	Data Quality & Case Management Specialist	60,288	
Petruic, David	Constable	110,467	
Phillips, Karlene	Constable	99,390	
Pigeon, Cindy L.	Constable	103,998	
Pilon, Gordon R.	Staff Sergeant	130,380	
Plomp, Tyler	Constable	94,101	
Popowich, Elizabeth J.	Public Information Manager	112,467	
Popowich, Trevor	Constable	94,644	
Potter, Joshua A.	Constable	104,664	
Power, Lorinda	Constable	90,484	
Puglia, Andrew D.	Sergeant	119,585	
Quere, Jeremy R.	Sergeant	118,470	
Rae, Dean R.	Inspector	159,992	
Rahman, Mostafizur	Business Analyst	68,229	
Rainbird, Chelsea	Release of Information Clerk	55,943	
Raison, Tracy L.	Financial Analyst	85,311	
Ramanuj, Meghna	Court Information Clerk	61,893	
Rampone, Christopher	Constable	62,758	
Randall, Blair E.	Constable	97,447	
Reavley, Denise J.	Sergeant	121,815	
Redekopp, Derek D. D.	Constable	104,253	
Reimer, Rhonda A.	Constable	106,404	
Renchko, Andrea	Constable	91,496	
Rensby, Jordan	Court Coordinator	68,651	
Reynolds, Paul H.	Sergeant	127,961	
Riddell, Regan L.	Corporal	104,635	
Riddell, Shane R.	Sergeant	122,397	
Rieger, Matthew T.	Constable	102,035	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Ritter, Ashley N.	Constable	56,840	
Robertson, Aaron	Constable	100,675	
Robertson, Neil	Legal Counsel	26,807	103,493
Robinson, Anita E.	Constable	111,359	
Rodier, Anthony	Constable	106,833	
Ross, Dean R.	Corporal	107,327	
Roteliuk, Ronald N.	Sergeant	20,245	62,854
Roteliuk, Sonya R.	Sergeant	115,557	
Rupcich, Maria A.	Sergeant	119,283	
Sabo, Jessica	Constable	98,530	
Saccaro, Jann	Constable	71,552	
Sadlemyer, Marion J.	Police Information Clerk-Direct Entry	60,285	
Salamon, Keith	Constable	95,430	
Sandison-Cattell, Patti	Wellness Coordinator	59,765	
Sarantopoulos, Georgia	Constable	101,409	
Scantlebury, David J.	Constable	111,624	
Schellhorn, Colin	Constable	93,334	
Schill, Wendy L.	Commercial Crime Assistant	59,765	
Schmidt, Brent L.	Superintendent	171,994	
Schmidt, Marceda M.	Data Quality & Case Management Specialist	60,775	
Schmidt, William V.	Constable	108,803	
Sebastian, Chad W.	Constable	110,201	
Sebulsky, Tyler P.	Constable	111,025	
Seel, Kristin	Communications Officer	67,065	
Seel, Michael	Constable	95,022	
Seiferling, Cornelia D.	Constable	114,142	
Seiferling, Timothy J.	Sergeant	125,163	
Selinger, Paul P.	Sergeant	121,390	
Semenchuck, Robert E.	Sergeant	107,804	
Serrano, Claudio A.	Sergeant	118,541	
Serrano, Juan	Constable	109,299	
Shalansky, Amanda T.	Corporal	107,903	
Shannon, Brent T.	Sergeant	114,222	
Shaver, Alisa C.	Constable	104,100	
Shaw, Linda A.	Communications Supervisor	93,512	
Shaw, Mehgan C.	Constable	79,997	
Shepard, Heather	Cultural Relations Officer	62,555	
Shepperd, Katherine W.	Data Quality & Case Management Specialist	59,189	
Sherwin, Todd A.	Sergeant	130,171	
Shumay, Kelly H.	Constable	106,313	
Sieber, Andree A. E.	Constable	104,315	
Silzer, Kevin A.	Corporal	113,100	
Simmons, Kyle	CPIC Radio Operator	64,763	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Simmons, Steven	Constable	110,924	
Simons, Marcus W.	Constable	122,237	
Singh, Jaswinder	Constable	100,322	
Slater, Sean S.	Corporal	115,616	
Slater, Shannon	Constable	104,883	
Slatnik, Christine R.	Constable	81,943	
Solie, Jill	Traffic Clerk	52,338	
Solomon, Craig R.	Constable	106,199	
Solomon, Michelle M.	Constable	103,558	
Spears, Jared C.	Constable	70,352	
Stach, Alana L.	Sergeant	126,246	
Stadel, Christine A.	Corporal	114,130	
Steffenson, Donovan A.	Supervisor, Infrastructure Support	99,846	
Steinke, Sheldon W.	Corporal	111,801	
Sterling, Devon L.	Constable	110,618	
Stevely, Derek J.	Sergeant	167,620	
Stevely, Trent T.	Staff Sergeant	128,310	
Stone, Wendy K.	Crime Prevention Strategist	77,315	
Strachan, Jeanine M.	Communications Officer	77,086	
Struble, Trenton W.	Corporal	105,137	
Strueby, Ahren A. G. S.	Constable	111,999	
Strueby, Nathaniel	Corporal	116,700	
Strueby, T. J. (Todd)	Constable	106,671	
Strueby, Todd K.	Sergeant	121,282	
Sulymka, Shelly K.	Sergeant	123,440	
Swetlikoff, William	Constable	93,105	
Switzer, Frances A.	Communications Supervisor	91,599	
Sylvestre, Charles	Information Services Manager	127,235	
Ta, Minh	Service Desk Technician	61,493	
Tamaki, Kevin	Constable	98,701	
Tate, Paul D.	Staff Sergeant	129,351	
Temple, Dale E.	Constable	96,806	
Temple, Russell	Constable	105,910	
Thacyk, Christopher	Constable	99,395	
Thompson, Jana L.	Administrative Assistant	52,407	
Thompson, Scott B.	Sergeant	118,704	
Thull, Nicole F.	Constable	91,297	
Thurlow, Sandra L.	Secretary III - Human Resources	65,354	
Tillotson, Sheldon W. A.	Constable	100,667	
Tomaschefski, Garth	Constable	105,753	
Trithart, Kelly D.	Sergeant	118,079	
Tunison, Christopher J.	Constable	106,243	
Tunison, Peter J.	Constable	104,529	

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Turner, Jonathan	Constable	107,794	
Ullrich, Darren H.	Facilities Supervisor	84,613	
Veitch, Clinton	Constable	96,685	
Venne, Renee L.	Constable	95,282	
Verbeek, Mark K.	Corporal	108,694	
Vibert, Wayne D.	Electronics Technician	83,100	
Virgin, David J.	Staff Sergeant	130,272	
Vogel, Terry T. L.	Service Desk Support Supervisor	75,120	
Von Falkenhausen, Leonhard	Constable	98,766	
Wade, Anthony	Constable	90,331	
Wadsworth, John Paul	Constable	96,953	
Wagar, Angie L.	Communications Officer	79,036	
Wagner, Jeffrey W.	Sergeant	128,959	
Walker, John W.	Staff Sergeant	128,737	
Wall, Todd M.	Sergeant	129,456	
Wallace, David	Constable	106,950	
Wallace, Timothy N.	Corporal	10,725	43,890
Walter, Bradley M.	Staff Sergeant	120,558	
Wang, Xiaoyun 'Sharon'	Systems Analyst	83,961	
Wanke, Christopher D. E.	Constable	115,682	
Ward, Christopher 'Casey'	Corporal	114,466	
Warkentin, Curtis C. W.	Constable	94,464	
Warnar, Curtis	Constable	101,034	
Weir, Ronald A.	Staff Sergeant	128,787	
Weir, Trevor J.	Constable	107,921	
Westaff, Jason	Constable	78,422	
Westerman, Bryant A.	Sergeant	120,515	
White, Zachary	Constable	105,066	
Wiebe, Mitchel	Constable	102,658	26
Wiebe, Roger W.	Constable	104,986	
Wilcox, Darren S.	Inspector	162,757	
Wild, Sheri K.	Corporal	96,121	
Wilkinson, Jason J.	Corporal	115,099	
Williams, Heather	Evidence Management Clerk	54,799	
Williams, Karen R.	Court Information Clerk	50,859	
Windjack, Jacy L.	Constable	95,982	
Wolfe, Scott M.	Corporal	118,340	
Wollbaum, Derek J.	Constable	111,166	
Wood, Correy D.	Constable	103,303	
Wooley, Sean A.	Constable	71,522	
Wyatt, Steven R.	Constable	110,493	2,197

See accompanying notes.

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Employee Remuneration - Police Services

For the Year Ended December 31, 2014

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Yadlowski, Dean E.	Sergeant	115,039	
Yee, Tony	Corporal	114,307	
Yee, William	Corporal	103,604	
Young, Audra L. A.	Staff Sergeant	126,423	
Young, Brad	Constable	99,376	
Young, Genita Joan	Communications Officer	61,774	
Young, Kyla D.	Corporal	104,530	158
Young, Shaun A.	Constable	113,179	
Yum, Alex Y.	Sergeant	116,121	
Zacharuk, Maria	Communications Officer	74,468	
Zaharuk, Corey M.	Inspector	157,741	
Zanni, Reno E.	Automotive Technician	68,684	
Zuk, Rachelle	Communications Officer	86,323	
Zulyniak, Brittany	Constable	92,052	
Zumstein, Carole A.	Administrative Assistant	52,539	

See accompanying notes.

Employee Remuneration - Buffalo Pound Water Administration Board

For the Year Ended December 31, 2014
(in dollars)

Employee Name	Employee Title	Remuneration Regular	Remuneration Other
Anderson, Aaron E.	Regeneration Plant Operator/Shift Maintenance	83,685	
Baron, Lauren A.	Laboratory Technician.	72,841	
Barth Robin M.	Laboratory Technician.	72,413	
Berezowski, Eugene	Plant Foreman	103,649	
Bucsis, David S.	Regeneration Plant Operator/Shift Maintenance	65,824	
Conrad, Daniel	Plant Chemist	124,913	
Drake, Steve	Senior Operator	89,110	
Farago, Keith	Journeyman Maintenance	80,370	
Fradette, Shane G.	Regeneration Plant Operator/Shift Maintenance	86,024	
Friesen, Brian	Senior Operator	91,639	
Gardiner, Heather A.	Laboratory Technician.	70,834	
Gullage, Ed	Senior Operator	94,758	
Hanning, Nevin	Regeneration Plant Operator/Shift Maintenance	83,466	
Hoppenreys, Brian	Senior Operator	89,557	
Huel, Jared A.	Journeyman Maintenance	76,023	
Johnson, Keith	Journeyman Maintenance	46,368	22,970
Johnson, Ryan C.	General Manager	140574.2	3900
Kardash, Blair	Senior Laboratory Technician.	84,290	
Kaytor, James R.	Journeyman Maintenance	80,296	
Koch, Kevin	Senior Industrial Mechanic	84,791	
Meili, Shaun	Senior Operator/Regeneration Plant Operator/Shift Maintenance	86,327	
Pollock, Dustin A.	Relief Operator/Maintenance Person	77,803	
Sedgewick, Tim	Plant Engineer	111,496	
Smith, Douglas	Maintenance I	67,590	
Stanhope, Garry	Senior Electrician	90,265	
Sutherland, Jeff	Senior Maintenance	87,859	
Temple, Curtis	Senior Instrumentation Technician	78,749	
Whittle, Gregory	Laboratory Technician.	75,394	
Wilkinson, Laurie M.	Office Manager	52,918	

See accompanying notes.

Employee Remuneration - Regina Downtown Business Improvement District

For the Year Ended December 31, 2014
(in dollars)

		Remuneration	
Employee Name	**Employee Title**	**Regular**	**Other**
Gibbons, Leasa Dawn D.	Manager of Marketing and Communications	60,597	
Veresuk, Judith C.	Executive Director - Regina Downtown	98,800	

See accompanying notes.

Notes to Employee Remuneration
For the Year Ended December 31, 2014
(in dollars)

Note 1

Employee remuneration has been reported in accordance with Subsection 9(a) of *The Cities Regulations*. Employee remuneration has been separately identified as that paid under City Council authority, noted as General Municipal; the Board of Police Commissioners authority, noted as Police Services; Buffalo Pound Water Administration Board and Regina Downtown Business Improvement District.

Regina's Warehouse Business Improvement District made no employee payments exceeding $50,000 from January 1 to December 31, 2014; therefore, the Regulations do not require any employee remuneration information be disclosed.

Note 2

Employee title represents the employment title of the employee as at December 31, 2014 or at date of termination.

Note 3

Information is included for those employees earning in excess of $50,000. "Other Remuneration" may include vacation credits, sick credits, allowances, membership fees of $1,000 or greater, and/or amounts paid to an employee upon termination. "Regular Remuneration" includes all remuneration paid other than that included in "Other Remuneration", and includes any remuneration, such as retroactive pay, relating to prior years paid in 2014.

Note 4

Employee travel is no longer required to be reported as Subsection 9(e) of *The Cities Regulations* was repealed on December 17, 2010.

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Expenditures

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
101051161 Saskatchewan Ltd.	151,973	-	151,973
1430 McIntyre Street Properties Ltd.	220,778	-	220,778
2201 - 1st Avenue Holdings Ltd.	-	52,133	52,133
3572405 Manitoba Limited	824,699	-	824,699
3M Canada Inc.	89,446	-	89,446
3M Cogent Inc.	-	79,200	79,200
AAA Security	141,536	1,260	142,796
ABB Technology Ltd.	69,537	-	69,537
ABC Central Towing	107,388	7,883	115,271
Acapulco Pools Limited	168,546	-	168,546
Acklands-Grainger Inc.	459,527	11,590	471,116
Acme Environmental Services Inc.	744,958	-	744,958
Adlo Electric Motor Repair	101,210	-	101,210
AECOM Canada Ltd.	5,273,945	-	5,273,945
Air Canada	63,686	31,471	95,157
Alberici Constructors Inc.	137,500	-	137,500
Alliance Energy Ltd.	972,219	-	972,219
Alsport Sales Ltd.	52,934	102	53,036
Altus Group Limited	113,250	-	113,250
Anixter Canada Inc.	94,217	-	94,217
Anixter Inc.	56,681	-	56,681
Apex Distribution Inc.	82,653	-	82,653
ASL Paving Ltd.	4,887,526	-	4,887,526
Asset Works, Inc.	234,997	-	234,997
Associated Engineering (Sask) Ltd.	1,106,202	-	1,106,202
AST Corporation	768,000	-	768,000
Astec Inc.	50,196	-	50,196
Baker Transit Parts Inc.	55,645	-	55,645
BASF Canada Inc.	126,607	-	126,607
BEA Transit Services Inc.	147,815	-	147,815
Bennett Dunlop Ford	584,568	135,851	720,419
Black & McDonald Ltd.	190,663	-	190,663
BlairTech Management Inc.	76,988	-	76,988
Blake, Cassels & Graydon LLP	193,769	-	193,769
BLS Asphalt & Landscape Construction	65,220	-	65,220
Bobcat of Regina Ltd.	202,754	-	202,754
Bouygues Building Canada Inc.	125,000	-	125,000
Boyd Excavating Ltd.	3,681,595	-	3,681,595
Bramley's Enviro Soil Technology Ltd. (BEST)	89,851	-	89,851
Brandt Tractor Ltd.	72,128	-	72,128
Brock White Canada Inc.	51,329	-	51,329
Brown and Associates Planning Group	66,490	-	66,490
Budget Rent-A-Car	216,643	-	216,643

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
Buffalo Pound Water	8,606,748	-	8,606,748
Canada Post Corporation	646,293	208	646,501
Canadian Bobcat Services	1,736,023	-	1,736,023
Canadian Linen And Uniform Service	82,503	14,380	96,883
Canadian Management Centre	57,208	-	57,208
Canadian National Railways	79,338	-	79,338
Canadian Pacific Railway Company	70,810	-	70,810
Canadian Tire	50,227	1,196	51,423
Capital Buick Cadillac GMC Ltd.	24,798	26,525	51,323
Capital Ford LInc.oln Inc.	45,577	385,106	430,683
Capital Petroleum Service Ltd.	65,367	143	65,510
Capital Pontiac Buick Cadillac GMC Ltd.	101,803	-	101,803
Carswell Thomson Professional Publishing	43,016	15,166	58,182
CDW Canada Inc.	86,201	40,926	127,126
Century Vallen	106,961	-	106,961
CH2M Hill Canada Ltd.	330,311	-	330,311
Chemtrade West Limited Partnership	604,763	-	604,763
Choice Electrical Supply Ltd.	101,760	-	101,760
Christie Mechanical Ltd.	179,827	-	179,827
CIBC Mellon Trust Company	312,181	-	312,181
Colliers International Regina	268,151	-	268,151
Commercial Truck Equipment Corp.	207,712	-	207,712
Concentra Financial	79,978		79,978
Conestoga-Rovers & Associates	68,669	-	68,669
Corix Water Products Limited Partnership	568,322	-	568,322
Creative Door Services Ltd.	103,873	17,547	121,420
Crestline Coach Ltd.	584,607	-	584,607
CRL Engineering/101150419 Saskatchewan Ltd.	363,416	-	363,416
Croft Aggregates Limited	73,605	-	73,605
Croft Electric Ltd.	75,168	-	75,168
Crown Enterprises Ltd.	150,727	66,356	217,082
Cubbon Advertising Concepts	245,288	-	245,288
Cummins Western Canada	847,235	2,181	849,416
D G Regan & Associates Ltd.	206,658	-	206,658
Daytech Limited	108,787	-	108,787
Dell Canada Inc.	186,736	9,809	196,545
Dell Financial Services Canada Ltd.	475,966	-	475,966
Deloitte LLP	832,011	-	832,011
DLGL Ltd.	79,275	-	79,275
Dream Asset Management Corporation	834,308	-	834,308
Drive Products	56,719	-	56,719
Dundee Development Corp.	1,352,605	-	1,352,605
Early's Farm & Garden Centre	88,910	-	88,910

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
ECL Fiberglass Manufacturing Inc.	53,034	-	53,034
Econolite Canada Inc.	742,677	-	742,677
Edge Underground Drilling Ltd.	57,444	-	57,444
EECOL Electric Ltd.	519,787	-	519,787
EMCO Corporation	370,714	-	370,714
Emterra Environmental	1,204,680	-	1,204,680
Ennis Paint Canada ULC	141,034	-	141,034
Envirotec Services Incorporated	122,111	104	122,215
EPCOR Water Services Inc.	1,760,567	-	1,760,567
ESRI Canada Ltd.	72,062	5,820	77,882
ESTI Consulting Services	-	161,466	161,466
ExitCertified Corporation	50,433	-	50,433
Fact Computers	88,969	116,588	205,557
Family Service Regina	99,317	-	99,317
FDM Software Ltd.	62,330	-	62,330
Federal Joint Sealing Company of Canada Ltd.	304,065	-	304,065
Federated Co-operatives Ltd.	7,373,799	-	7,373,799
Fer-Marc Equipment Ltd.	775,462	-	775,462
Fiera Axium Infrastructure Canada	100,000	-	100,000
FirstCanada ULC	3,628,429	365	3,628,794
Fisher Scientific Ltd.	69,796	1,106	70,902
Flocor Inc.	747,583	-	747,583
Focus Corporation Ltd.	135,318	-	135,318
Fort Garry Industries Ltd.	353,150	-	353,150
Fries Tallman Lumber (1976) Ltd.	71,393	-	71,393
Frontline Outfitters Ltd.	204,265	2,649	206,913
Gabriel Construction Ltd.	3,569,038	-	3,569,038
Gateway Mechanical Services	122,838	-	122,838
Geiger Ventures	354,764	-	354,764
Geigers Fence Erectors Ltd.	76,531	-	76,531
Glentel Inc.	98,693	-	98,693
Global Rental Canada ULC	56,814	-	56,814
Golder Associates Ltd.	88,498	-	88,498
Goodyear Canada Inc.	174,954	-	174,954
Graham Construction & Engineering (1985) Ltd.	1,952,396	-	1,952,396
Graham Design Builders LP	125,000	-	125,000
Graham's Tire Service Ltd.	121,047	8,760	129,807
Great West Life Assurance Co.	492,540	-	492,540
Greens on Gardiner Development Corp.	808,058	-	808,058
Guardian Traffic Services Ltd.	293,755	1,343	295,098
Guertin Equipment Ltd.	353,422	-	353,422
Harvard Property Management Inc.	77,996	-	77,996

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
Hawkstone Developments Ltd.	640,542	-	640,542
HBI Office Plus Inc.	1,631	142,157	143,788
Highlight Telecom Midwest Ltd.	5,826	180,893	186,719
Hoban Equipment Ltd.	2,246,329	-	2,246,329
Honeywell Ltd.	-	215,897	215,897
Horizon Computer Solutions	49,985	700	50,685
Hornoi Leasing Ltd.	96,000	-	96,000
Husky Energy	219,422	-	219,422
Husky Oil Marketing Co	68,536	-	68,536
Husqvarna Construction Products Canada	82,628	-	82,628
Hutch Training and Consulting	67,463	-	67,463
IBI Group	115,209	-	115,209
ICR Commercial Real Estate Inc.	215,289	-	215,289
ILES Electric Ltd.	-	155,685	155,685
Impact Security Group	171,109	-	171,109
Imperial Oil Limited	275,000	-	275,000
Independent Construction Management Inc.	416,913	-	416,913
Infor (Canada) Ltd.	84,445	-	84,445
Information Services Corporation of Saskatchewan (ISCS)	74,072	-	74,072
Inland Aggregates Ltd.	186,446	-	186,446
Innovative Civil Solutions Inc.	2,136,541	-	2,136,541
Innovyze Inc.	76,500	-	76,500
Insight Canada Inc.	105,595	2,843	108,438
Insituform Technologies Ltd.	1,485,788	-	1,485,788
Intergraph Canada Ltd.	-	205,384	205,384
Interprovincial Traffic Services Ltd.	621,363	-	621,363
Intex Consulting Group Inc.	90,293	-	90,293
Iron Max Fitness	75,443	3,806	79,249
JD Industrial Supplies	66,765	-	66,765
John Deer Landscapes	72,483	-	72,483
Jordan Asbestos Removal Ltd.	73,817	-	73,817
JR Ulmer Construction Ltd.	72,765	-	72,765
JR's Welding Ltd.	99,734	-	99,734
JSA Sport Architecture Inc.	90,000	-	90,000
Jubilee Ford	-	50,969	50,969
Kal Tire	48,297	33,612	81,909
Kelsey Pipelines Ltd.	3,398,200	-	3,398,200
Kensington Greens Development Corp.	223,881	-	223,881
KL Services Ltd.	91,030	-	91,030
Kleysen Group LP	69,327	-	69,327
Konica Minolta Business Solutions (Canada) Ltd.	450,534	-	450,534
KPMG LLP	98,706	-	98,706

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
Kramer Ltd.	1,886,175	-	1,886,175
Kress Electric Ltd.	256,175	-	256,175
Last Mountain Railway	59,058	-	59,058
Lawson Lundell LLP	-	124,966	124,966
Leader Post	287,912	150	288,062
Ledcor Construction Limited	85,694	-	85,694
Leeville Construction Ltd.	205,501	-	205,501
Livingston International Inc.	53,869	-	53,869
Loraas Disposal Services Ltd.	2,631,788	6,295	2,638,082
LRG Electric	50,805	17,715	68,519
M D Charlton Co Ltd.	-	203,988	203,988
MacPherson, Leslie & Tyerman LLP	25,727	39,418	65,145
Macquarie Capital Markets Canada Ltd.	250,000	-	250,000
Mallard Forestry Equipment	61,651	-	61,651
Marquardt Mechanical Ltd.	281,101	-	281,101
Maxxam Analytics Inc.	62,786	-	62,786
McAsphalt Industries Ltd.	65,903	-	65,903
McKim Cringan George	901,049	-	901,049
Medteq Solutions CA Ltd.	50,445	-	50,445
Mega Tech	-	74,969	74,969
Mercury Earth Coring Ltd.	134,968	-	134,968
Michelin North America (Canada) Ltd.	63,701	-	63,701
Microsoft Licensing GP	54,061	301,390	355,450
Minister of Finance	279,929	36,900	316,830
Mitchell Developments Ltd.	64,307	-	64,307
MNP LLP	114,308	14,459	128,766
Mocon Construction Ltd.	345,206	-	345,206
Moose Jaw Refinery Partnership	3,331,279	-	3,331,279
Morsky Construction Ltd.	147,613	-	147,613
Motion Industries (Canada) Inc.	71,474	-	71,474
Motorola Solutions Canada	290,087	2,337,474	2,627,561
Mott MacDonald Canada Ltd.	459,433	-	459,433
MPE Engineering Ltd.	96,729	-	96,729
Navair Technologies	-	80,282	80,282
NIS Contractors Ltd.	1,555,570	-	1,555,570
Northern Strands Co Ltd.	54,592	-	54,592
Northern Tree Co. Inc.	218,178	-	218,178
Nova Bus, A Division of Prevost Car Inc.	7,082,310	-	7,082,310
Oakcreek Golf & Turf Inc.	84,834	-	84,834
Olive Waller Zinkhan & Waller	211,946	-	211,946
Olympic Paving Stone Inc.	144,215	-	144,215

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
Oracle Canada ULC	1,268,600	4,500	1,273,100
Organization Consulting Limited	117,282	-	117,282
Oxford Libero Consulting LP	296,388	-	296,388
P3Architecture Partnership	50,610	-	50,610
Panasonic Canada Inc.	-	132,836	132,836
Paradise Leisurescapes	86,260	-	86,260
Pasqua Paving	3,261,162	-	3,261,162
Pavement Scientific International Inc.	347,053	-	347,053
Paypal	48,295	3,727	52,022
PCL Construction Management	1,447,788	-	1,447,788
PCL Regina Stadium 2014 Ltd.	89,527	-	89,527
Phoenix Auto Parts Ltd.	49,049	16,910	65,959
Pictometry Canada Corp.	102,856	-	102,856
PlanetClean	60,379	-	60,379
Playgrounds-R-Us	300,427	-	300,427
Polecom Structures Inc.	265,563	-	265,563
Polmac Communications	73,611	-	73,611
Postage By Phone	300,800	-	300,800
Precision Concrete Cutting Inc.	245,000	-	245,000
Prevost Car Inc.	610,767	-	610,767
Pro Av Professional Audio Visual Ltd.	56,879	-	56,879
Provincial Club Towing (1971) Ltd.	91,348	4,220	95,568
PSW Architecture & Interior Design Ltd.	-	136,916	136,916
QPR - Quality Pavement Repair	68,197	-	68,197
R & D Paving & Landscaping	325,328	-	325,328
R Nicholls Distributors Inc.	20,129	32,049	52,179
Receiver General for Canada	8,960,782	2,360,140	11,320,921
Redhead Equipment	1,351,363	-	1,351,363
Regina Exhibition Association Ltd.	2,135,934	13,736	2,149,670
Regina Fasteners & Tools Ltd.	50,818	-	50,818
Regina Humane Society Inc.	1,232,909	-	1,232,909
Regina Minor Football 2000 Inc.	51,590	-	51,590
Regina Police Pension Plan	-	1,584,556	1,584,556
Regina Public School Board	1,010	59,780	60,790
Regina Regional Opportunities Commission (RROC)	129,984	-	129,984
Reliable Heating & Cooling Ltd.	50,967	-	50,967
Rite-Way Fencing (2000) Inc.	143,453	-	143,453
RJ Tulik Excavating Inc.	225,497	-	225,497
Robb & Dowling	63,650	-	63,650
Rocky Mountain Phoenix	2,208,946	-	2,208,946
Saskatchewan Blue Cross	3,485,344		3,485,344

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
Saskatchewan Government Insurance (SGI)	1,086,381	256,975	1,343,356
Saskatchewan Housing Corporation	68,374	-	68,374
Saskatchewan Polytechnic	50,924	1,265	52,189
Saskatchewan Urban Municipalities Association (SUMA)	205,264	-	205,264
Saskatchewan Workers' Compensation Board	3,827,972	-	3,827,972
SaskBattery	65,219	20,316	85,535
SaskEnergy	2,015,765	74,810	2,090,576
SaskPower Corporation	11,086,917	259,599	11,346,516
SaskTel	1,532,409	490,032	2,022,442
SaskTel Mobility	-	-	-
Scatliff + Miller + Murray Inc.	50,000	-	50,000
Second Avenue Ventures	78,000	-	78,000
Shanahan's Building Specialties	81,013	-	81,013
Shared Visions Inc.	59,150	-	59,150
Signal Industries (1998) Saskatchewan Ltd.	102,207	-	102,207
Silverado Demolition	159,560	-	159,560
Sky High Excavation & Demolition Ltd.	109,497	-	109,497
Slabmaster Ltd.	268,999	-	268,999
SMS Equipment Inc.	240,543	-	240,543
Sobeys Inc.	189,220	-	189,220
Souris Valley Industries (1977) Ltd.	108,515	-	108,515
South Country Equipment Ltd. (SCE)	411,203	-	411,203
SPI Health and Safety Inc.	156,381	892	157,273
Spicers Canada Limited	56,734	-	56,734
Spring Service Ltd.	54,716	-	54,716
Standard Life	327,968	-	327,968
Stantec Architecture Ltd.	53,930	-	53,930
Stantec Consulting Ltd.	409,456	-	409,456
Star Bus Sales Inc.	69,220	-	69,220
Stevenson Hood Thornton Beaubier LLP	137,285	-	137,285
Steve's Landscaping & Bobcat Service	82,937	-	82,937
Streamline Contracting Ltd.	7,930	74,449	82,379
Sudden Fun Recreation Equipment Ltd.	85,216	-	85,216
Super Save Disposal (Saskatchewan) Inc.	113,126	-	113,126
Supreme Basics	1,027,814	6,998	1,034,811
Supremex Inc.	50,975	-	50,975
Tantus Solutions Group	-	143,402	143,402
TD Merchant Services	72,729		72,729
Telax Hosted Call Center	95,028	-	95,028
Tennant Sales and Services Company	55,852	-	55,852
The Active Network, Ltd.	97,889	-	97,889
The AME Consulting Group Ltd.	147,939	-	147,939
The Canadian Corps of Commissionaires	777,955	344,823	1,122,777
The Creeks in Regina Land Development Ltd.	142,891	-	142,891

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
The Global Transportation Hub	1,245,104	-	1,245,104
The Municipal Financing Corporations of Saskatchewan	43,100,000	-	43,100,000
The Truck Outfitters Inc.	165,622	-	165,622
The Wireless Age	105,915	6,234	112,149
ThyssenKrupp Elevator	171,174	4,868	176,042
Titan Environmental Containment Ltd.	739,911	-	739,911
Torys LLP	810,974	-	810,974
Towers Watson Canada Inc.	213,979	-	213,979
Traction Heavy Duty Parts	57,633	-	57,633
Trafco (Canada)	166,890	-	166,890
Trapeze Software ULC	140,155	-	140,155
TriCarm Software Inc.	-	78,654	78,654
Tristen Hydro-Vac	88,469	-	88,469
Tube City IMS Canada Ltd.	391,039	-	391,039
Ulmer Construction Inc.	77,000	-	77,000
Uni-Jet Industrial Pipe Ltd.	673,932	-	673,932
Unique Garden Centre & Landscaping	62,501	-	62,501
Unisource Canada Inc.	91,035	257	91,292
United Netwrok Payment Solutions	118,598		118,598
University of Regina	207,812	30,227	238,039
Vallen	54,463	-	54,463
Valmont West Coast Engineering Ltd.	168,720	-	168,720
Van Alstine Project Management Inc.	343,255	-	343,255
Village R.V.	105,514	-	105,514
Wajax Power Systems	92,437	-	92,437
Walters Industrial Mechanical Ltd.	9,687	75,866	85,553
Wappel Construction Co. Ltd.	4,804,846	-	4,804,846
Warner Truck Industries Ltd..	152,479	-	152,479
Wascana Centre Authority	3,339,898	-	3,339,898
Weber Supply Company Inc.	128,367	-	128,367
Webtech Wireless Inc.	52,558	-	52,558
Western Specialty Contracting ULC	2,981,585	-	2,981,585
WestJet	47,234	51,372	98,605
Westridge Construction Ltd.	1,884,347	-	1,884,347
Wheat Country Van & Truck Rentals	82,256	1,756	84,012
Wheaton Chevrolet Corvette	-	123,191	123,191
William Caruso & Associates Inc.	116,495	-	116,495
Wil-Tech Industries Ltd.	102,970	-	102,970
Winacott Western Star & Sterling Trucks	67,693	-	67,693
Wingert Construction Ltd.	1,633,191	-	1,633,191
Wolseley Waterworks Group	657,287	-	657,287
Wood Cogger Ltd.	4,013	155,703	159,716

See accompanying notes.

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Expenditures - City of Regina

For the Year Ended December 31, 2014
(in dollars)

Payee	General Municipal	Police	Total
Workforce Software LLC	209,461	-	209,461
WSP Canada Inc.	133,951	-	133,951
Xerox Business Services Canada Inc.	20,303	63,790	84,093
Xerox Canada Ltd.	-	81,478	81,478
ZW Group of Companies	802,481	-	802,481

See accompanying notes.

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Expenditures - Buffalo Pound Water Administration Board

For the Year Ended December 31, 2014
(in dollars)

Payee	Total
Brenntag Canada Inc.	252,798
Chemtrade West Limited Partnership	1,409,773
City of Moose Jaw	420,198
City of Regina	1,248,232
Commercial Sandblasting & Painting Ltd.	89,076
Double K Excavating Ltd.	74,374
Duncan Roofing	68,925
Fisher Scientific Ltd.	55,201
Leeville Construction Ltd.	236,967
National Process Equipment	79,582
Receiver General for Canada	114,215
SaskEnergy	268,347
SaskPower Corporation	1,331,575
Siemens Canada Limited	158,721
Univar Canada Ltd.	151,383
Watson Advisors Inc.	77,996

See accompanying notes.

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Expenditures - Regina Downtown Business Improvement District

For the Year Ended December 31, 2014
(in dollars)

Payee	Total
Harvard Property Management Inc.	62,890

See accompanying notes.

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Expenditures - Regina's Warehouse Business Improvement District

For the Year Ended December 31, 2014
(in dollars)

Payee	Total
B-Creative Group	87,371

See accompanying notes.

Notes to Expenditures
For the Year Ended December 31, 2014
(in dollars)

Note 1

Expenses have been reported in accordance with accounting standards and Subsection 9(b) of *The Cities Regulations*.

Note 2

Expenses include all payments over $50,000 made by the City of Regina during 2014 from the following funds:

- General Operating and Capital Funds
- Water and Sewer Operating and Capital Funds
- Intergovernmental Services Fund

Expenses have also been reported for the Board of Police Commissioners, Buffalo Pound Water Administration Board, Regina Downtown Business Improvement District and Regina's Warehouse Business Improvement District.

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CR15-75

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Sale of 1555 8th Avenue

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - JUNE 2, 2015

1. That the sale of the property of 1555 8th Avenue to the tenant at market value without a public offering be APPROVED;

2. That the City Manager or his delegate be authorized to negotiate the terms and conditions of the sale as outlined in this report;

3. That item CR14-138 be removed from the list of outstanding items for the Finance and Administration Committee

FINANCE AND ADMINISTRATION COMMITTEE – JUNE 2, 2015

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #4 does not require City Council approval.

Councillors: Wade Murray (Chairperson), Shawn Fraser, Bob Hawkins, and Barbara Young were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on June 2, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the sale of the property of 1555 8th Avenue to the tenant at market value without a public offering be APPROVED;

2. That the City Manager or his delegate be authorized to negotiate the terms and conditions of the sale as outlined in this report;

3. That item CR14-138 be removed from the list of outstanding items for the Finance and Administration Committee; and

4. That this report be forwarded for consideration to the June 22, 2015 meeting of City Council after public notice has been provided.

CONCLUSION

The property has been identified as surplus to the City's needs and is recommended for disposal. Typically sales of property would be done through a public offering of the land. In this case the tenant has occupied the building since 2012 and has invested a significant amount of capital in the property and equipment. The tenant has requested to purchase the property at market value without a public offering. Given the investment the tenant has made in operating out of the property, it is recommended that the property be sold at market value to the tenant without a public offering.

BACKGROUND

In report CR 13-62 dated April 29, 2013, City Council instructed the Administration to repurchase the property at 1555 8th Avenue as per the terms of the agreement. When ownership was attained the Administration was to provide a report to City Council with recommendations on how the current tenant and other affected parties were impacted.

In report CR14-138 dated November 24, 2014 Administration provided the information on how the current tenant and other affected parties had been impacted. Council requested a further report with a recommendation for disposal of the property. The purpose of this report is to provide the follow up information as requested by City Council.

DISCUSSION

The Regina Cosmopolitan Gymnastics Centre at 1555 8th Avenue was acquired by the City in 1981 to aid in the development of gymnastics in Regina. Upon acquisition, the property was leased to Optimist Gymnastics Association of Regina (OGAR), a group formed to represent gymnastics' interests in Regina. The City arranged to transfer the ownership of the property to OGAR on the condition the property would be transferred back to the City in the event it was no longer used for gymnastics.

In 2013 the City became aware that the building was no longer used as a gymnastic centre and the property had alterations undertaken without the prior approval of the City in contravention of the agreement. In report CR13-62, April 29, 2013 City Council approved acting on the reversionary clause in the agreement to regain title to the property. Council also requested that a further report be provided once ownership is attained by the City with recommendations on how the current tenant and other affected parties were impacted.

The lease agreement between OGAR and 101217990 Saskatchewan Ltd, which is the numbered company operating as the District Brewing Company, shows the monthly lease rates to be $2,500 from November 1, 2012 to April 1, 2013; $5,000 from May 1, 2013 to October 1, 2013 and thereafter increasing each year for the next four years at a rate of $500 per month. The rent in this agreement started at approximately $2.50 per square foot and escalated to $7 per square foot. The lease agreement has a schedule that identifies leasehold improvements that the tenant shall undertake that included removing bleachers, extending the mezzanine area, upgrading the electrical to three phase, renovating the bathrooms, upgrading offices, adding drainage to the main floor area, adding a cold storage facility, adding a bay door and installing equipment and fixtures to conduct business operations. The majority of these tenant improvements have been carried out at the cost of the tenant. Once the City regained ownership of the property the rent has been paid to the City. The lease agreement that the City assumed with the property is below market rent and expires in 2017.

The City has a process for determining if a property should be disposed of. In this case there is a lease in place until 2017. Given the age, condition and configuration of the building this is not an asset that Facilities Management recommends retaining for a civic purpose. The property is surplus and it is recommended that it be disposed of.

The City has two options to consider in disposing the building:

1. The City could use a public offering by listing the property for sale and sell to the best offer that is at or above market value; or

2. The City could consider selling the building directly to the tenant at market value with no public offering.

The tenant has made significant investment in equipment and improvements to the property and is interested in purchasing the property at market value. The tenant indicated that they would like to avoid the risk of having to relocate or close the business should the property be offered for sale in a public process. A sale without public offering must be approved by City Council after providing the public notice required.

The property requires investment in drainage and paving for the parking lot to comply with zoning requirements. The tenant is aware of this issue and has received quotes for this work and intends on carrying out the work if the sale is approved. The tenant has concerns with investing in this work on the property prior to the resolution of the potential sale. The Current Planning Branch is aware of the potential sale and will ensure enforcement of resolution to the zoning issue.

It is recommended that given the tenant's investment in the property and equipment installed in the subject property the tenant be allowed to purchase the building at market value without a public offering. If a sale cannot be concluded in three months with the tenant the property would be listed for sale in a public offering.

RECOMMENDATION IMPLICATIONS

Financial Implications

The property has an estimated market value of $1,300,000. If the recommendations in this report are approved this would be revenue to Real Estate Operations, which would flow into the Land Development Reserve.

Environmental Implications

None with regard to this report.

Policy and/or Strategic Implications

None with regard to this report.

Other Implications

None with regard to this report.

Accessibility Implications

None with regard to this report.

COMMUNICATIONS

A copy of this report has been provided to the tenant which is 101217990 Saskatchewan Ltd. operating as the District Brewing Company. If the recommendations in this report are approved there would be a public notice of intent to sell the property at market value without a public offering.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

CR15-76

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Request for $100,000 from Golf Course Reserve

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - JUNE 2, 2015

That City Council approve the withdrawal of $100,000 from the Golf Course Reserve and allocate the funds to the Parks & Open Space Golf Course Capital account to allow golf course restoration projects initiated in the fall of 2014 to be completed and for 2015 projects to proceed.

FINANCE AND ADMINISTRATION COMMITTEE – JUNE 2, 2015

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #2 does not require City Council approval.

Councillors: Wade Murray (Chairperson), Shawn Fraser, Bob Hawkins, and Barbara Young were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on June 2, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That City Council approve the withdrawal of $100,000 from the Golf Course Reserve and allocate the funds to the Parks & Open Space Golf Course Capital account to allow golf course restoration projects initiated in the fall of 2014 to be completed and for 2015 projects to proceed.

2. That this report be forwarded to the June 22, 2015 meeting of City Council for approval.

CONCLUSION

The intent of the transfer from the Parks & Open Space (P&OS) Golf Course capital account 210-2482-C621-A1109 (A1109) to the Facilities Management Services General Golf Course account (J1093) was made to ensure the necessary clubhouse work could be completed before the start of the 2015 golf season. When the transfer was made in September 2014, it was the intent that the amount would be transferred back to the A1109 account once the 2015 capital program funding was approved and the transferred funds would no longer be required for the Clubhouse Renovation Phase II Project.

Without this approval, there will be insufficient funds to complete the restoration initiated in the fall of 2014 or for 2015 projects currently scheduled within the current golf course funding.

BACKGROUND

Funding for golf courses and clubhouse restoration work is through the allocation of budget from the Golf Course Reserve. The capital work associated with the golf course program is time sensitive and requires scheduling in order to limit impact on the golf season. As a result of the scheduling sensitivity, $100,000 of funding was transferred from the 2014 approved A1109 account allocation to the J1093 account, which are both funded from the Golf Course Reserve.

DISCUSSION

In September 2014, $100,000 was transferred from the Golf Course Program account (A1109) to the Facilities Management services General Golf Course account (J1093) to allow for the approval process to initiate a tender for the TorHill and Murray Clubhouse Interior Renovation Phase II work. Due to the nature of the work, it was critical for the work to be completed by March 31, 2015 to ensure there was no conflict with the golf course operating season.

According to Administration guidelines at the time, in order for the tender to be requested, the funding had to be in place within the project account (J1093). It was the intent to have the contract awarded in December 2014 prior to the 2015 funding approval to allow for construction to begin in January 2015 in order to meet the March 31, 2015 completion deadline.

When the 2015 capital budget was approved, the $100,000 amount that had been transferred between the two golf course capital accounts in September 2014 to initiate the clubhouse restoration phase II tender was to be returned to the A1109 project account.

However the financial prudent method for this transaction was determined to be that the transfer go back to the original source of funding, the Golf Course Reverse, which occurred in December 2014 after the 2015 capital budget had been approved. This has resulted in a funding shortfall for projects that are required to be completed through funding in the A1109 project account for 2015.

RECOMMENDATION IMPLICATIONS

Financial Implications

The allocation of the 2015 capital funding has been committed to other essential capital work and through contracts awarded for other projects currently occurring. Based on the Capital Golf Course Clubhouse allocation and the General Golf Course allocation for projects in 2015 along with achieving the projected revenue target and operating expenses, there will be a balance of $230,000 in the reserve at the start of 2016.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The actions of Administration as an outcome of this report will contribute to achieving success by addressing golf course infrastructure and managing the assets.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

None with respect to this report.

DELEGATED AUTHORITY

The recommendations in this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

CR15-77

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Discretionary Use Application (14-DU-28) Proposed Shopping Centre
2055 Prince of Wales Drive – East Superstore Site

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – JUNE 3, 2015

That the Discretionary Use Application for a proposed shopping centre located at 2055 Prince of Wales Drive, being Block T, Plan No. 00RA08920, Spruce Meadows Subdivision be APPROVED, and that a Development Permit be issued subject to the following conditions:

a) The development shall be consistent with the plans attached to this report as Appendix A-3.1 to A-3.10 inclusive, prepared by Mallen Gowing Berzins Architecture Incorporated and dated March 18, 2015; and

b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250.*

REGINA PLANNING COMMISSION – JUNE 3, 2015

Dallas Wingerak and Garry Fawley, representing Choice Properties, addressed the Commission.

The Commission adopted a resolution to concur in the recommendation contained in the report.

Recommendation #2 does not require City Council approval.

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Phil Selenski, Laureen Snook and Kathleen Spatt were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on June 3, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That the Discretionary Use Application for a proposed shopping centre located at 2055 Prince of Wales Drive, being Block T, Plan No. 00RA08920, Spruce Meadows Subdivision be APPROVED, and that a Development Permit be issued subject to the following conditions:

   a) The development shall be consistent with the plans attached to this report as Appendix A-3.1 to A-3.10 inclusive, prepared by Mallen Gowing Berzins Architecture Incorporated and dated March 18, 2015; and

b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250.*

2. That this report be forwarded to the June 22, 2015 meeting of City Council.

CONCLUSION

The applicant proposes to develop eight commercial buildings on the subject property totalling 5,120.8 m^2 of additional floor area. The buildings will contain a variety of commercial uses including cafes, retail, banks with drive-thru access and restaurant uses.

Comments and issues identified in the review process by the public include traffic generation and access/egress to the site. The Administration has reviewed a Traffic Impact Assessment (TIA) and parking study and assessed the impacts that the development will have on the road network in the immediate area. The analysis has determined that the existing road network and access points, with some recommended adjustments, are sufficient to accommodate traffic demands that are projected from the development. The Administration has worked with the applicant who has modified the plan to address all technical concerns.

The proposal complies with the development standards and regulations contained in *Regina Zoning Bylaw No. 9250,* and is consistent with the policies contained in *Design Regina: The Official Community Plan Bylaw 2013-48.* The proposal will expand the array of commercial services available to residents in this growing sector of Regina. As well, it will intensify an existing commercial site which meets broader community planning objectives of intensifying urban corridors and efficient land use.

Accordingly, the Administration recommends approval of this development proposal.

BACKGROUND

The subject property contains the Real Canadian Superstore and Gas Bar, which was constructed in 2000 and is located at the southeast corner of the intersection of Victoria Avenue and Prince of Wales Drive (2055 Prince of Wales Drive). The site contained many undeveloped portions of land that were being held by the property owner in anticipation of future commercial development. An application has now been received to develop undeveloped portions of land on the site.

This application is being considered pursuant to *Regina Zoning Bylaw No. 9250*, *Design Regina: The Official Community Plan Bylaw No. 2013-48*, and *The Planning and Development Act, 2007*.

Pursuant to subsection 56(3) of the Act, Council may establish conditions for discretionary uses based on nature of the proposed development (e.g. site, size, shape and arrangement of buildings) and aspects of site design (e.g. landscaping, site access, parking and loading) but not including the colour, texture or type of materials and architectural details.

DISCUSSION

Zoning and Land Use Analysis

The applicant proposes to develop commercial buildings on the east Superstore site. The development is proposed to proceed in two phases. In the first phase, the applicant proposes to develop eight new commercial buildings. In the second phase, the applicant is planning an additional building (Building F). The applicant is not seeking approval for Building F at this time. A separate application for Building F is expected at a later date.

The proposed use and floor area of each of the eight buildings in the first phase is provided in the table below:

Phase 1 Development East Superstore Site – Commercial Buildings		
Building	**Use**	**Floor area**
A	Restaurant/Brewpub (with roof top patio)	1173 m²
B	Bank (with drive-thru)	557 m²
C	Bank (with drive-thru)	395 m²
D	Retail /Restaurant café (outdoor patio)	743 m²
E	Restaurant (outdoor patio)	474 m²
G	Retail	557 m²
H	Restaurant (with drive-thru)	489 m²
J	Retail/Restaurant café	733 m²

The zoning and land use analysis is summarized as follows:

Land Use Details	**Existing**	**Proposed Changes**
Zoning	MAC3 - Major Arterial Commercial	MAC3 - Major Arterial Commercial
Land Use	Grocery Store and Gas Bar (Real Canadian Superstore)	Additional 8 Commercial Buildings containing a mix of tenants
Building Area	13,192 m^2	5120.8 m² (New Development) 18,312.8 m²(Total)

Zoning Analysis	**Required**	**Proposed**
Number of Parking Stalls Required*	1115 stalls*	1029 stalls
Minimum Lot Area (m^2)	250 m^2	74,164.79 m^2
Minimum Lot Frontage (m)	6 m	249 m
Maximum Building Height (m)	15 m	Less than 15m (varies)
Gross Floor Area	N/A	22,586 m²
Maximum Floor Area Ratio	3.0	0.3
Maximum Coverage (%)	65%	30%

**Note: The required parking assumes inclusion of Building F which is not included within the current application. The total required parking will be refined when an application is received for Building F and the details of that development are fully known. As part of the application requirements for this application, the application submitted a comprehensive parking study which assessed parking demands for the entire development including Phase 2 of the project.*

The surrounding land uses include commercial uses north of Victoria Avenue (Highway No. 1), Regina Memorial Gardens Funeral Home and Cemetery to the east, commercial uses to the south (Winners, Best Buy, and Rona), and commercial uses to the west (Wal-Mart).

The proposed development is consistent with the purpose and intent of the MAC3 - Major Arterial Commercial Zone with respect to accommodating retail, service, and office developments along controlled-access roadways where establishments can benefit from good visibility from a major arterial roadway.

Traffic Impact Assessment and Parking Analysis

The applicant has submitted a *Parking Study, Traffic Impact Assessment (TIA),* and the *Landscape Plan* for the development and site intensification of the subject property.

(a) Parking Study

With respect to parking, it is not possible at this stage of the approval to determine the exact parking requirement for the site given the number of buildings proposed and the potential range and final mix of land uses. To determine potential maximum parking demands, the applicant prepared a parking study by a qualified Professional Engineer that employed site observations to determine existing patterns and estimated future demand using accepted methods.

The calculation of parking requirement presented in the Zoning Analysis is based on gross calculation of floor area applying maximum parking amounts if the commercial rental units are developed fully as commercial.

Assuming a gross calculation, there would be a shortage of 86 parking stalls. However, this number assumes maximum usage of commercial spaces as retail. Parking requirements will be more conclusively determined through building permit process. For example, not all retail spaces will be fully occupied as commercial, or retail spaces may accommodate professional offices, which has a lower parking requirement. Actual parking requirements will very likely be lower than assumed at this stage. Detailed parking calculations are provided in Appendix C, Table 1.

The *Parking Study* submitted by the applicant demonstrates that the parking stalls provided would sufficiently accommodate the demand, assuming a certain arrangement of tenants or uses. Different types of tenants will have different peak hour demands and multiple trips will be combined and essentially parking is typically shared between uses. Based on these shared arrangements, the *Parking Study* projects that the highest parking stalls demand on site will be at 3:00 pm when 918 parking stalls will be required. Considering this, and given that 1029 parking stalls are proposed, there is a surplus of 111 parking stalls at highest parking demand which is 12 per cent more than required. The *Parking Study,* also indicated that the grocery store has a significant parking surplus during peak weekend hours. A detailed summary of parking calculations assuming shared parking arrangements is provided in Appendix C, Table 2. The difference in gross parking requirements and shared parking requirements is shown in Appendix C, Table 3.

Shopping centres by their very nature encourage parking efficiency by combining multiple trips. It is likely that future bylaw amendments will more clearly acknowledge this in the manner that minimum parking standards are applied to shopping centres.

The Administration is confident that the site will meet parking as required in *Regina Zoning Bylaw No. 9250*.

(b) Traffic Impact Assessment (TIA)

The required *Traffic Impact Assessment* was submitted by the applicant and has been accepted by the Administration. All intersections surrounding the subject property will operate at an acceptable level of service during peak traffic demand. Upgrades will be required to the intersection of Willow Place and Westfair Road to meet intersection performance criteria. The upgrades required to this intersection include all-way stop control with a dedicated left-turning lane and a shared right and through lane at the eastbound approach.

The developer is responsible for undertaking all required upgrade work to this intersection.

(c) Landscape Plan

The application exceeds the landscape area requirement for the total site. The proposal provides landscape adjacent to drive isles and provides screening of the parking areas. The focus of landscaping is at the perimeter of the site and adjacent to public streets. The landscape plan includes a walking path and bus stop pad along Prince of Wales Drive.

RECOMMENDATION IMPLICATIONS

Financial Implications

The subject area currently receives a full range of municipal services including water, sewer and storm drainage. The applicant will be responsible for the cost of any additional or changes to existing infrastructure that may be required to directly or indirectly support the development, in accordance with City standards and applicable legal requirements.

Environmental Implications

None with respect to this report.

Policy/Strategic Implications

The proposal is consistent with the policies contained within *Part A: Policy Plan of Design Regina: The Official Community Plan Bylaw No. 2013-48* with respect to:

Complete Neighbourhoods

- Providing opportunities for daily lifestyle needs, such as services, convenience shopping and recreation;
- Providing live/work opportunities within urban centres and urban corridors and within residential areas as identified within approved secondary plans or concept plans.

Urban Centers and Corridors

- Supporting the redevelopment of existing retail areas to higher density, mixed-use, and transit-oriented development with densities appropriate to servicing capacity.

Employment Areas

- Requiring new large-format retail to be located on urban corridors or within identified urban centers and designed;
- Allowing for change and intensification over time.

The proposed development compliments the overall development of the area in establishing a complete neighbourhood and provides the nearby residents additional opportunities for shopping and employment. The proposed development is intended to maximize existing retail area with the available servicing capacity. The proposed development is well connected with the transit and sidewalks along Prince of Wales Drive. At present, the Victoria Express transit route operates from this location with direct access to the downtown.

Other Implications

None with respect to this report.

Accessibility Implications

Regina Zoning Bylaw No. 9250 requires 2% of the required 1115 parking stalls (gross parking calculation) or 23 parking stalls be provided for persons with disabilities. The proposed development provides 27 parking stalls for persons with disabilities which exceeds the minimum requirement by 4 stalls.

COMMUNICATIONS

Communication with the public is summarized as follows:

Public notification signage posted	June 6, 2015
Letter sent to immediate property owners	June 13, 2015
Number of Public Comments Sheets Received	12

The application was circulated to the Arcola East Community Association for their comments. Following circulation, the Administration attempted follow-up contact with the community association but did not receive a response prior to the deadline for submission of this report.

A more detailed accounting of the respondents' concerns and the Administration's response to them is provided in Appendix B. Also included are the Applicant's responses to those issues.

DELEGATED AUTHORITY

City Council's approval is required, pursuant to *Part V of The Planning and Development Act, 2007.*

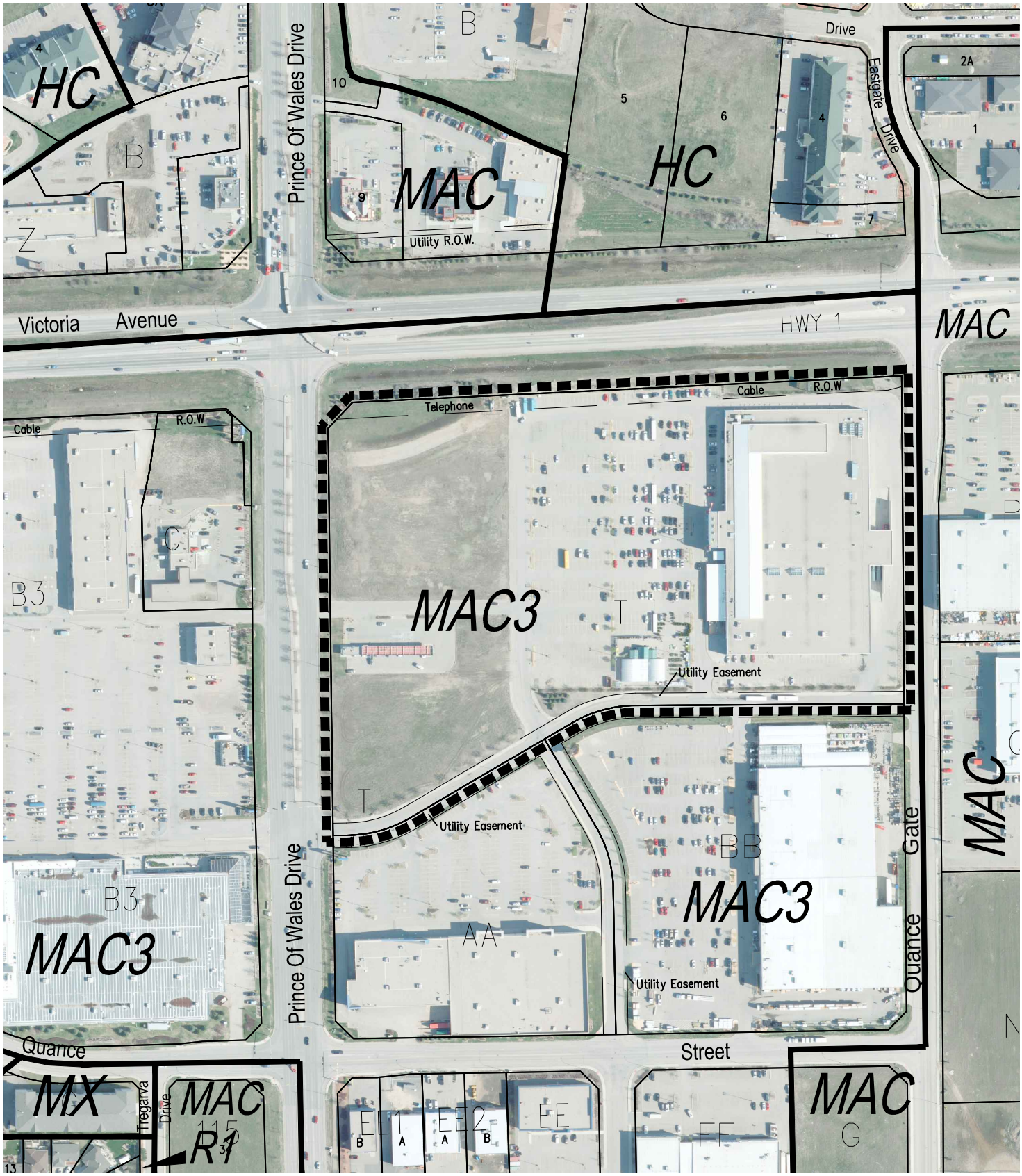
Respectfully submitted,

REGINA PLANNING COMMISSION

Elaine Gohlke

Elaine Gohlke, Secretary

Appendix A-1



Subject Property

Project 14-DU-28 Civic Address/Subdivision 2055 Prince of Wales Drive

Appendix A-2

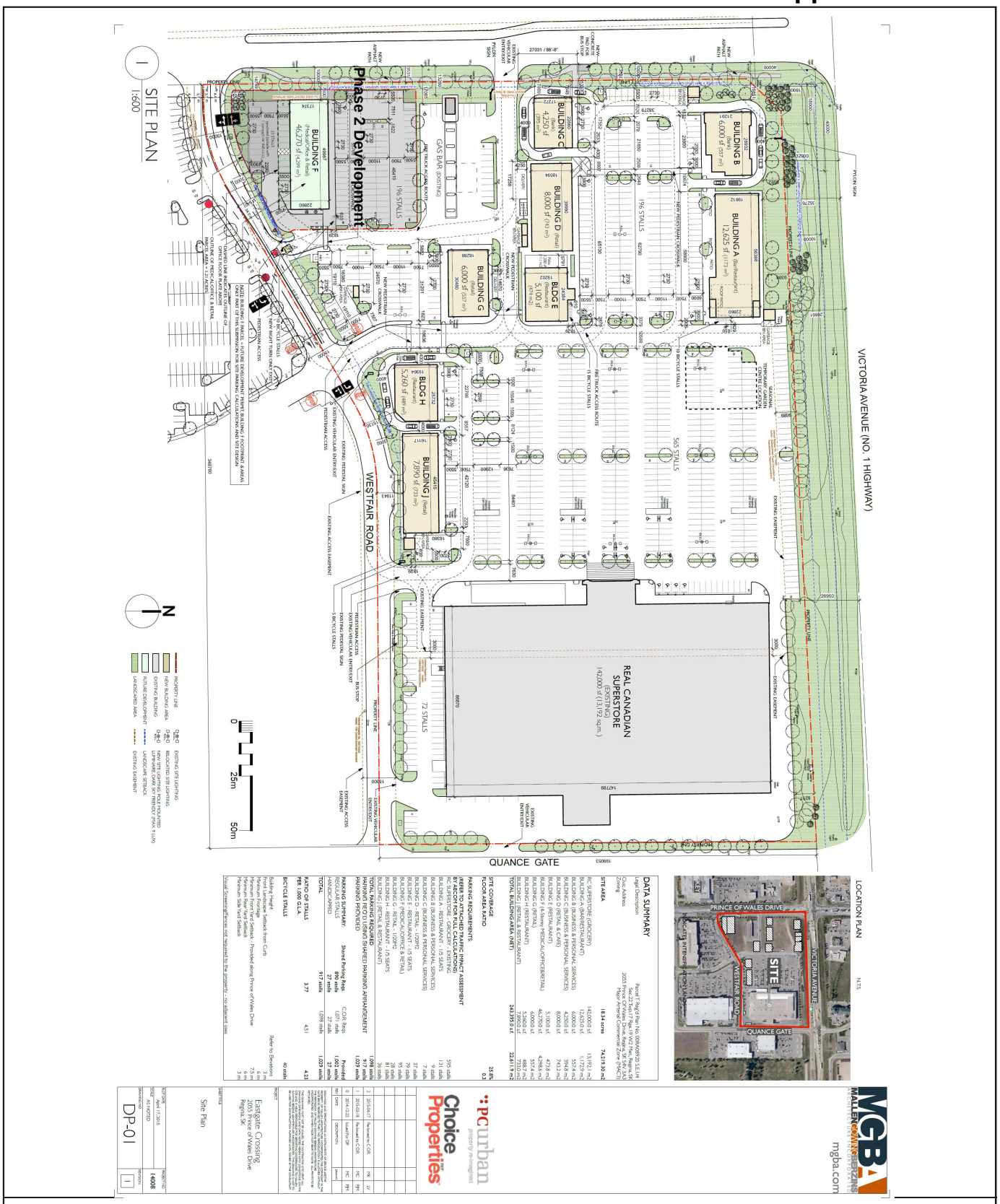
Subject Property

Date of Photography: 2012

Project 14-DU-28

Civic Address/Subdivision 2055 Prince of Wales Drive

Appendix A-3.1



DATA SUMMARY

Legal Description: Parcel T Reg'd Plan No. 0006490920; S.E.1/4 Sec.27 Twp.17 Rge.1-W.5 Mer, Regina SK
Civic Address: 2055 Prince of Wales Drive (Spruce Meadows)
Zoning: Major Arterial Commercial Zone (PAC-2)

SITE AREA	
	18.34 acres	**74,215.90 m²**
RC SUPERSTORE (GROCERY)	142,000 s.f.	13,192.1 m²
BUILDING A (BAR/RESTAURANT)	12,625.0 s.f.	1,172.9 m²
BUILDING B (RETAIL & SERVICES)	6,000.0 s.f.	557.4 m²
BUILDING C (BUSINESS & PERSONAL SERVICES)	4,250.0 s.f.	394.8 m²
BUILDING D (RETAIL & CAFE)	8,000.0 s.f.	743.2 m²
BUILDING E (RESTAURANT)	5,100.0 s.f.	473.8 m²
BUILDING F (Medical/OFFICE&RETAIL)	46,770.0 s.f.	4,298.6 m²
BUILDING G (RETAIL)	6,000.0 s.f.	557.4 m²
BUILDING H (RESTAURANT)	5,260.0 s.f.	488.8 m²
BUILDING I (RETAIL & RESTAURANT)	7,890.0 s.f.	733.0 m²
TOTAL BUILDING AREA (NET)	**242,970.0 s.f.**	**22,611.9 m²**
SITE COVERAGE		**25.8%**
FLOOR AREA RATIO		**0.3**

PARKING REQUIREMENTS:
MUNICIPAL ZONING BYLAW PARKING ASSESSMENT
BY-LAW COUNTS FOR FULL CALCULATIONS

RC SUPERSTORE - GROCERY - EXISTING	595 stalls
BUILDING A - RESTAURANT - 1/5 SEATS	131 stalls
BUILDING B - RETAIL - 1/300 s.f.	20 stalls
BUILDING C - BUSINESS & PERSONAL SERVICES	7 stalls
BUILDING D - RETAIL - 1/20m²	37 stalls
BUILDING E - RESTAURANT - 1/5 SEATS	79 stalls
BUILDING F - OFFICE/MEDICAL & RETAIL	95 stalls
BUILDING G - RETAIL - 1/20m²	30 stalls
BUILDING H - RESTAURANT - 1/5 SEATS	81 stalls
BUILDING I - RETAIL & RESTAURANT	36 stalls
BUILDING REQUIREMENTS	**1,086 stalls**
PARKING REQUIRED USING SHARED PARKING ARRANGEMENT	**917 stalls**
PARKING PROVIDED	**1,029 stalls**

PARKING SUMMARY:	**Provided**	**Shared Parking Reqs.**	C.O.R. Reqs.
REGULAR STALLS	**1,002 stalls**	**890 stalls**	(477 stalls)
HANDICAPPED	**27 stalls**	**27 stalls**	(27 stalls)
TOTAL	**1,029 stalls**	**917 stalls**	(1,086 stalls)
RATIO OF STALLS PER 1,000 G.L.A.	**3.77**	**4.51**	
BICYCLE STALLS			**40 stalls**

Refer to Bicycle Plan

Building Height	
Front Landscape Setback from Curb	3 m
Minimum Frontage	7.5 m
Minimum Flankage Setback - Provided along Prince of Wales Drive	7.5 m
Minimum Rear Yard Setback	6 m
Minimum Side Yard Setback	3 m

Visual Screening/Fences not required to the property - no adjacent uses

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Choice Properties

No.	Date	Description	Drawn	Chkd
1	2015-01-07	Issued for CDR	PJC	LV
2	2015-04-17	Reissued for CDR	PJC	PJC
3	2015-05-14	Reissued for CDR	PJC	PJC
4	2014-12-22	Issued for DP	PJC	PJC

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Contractor shall verify all dimensions, conditions and specifications prior to commencement of work and report any errors, omissions or conflicts to the Architect for clarification before proceeding with the construction.

Do not scale drawings. Use only dimensions shown.

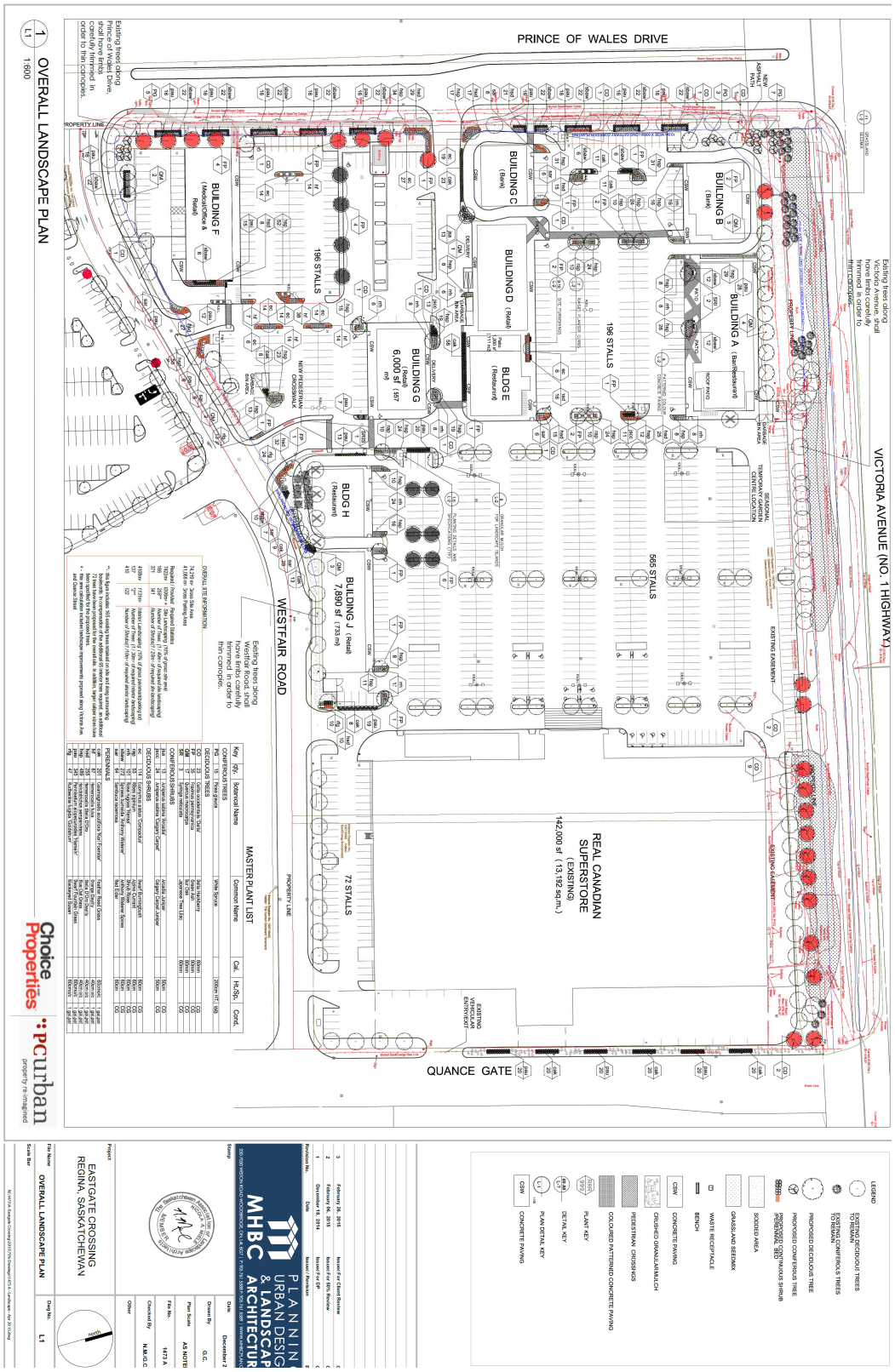
Project: Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

Drawing: Site Plan

Scale: As noted
Date: April 17, 2015
Drawn by: PJC
Project No.: 14008
Revision: 1
Drawing No.: DP-01

Planning Department

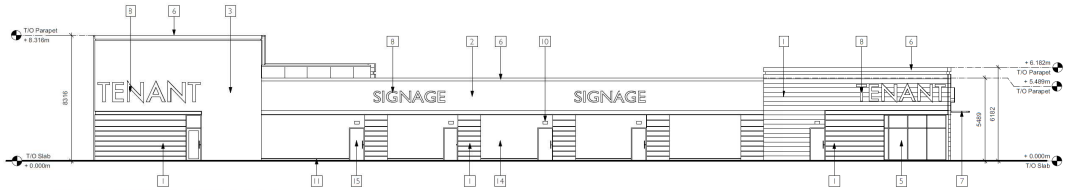
Project **14-DU-28** Civic Address/Subdivision **2055 Prince of Wales Drive/ Spruce Meadows**



Planning Department

Project 14-DU-28 Civic Address/Subdivision 2055 Prince of Wales Drive

Appendix A-3.3



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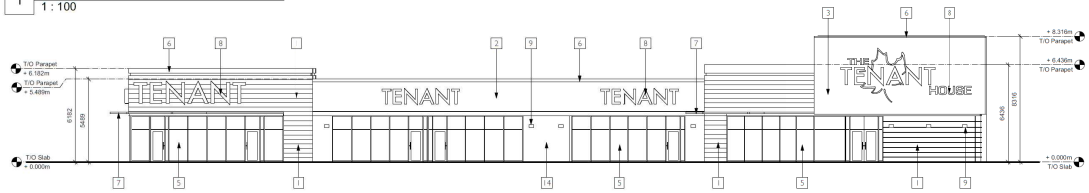

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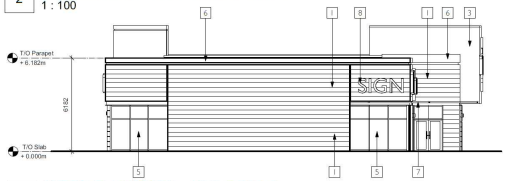

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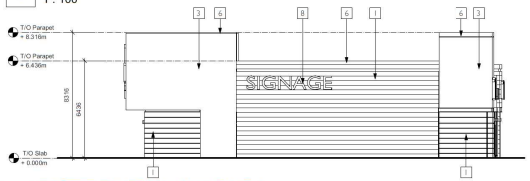

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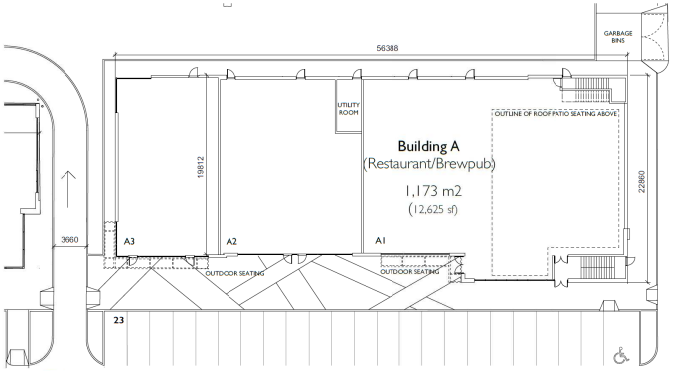

5 FLOOR PLAN - BUILDING A
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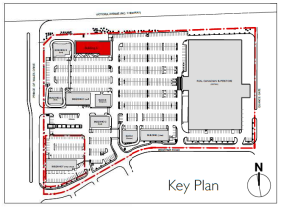
MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODISED ALUMINIUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS PATIO ENCLOSURE



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Choice Properties REIT

REV	DATE	DESCRIPTION	DRAWN
0	2014-12-22	Issued For DP	MC PBM

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PROJECT
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

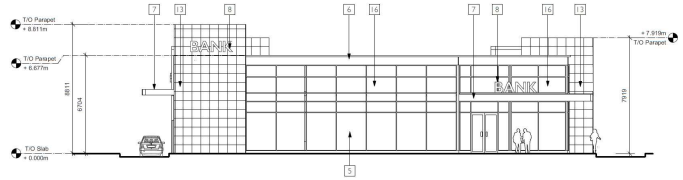
SHEET TITLE
Building A

PLOT DATE: December 22, 2014
SCALE: AS NOTED
PROJECT NO: 14008
DRAWING NO: DP-02
REVISION: -

Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

Project **14-DU-24**

Appendix A-3.4



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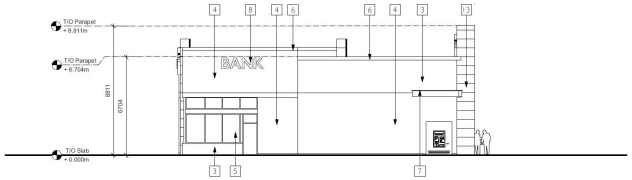

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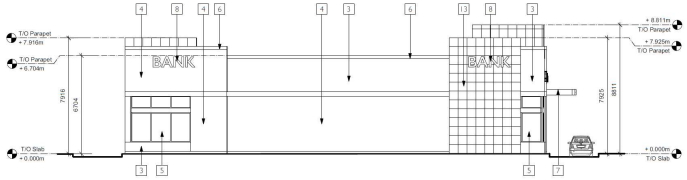

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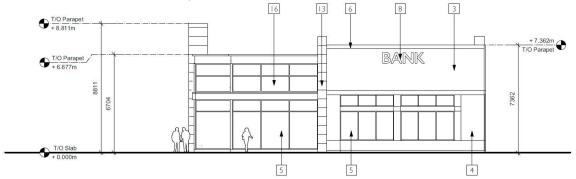

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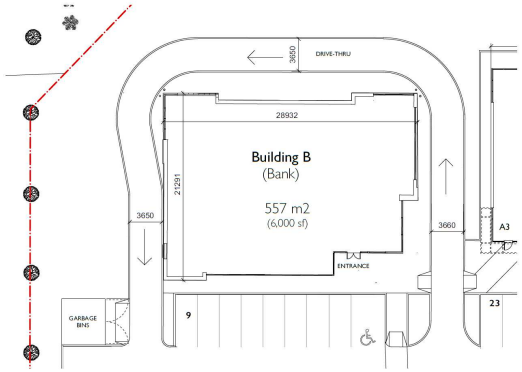
NOTES

1. BUILDING ELEVATIONS PROVIDED BY TENANT AND ARE SUBJECT TO CHANGE
2. REFER TO DRAWING L1.A FOR LANDSCAPE LAYOUT PLANS



5 FLOOR PLAN - BUILDING B
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MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
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5	STOREFRONT GLAZING WITH ANODIZED ALUMINUM FRAME	14	STONE
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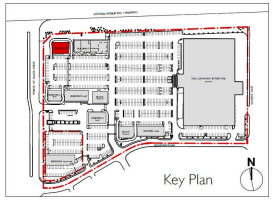

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Choice Properties

REV	DATE	DESCRIPTION	DRAWN	
0	2014-12-22	Issued for DP	MC	RPI

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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

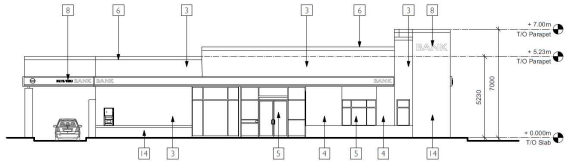
SHEET TITLE
Building B

PLOT DATE	PROJECT NO.
December 22, 2014	14008
SCALE: AS NOTED	
DRAWING NO. DP-03	REVISION -

Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

Project 14-DU-24

Appendix A-3.5



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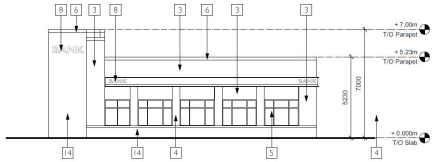

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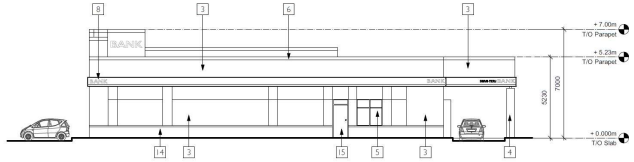

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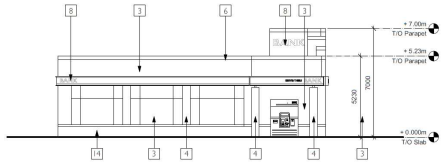
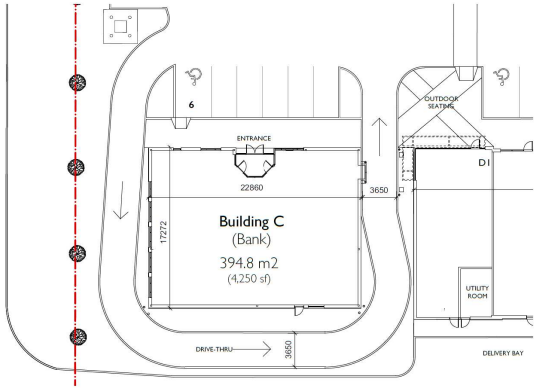


4 EAST ELEVATION - BUILDING C
1 : 100

NOTES

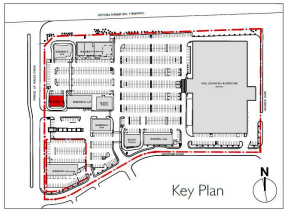
1. BUILDING ELEVATIONS PROVIDED BY TENANT AND ARE SUBJECT TO CHANGE
2. REFER TO DRAWING L1.A FOR LANDSCAPE LAYOUT PLANS



5 FLOOR PLAN - BUILDING C
1 : 200

MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODISED ALUMINIUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS PATIO ENCLOSURE



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Choice Properties

REV	DATE	DESCRIPTION	DRAWN	
0	2014-12-22	Issued For DP	MC	RPI

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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

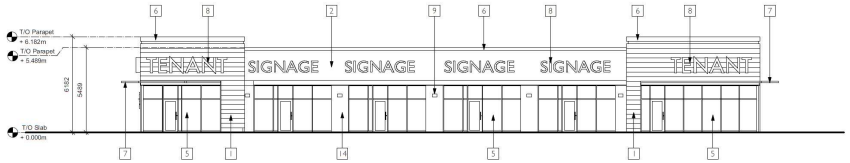
SHEET TITLE:
Building C

PLOT DATE: December 22, 2014
SCALE: AS NOTED
PROJECT NO: 14008
DRAWING NO: DP-04
REVISION: -

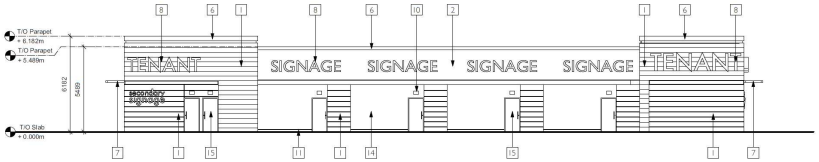
Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

Project **14-DU-24**

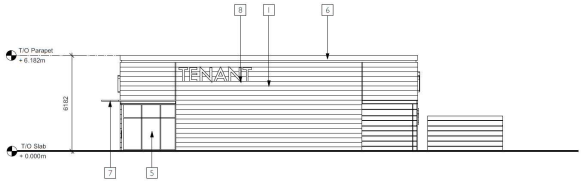
Appendix A-3.6



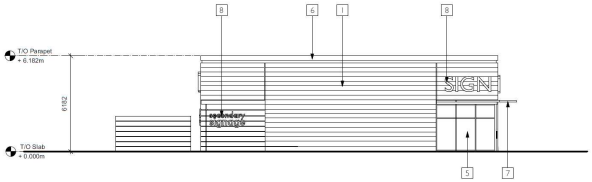
1 NORTH ELEVATION - BUILDING D
1 : 100



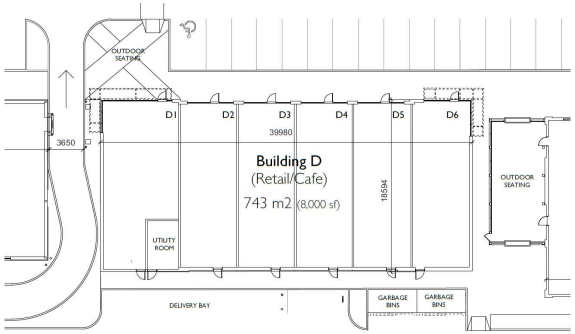
2 SOUTH ELEVATION - BUILDING D
1 : 100



3 WEST ELEVATION - BUILDING D
1 : 100



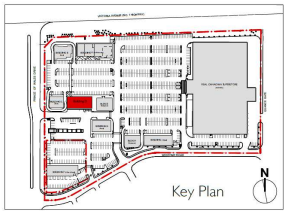
4 EAST ELEVATION - BUILDING D
1 : 100



5 FLOOR PLAN - BUILDING D
1 : 200

MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODISED ALUMINIUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS FATED ENCLOSURE



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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

SHEET TITLE:
Building D

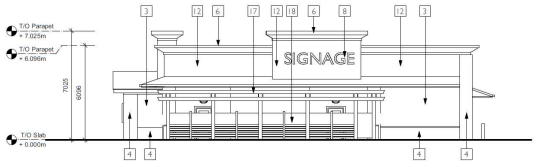
PLOT DATE: December 22, 2014
SCALE: AS NOTED
DRAWING NO: DP-05
PROJECT NO: 14008
REVISION: -

Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

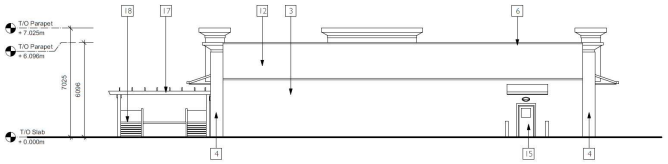
Project **14-DU-24**

Appendix A-3.7

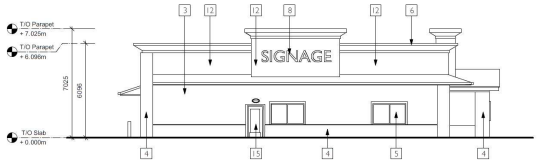
1 NORTH ELEVATION - BUILDING E
1 : 100



2 WEST ELEVATION - BUILDING E
1 : 100



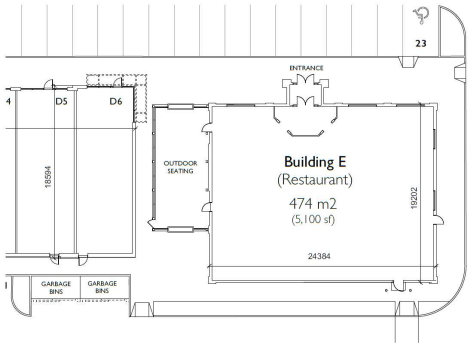
3 SOUTH ELEVATION - BUILDING E
1 : 100



4 EAST ELEVATION - BUILDING E
1 : 100

NOTES

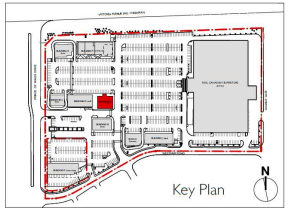
1. BUILDING ELEVATIONS PROVIDED BY TENANT AND ARE SUBJECT TO CHANGE
2. REFER TO DRAWING L1.A FOR LANDSCAPE LAYOUT PLANS



5 FLOOR PLAN - BUILDING E
1 : 200

MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODISED ALUMINUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS PATIO ENCLOSURE



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REV	DATE	DESCRIPTION	DRAWN	
0	2014-12-22	Issued For DP	MC	FM

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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

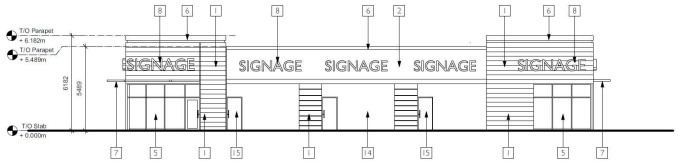
SHEET TITLE:
Building E

PLOT DATE	PROJECT NO.
December 22, 2014	14008
SCALE: AS NOTED	
DRAWING NO. DP-06	REVISION -

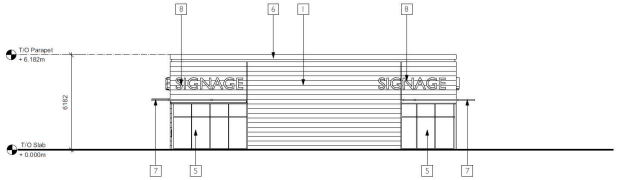
Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

Project **14-DU-24**

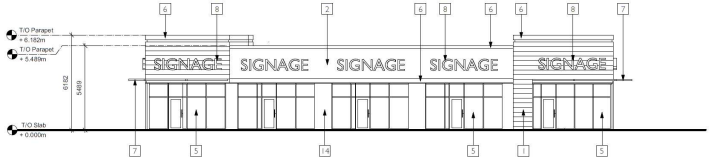
Appendix A-3.8



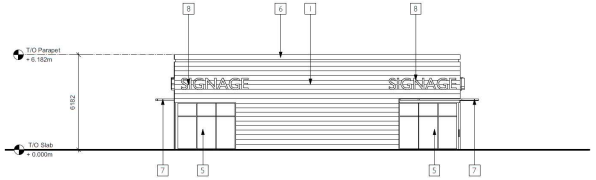
1 NORTH ELEVATION - BUILDING G
1 : 100



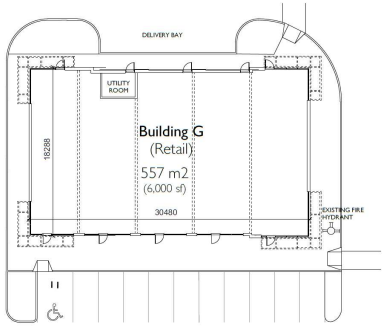
2 WEST ELEVATION - BUILDING G
1 : 100



3 SOUTH ELEVATION - BUILDING G
1 : 100



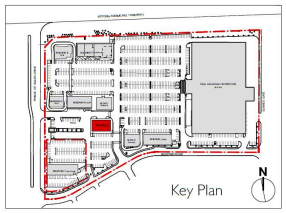
4 EAST ELEVATION - BUILDING G
1 : 100



5 FLOOR PLAN - BUILDING G
1 : 200

MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODISED ALUMINIUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS PATIO ENCLOSURE



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REV	DATE	DESCRIPTION	DRAWN	
0	2014-12-22	Issued For DP	MC	RM

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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

SHEET TITLE:
Building G

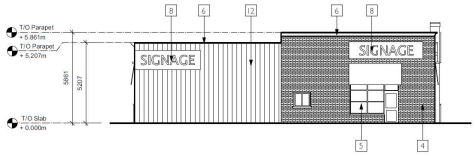
PLOT DATE	PROJECT NO.
December 22, 2014	14008
SCALE: AS NOTED	
DRAWING NO. DP-07	REVISION -

Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

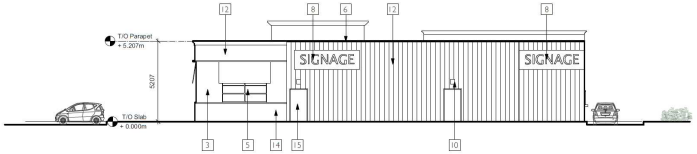
Project **14-DU-24**

Appendix A-3.9

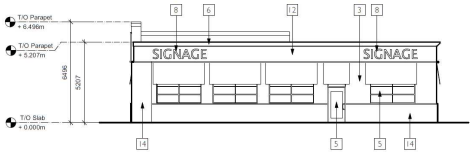
1 NORTH ELEVATION - BUILDING H
1 : 100



2 WEST ELEVATION - BUILDING H
1 : 100



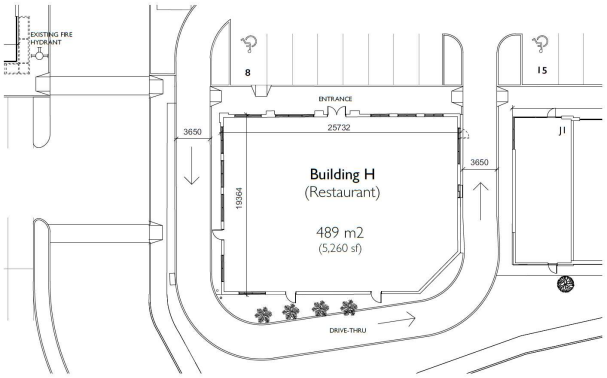
3 SOUTH ELEVATION - BUILDING H
1 : 100



4 EAST ELEVATION - BUILDING H
1 : 100

NOTES

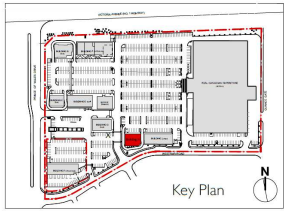
1. BUILDING ELEVATIONS PROVIDED BY TENANT AND ARE SUBJECT TO CHANGE
2. REFER TO DRAWING L1/A FOR LANDSCAPE LAYOUT PLANS



5 FLOOR PLAN - BUILDING G
1 : 200

MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODISED ALUMINIUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS PATIO ENCLOSURE



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Choice Properties

REV	DATE	DESCRIPTION	DRAWN	
0	2014-12-22	Issued For DP	MC	RJH

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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

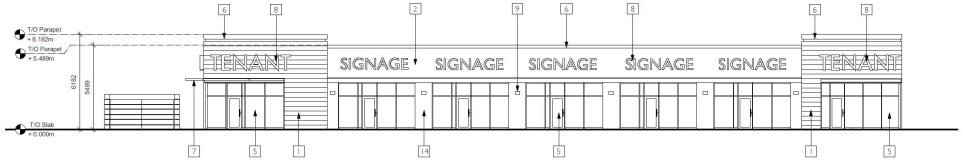
SHEET TITLE:
Building H

PLOT DATE: December 22, 2014	PROJECT NO.: 14008
SCALE: AS NOTED	
DRAWING NO.: DP-08	REVISION: -

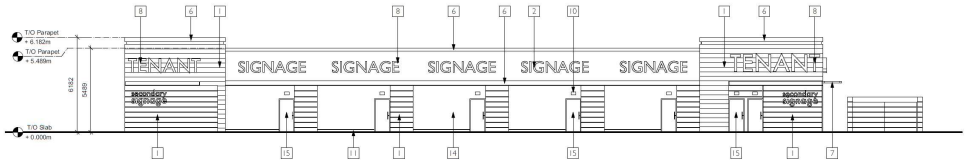
Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

Project **14-DU-24**

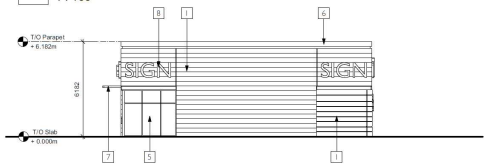
Appendix A-3.10



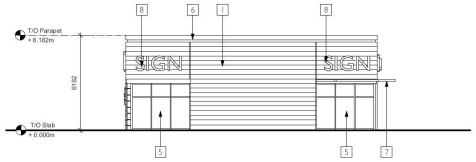
1 NORTH ELEVATION - BUILDING J
1 : 100



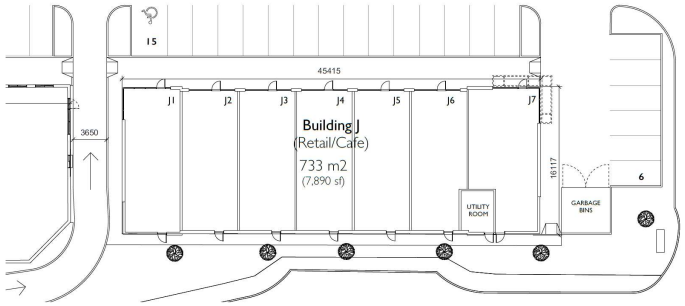
2 SOUTH ELEVATION - BUILDING J
1 : 100



3 SOUTH ELEVATION - BUILDING J
1 : 100



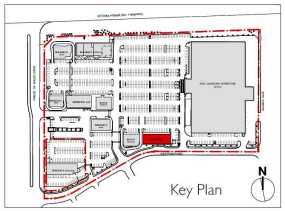
4 EAST ELEVATION - BUILDING J
1 : 100



5 FLOOR PLAN - BUILDING J
1 : 200

MATERIALS LEGEND

1	HORIZONTAL METAL CLADDING	10	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE
2	CORRUGATED METAL CLADDING	11	CONCRETE UPSTAND
3	STUCCO	12	CEMENTITIOUS PANEL
4	BRICK	13	METAL PANEL
5	STOREFRONT GLAZING WITH ANODIZED ALUMINUM FRAME	14	STONE
6	PREFINISHED METAL PARAPET FLASHING	15	HOLLOW METAL DOOR
7	PREFINISHED METAL CANOPY	16	SPANDREL GLAZING
8	TENANT SIGNAGE	17	TIMBER TRELLIS
9	EXTERIOR WALL LIGHT - ACTIVE ENTRANCE	18	WOOD & GLASS PATIO ENCLOSURE



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PCurban
property re-imagined
Choice Properties

REV	DATE	DESCRIPTION	DRAWN	
D	2014-12-22	Issued For DP	MC	PJH

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PROJECT:
Eastgate Crossing
2055 Prince of Wales Drive
Regina, SK

SHEET TITLE:
Building J

PLOT DATE	PROJECT NO.
December 22, 2014	14008
SCALE: AS NOTED	
DRAWING NO. DP-09	REVISION -

Planning Department
2055 Prince of Wales Drive/ Spruce Meadows
Civic Address/Subdivision

Project **14-DU-24**

Public Consultation Summary

Response	Number of Responses	Issues Identified
Completely opposed	0	
Accept if many features were different	0	
Accept if one or two features were different	0	
I support this proposal	9	• Good idea of more shopping area • Design of the buildings is rich • Single storey buildings are appropriate and visually preferred • Access is well planned with right-out turns only onto Westfair Road
Other	3	• Traffic congestion and fewer exits from the property • Capacity of property to hold number of buildings • Existing streets are not able to carry high volumes

1. **Issue:** The proposal will increase traffic in the area and the existing streets are not capable to hold high volumes. There are fewer exits from the property.

   Applicants response:
   On the basis of revised Traffic Impact Assessment (TIA) as required by the City, the surrounding streets will function at acceptable levels of service. There would not be any addition to number of exits so as to calm the traffic on the existing streets and manage by controlling them within the subject property.

   Administration's Response:
   This site, including Westfair Road, is privately owned and operated. As such, the developer is responsible for flow operations within the site and Westfair Road. The Administration however, required the applicant to revise the TIA with further studies on this street. The revised TIA confirms that the surrounding streets would function at acceptable level of service with the introduction of an all-way stop at the intersection of Willow Road and Westfair Road.

2. **Issue:** Number of building and the capacity of the property to hold them.

   Applicants response:
   The site intensification has been planned to balance use, density, vehicle movements and parking. These parameters have been analysed by the traffic engineer and as demonstrated in TIA and Parking Study, the property provides functional access points level of service and adequate parking capacity. Further, the Parking Study indicated that the grocery store has a significant parking surplus at peak weekend hours. As such, we are confident the property will function satisfactorily when completed.

   Administration's Response:
   In terms of traffic and parking, the City does not see any safety or operational issues with the proposed development of the site.

Appendix C –Parking Analysis Summary

Table 1

Maximum Parking Stall Requirement					
Building	**Type**	**Area (m²) or No. of seats**	**Standard**	**Calculation**	**Required Parking**
Superstore (existing)	Commercial/ Retail	Retail space= 11741.98 Storage and Mechanical area =2452.11	1 stall/ 20 m² 1 stall/ 150 m²	11741.98/20 2452.11/150	587.09=587 16.34=17 **TOTAL: 604**
Building A (proposed)	Restaurant/ Brew Pub Breakfast Restaurant Pizza Utility	525 seats 296 m² 230 m² 17m²	1 stall/ 5 seats 1 stall/ 20 m² 1 stall/ 20 m²	525/5 296/20 230/20	105 14.8= 13 11.5=12 **TOTAL: 130**
Building B (proposed)	Bank with drive-thru	558	1 stall/ 60 m²	558/60	9.3=**9**
Building C (Proposed)	Bank with drive-thru	395	1 stall/ 60 m²	395/60	6.58= **7**
Building D Proposed	Speciality retail Café (Pizza/ Subway/ Taco)	595 149	1 stall/ 20 m² 1 stall/20 m²	595/20 149/20	29.75=30 7.45=8 **TOTAL: 38**
Building E	Restaurant	395 seats	1 stall/ 5 seats	395/5	**79**
Building F (Construction proposed for 2nd phase)	Specialty retail Dental/ medical office	715 m² 3559 m²	1 stall/20 m² 1 stall/ 60 m²	715/20 3559/60	39.7=40 59.31=60 **TOTAL: 100**
Building G	Speciality Retail	558	1 stall/ 20 m²	558/20	27.9=**28**
Building H	Restaurant	408 seats	1 stall/ 5 seats	408/5	81.6=**82**
Building J	Retail Café	550 m² 183 m²	1 stall/ 20 m² 1 stall/ 20 m²	550/20 183/20	27.5=28 9.15=10 **TOTAL: 38**
				TOTAL	**1115**

Table 2

Highest Parking Stall Requirement with Shared Parking Arrangements			
Building	**Type**	**Area (m²) or no. of seats**	**Required Parking at 3 PM**
Superstore (existing)	Commercial/Retail	Retail space= 11741.98 Storage and Mechanical area =2452.11	**645**
Building A (proposed)	Restaurant/ Brew Pub Breakfast Restaurant Pizza Utility	525 seats 296 m² 230 m² 17m²	**54**
Building B (proposed)	Bank with drive-thru	558	**9**
Building C (Proposed)	Bank with drive-thru	395	**7**
Building D Proposed	Speciality retail Café (Pizza/Subway/Taco)	595 149	**34**
Building E	Restaurant	395 seats	**36**
Building F (Construction proposed for 2nd phase)	Specialty retail Dental/ medical office	715 m² 3559 m²	**36**
Building G	Speciality Retail	558	**28**
Building H	Restaurant	408 seats	**37**
Building J	Retail Café	550 m² 183 m²	**32**
		TOTAL	**918**

Table 3

Demand vs. Supply Comparison of Parking Stalls for Proposed Development					
Existing Parking Supply	**Proposed Parking Supply**	**Required Parking After Proposed Development**	**Difference**	**Proposed Peak Hour Parking Demand**	**Difference**
		Without Shared Parking Arrangements		**With Shared Parking Arrangements**	
635	1029	1115	**-86 Stalls**	918	**+111 Stalls**

IR15-10

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Residential Road Network Improvement Plan

RECOMMENDATION OF THE PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE – JUNE 11, 2015

That this report be received and filed.

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE – JUNE 11, 2015

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: Sharron Bryce (Chairperson), John Findura, Bob Hawkins, Terry Hincks and Barbara Young were present during consideration of this report by the Public Works and Infrastructure Committee.

The Public Works & Infrastructure Committee, at its meeting held on June 11, 2015, considered the following report from the Administration:

RECOMMENDATION

That this report be forwarded to City Council for information.

CONCLUSION

Following the presentation and discussion of the report "Residential Renewal Network Improvement Plan" to the Public Works Committee on September 11, 2014, City of Regina (City) Administration was directed to report back with an implementation plan for the residential roads improvement strategy and a multi-year program planning process.
The objective of this report is to provide residential roads network renewal strategy, applying a 1% dedicated mill rate to address the condition of the City's residential road network.

The Residential Renewal Program is managed as a separate and distinct budget from the existing Street Infrastructure Renewal program. Under this program Administration has developed a short term residential road renewal plan and is in the process of developing a long-term plan for the improvement and rebuilding of residential streets.

Administration plans to complete 79 projects in 2015 which will improve 18.7 km of residential roads under the Residential Renewal Program this year. The planned projects list and map is provided in Appendix A. The total Residential Renewal Program budget for 2015 is $7.5 million. This budget will be allocated to residential roadways:

- 17% in 'good' condition will see preservation methods such as a thin-lift paving;
- 52% in 'fair' condition will see renewal methods such as milling and paving; and
- 31% in 'poor' condition will see more intensive construction.

BACKGROUND

This report was prepared in response to Council's inquiry regarding how to improve the residential road network. Subsequently, Council approved resolution MN13-5 - Neighbourhood Infrastructure Improvement Program which requires:

1. *That the Administration report on the possibilities for developing and implementing a long-term, city-wide program for the improvement and rebuilding of neighbourhood streets, such program to be implemented in a systematic manner giving priority to areas of greatest need; and*
2. *That the said report considers how such a program might be resourced and implemented over a reasonable time period beginning in the first quarter of 2014.*

The Residential Road Network Improvement Plan recommendations were approved by Public Works Committee (PW14-15):

1. *That a long term goal be established to achieve a service level of 'fair' or better conditions for 85% of the residential road network;*
2. *That the 1% dedicated mill rate, approved in the 2014 budget, be applied to residential roads within the 'good' and 'fair' condition category (i.e. using a strategy of "Preventative Repair"), in order to stabilize the network from further degradation;*

To support the Residential Road Network Improvement Plan strategy, at the Council meeting on December 8, 2014 (CM14-16) Council made the decision that further to previous committee resolutions throughout 2014, the following be incorporated into the 2015 budget:

In accordance with PW14-15, a long term Residential Road Network Improvement Program be established, funded by an additional 1% dedicated mill rate increase starting in 2015.

The City Council's decision was to focus on maintaining and improving the residential road network by directing resources to local roads in 'good' or 'fair' condition, followed by an improvements in the level of service for local roads over the longer term. This strategy will reduce or decelerate the deterioration of local roads and sidewalks in a 'poor' condition, and thus minimize the expensive reconstruction of roads in 'poor' condition. Based on City Council's decision, City Administration is developing a Residential Renewal Program. The basis of the strategy would be to apply the appropriate treatment to the pavements at the right time. To implement this strategy, Administration developed a Residential Road Condition Index (RRCI). The RRCI is an overall condition index and indicates the level of service for each residential road segment. These ratings range from 0 (Poor) to 100 (Excellent). This rating is a key component in developing pavement management systems.

DISCUSSION

The Residential Renewal Program receives funding from the 1% dedicated mill rate and 25% of the Street Infrastructure Renewal budget. The Residential Renewal Program is managed as a

separate and distinct program apart from all other Roadway Programs. The Administration will be allocating these funds to road categories that have the most effective impact on road conditions, based on annual requirements and the achievements of the long term goal. The road selection for the Residential Renewal program projects based on:

- The condition evaluation RRCI;
- An optimization routine is run to determine the most cost-effective mix of projects for the available funding;
- Coordination with the City's other major capital projects;
- Required underground utilities work, based on the Water and Sewer Utility Asset Management Policy, a risk-based approach to capital investment; and
- Other public service levels, such as proximity to schools, churches, and other public buildings that could create higher traffic uses on local roads.

The selected residential roads for the construction receives the following treatments based on our pavement management system principles:

- Preventative maintenance - to prevent premature deterioration of the pavement or to retard the progress of pavement defects. The objective is to decelerate the rate of pavement deterioration and effectively increase the useful life of the pavement.
- Rehabilitation - to restore initial pavement serviceability (i.e. through pavement overlay). Pavements may receive several rehabilitation treatments, or undergo several rehabilitation cycles, before they are reconstructed.
- Reconstruction - this covers actions that include the removal of all surface pavement materials, and possible substantial changes to the roadway base and sub-base layer materials.

Administration will continue to address roads in 'poor' condition by fixing potholes and applying a new layer of asphalt similar to the thin lift overlay. This technique does not bring the road to a 'like new' condition, however at a cost of only $15 to $20 per square metre (10% of a total rebuild cost) it allows for converting 'poor' roads to 'fair to good' condition for up to 5 years. This treatment, referred to as a "maintenance pave," will allow the Administration to try to improve all categories of the local network in a fair and transparent manner.

In 2014, the Administration began implementing the preventative maintenance techniques, which showed visible improvement to the condition of the residential road network. A total of 8.2 km of residential roads were improved by using a combination of preventive maintenance and road reconstruction methods.

- Maintenance paving was performed on 2.18% (2.85 km) of residential roads in 'poor' condition, which shifted them to 'good' condition;
- Thin lift paving was performed on 1.2% (4.41 km) of the residential roads in 'good' condition which shifted them to 'excellent' condition; and

- Reconstruction was performed on 0.89% (0.96 km) of the residential roads in 'poor' condition which shifted them to 'excellent' condition.

The completed project lists and map are provided in Appendix B.

RECOMMENDATION IMPLICATIONS

Financial Implications

The 2015 Residential Renewal Program plan implementation will accrue through dedicated incremental 1% property tax revenue and 25% of the existing Street Infrastructure Renewal program's annual budget. To achieve the long term goal, an incremental 1% property tax increase over the next the five years will be required as a minimum, in addition to the dedicated 1% property tax in 2014 and 2015.

Environmental Implications

There is a positive environmental impact caused by the replacement of deteriorated infrastructure. Well-maintained roads help to reduce fuel consumption and wear on vehicles. Fuel consumption directly impacts the emission of greenhouse gasses.

Policy and/or Strategic Implications

The recommended strategy, including a dedicated mill rate allocation, is consistent with the Community Priority of *Long Term Financial Viability,* as outlined in *Design Regina: The Official Community Plan* (OCP) and consistent with the corporate strategic plan as it relates to asset management. The Residential Road Network Improvement Plan supports the City's strategic focus to improve the development and maintenance of liveable neighbourhoods, and will improve the residential road infrastructure condition to a level and quality that is sustainable.

Other Implications

An improved residential road network will provide residents in these areas with improved quality of life due to reductions in frustration, travel delays, fuel consumption and vehicle repairs/maintenance.

Accessibility Implications

On intersection corners where the sidewalk, curb and gutter are in need of replacement, pedestrian ramps will be installed.

COMMUNICATIONS

The communication for the Residential Road Network Improvement Plan will be incorporated into the annual Road Construction Communications Strategy.

DELEGATED AUTHORITY

There is no delegated authority associated with this report as it is for informational purposes only.

Respectfully submitted,

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE

Linda Leeks

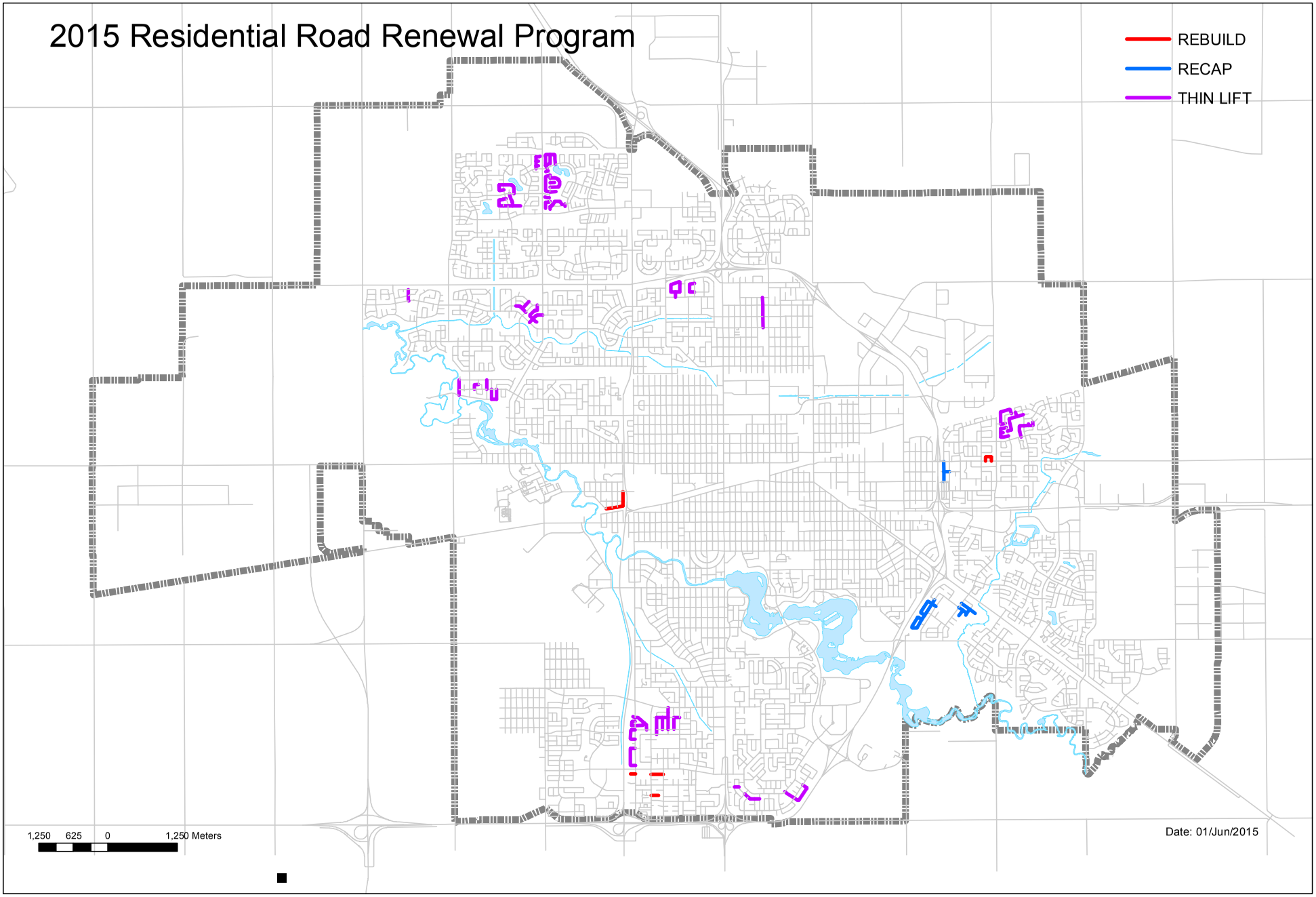
Linda Leeks, Secretary

Appendix A
2015 RESIDENTIAL RENEWAL PROGRAM PROJECTS

LOCATION	FROM	TO	COND-ITION
RECAP			
GROSVENOR STREET	10TH AVENUE	DEWDNEY AVENUE	C
9TH AVENUE	OXFORD STREET	GROSVENOR STREET	B
MICHENER DRIVE	WINDFIELD GATE	HOUSTON ROAD	B
METCALFE ROAD	WINDFIELD ROAD	MICHENER DRIVE	B
NOONAN ROAD	WINDFIELD ROAD	MICHENER DRIVE	C
LAVAL DRIVE	UNIVERSITY PARK DRIVE	DALHOUSIE WAY	B
MCMASTER PLACE	LAVAL DRIVE	LAVAL DRIVE	D
DALHOUSIE PLACE	LAVAL DRIVE	LAVAL DRIVE	D
DALHOUSIE WAY	LAVAL DRIVE	UNIVERSITY PARK DRIVE	B
OSGOODE CIRCLE	LAVAL DRIVE	LAVAL DRIVE	C
THIN LIFT			
KRIVEL CRESCENT	SHERWOOD DRIVE	MCCARTHY BOULEVARD	C
SELBY PLACE	KRIVEL CRESCENT	SELBY PLACE END	D
SELBY CRESCENT	KRIVEL CRESCENT	7TH AVENUE NORTH	D
ANDRE AVENUE	ONEILL STREET	7TH AVENUE NORTH	C
BERENSON AVENUE	ANDRE AVENUE	NOLLET AVENUE	C
WARWICK DRIVE	SHERWOOD DRIVE	STRUTHERS CRESCENT	B
EHRLE CRESCENT	KIEV BAY	WADGE STREET	B
KIEV BAY	EHRLE CRESCENT	KIEV BAY END	D
KEFFNER BAY	EHRLE CRESCENT	KEFFNER BAY END	D
KOHLRUSS BAY	EHRLE CRESCENT	KOHLRUSS BAY END	D
LAKEWOOD CRESCENT	DEVONSHIRE DRIVE	DEVONSHIRE DRIVE/LAKEWOOD DRIVE	C
LAKEWOOD DRIVE	WHELAN DRIVE	DEVONSHIRE DRIVE/LAKEWOOD CRESCENT	C
BOURNE STREET	PARSONS BAY	WHELAN DRIVE/REED PLACE	C
PARSONS BAY	DEVONSHIRE DRIVE	PARSONS BAY END	C
FLEXMAN CRESCENT	DEVONSHIRE DRIVE/PARSONS BAY	DEVONSHIRE DRIVE (N.LEG)	C
TOOTHILL STREET	RITTER AVENUE	READ AVENUE	B
ROBERTS PLACE	MIKKELSON DRIVE (W.LEG)	ROBERTS PLACE (GATE)	B
SWEENEY STREET	MIKKELSON DRIVE	READ AVENUE	B
SNEDDON STREET	RITTER AVENUE	MIKKELSON DRIVE	B
RITTER AVENUE	SNEDDON STREET	STRAUB STREET	C
STRAUB STREET	RITTER AVENUE	MIKKELSON DRIVE/STRAUB CRESCENT	B
ROUSSEAU CRESCENT	LAKERIDGE ROAD	LAKERIDGE ROAD	B
VIOLET CRESCENT	ROUSSEAU CRESCENT	ROUSSEAU CRESCENT	B
BUSCH PLACE	HARRISON WAY	HARRISON WAY	D
BENJAMIN CRESCENT	HARRISON WAY	HARRISON WAY	C
LEIBEL CRESCENT	HARRISON WAY	HARRISON WAY	C

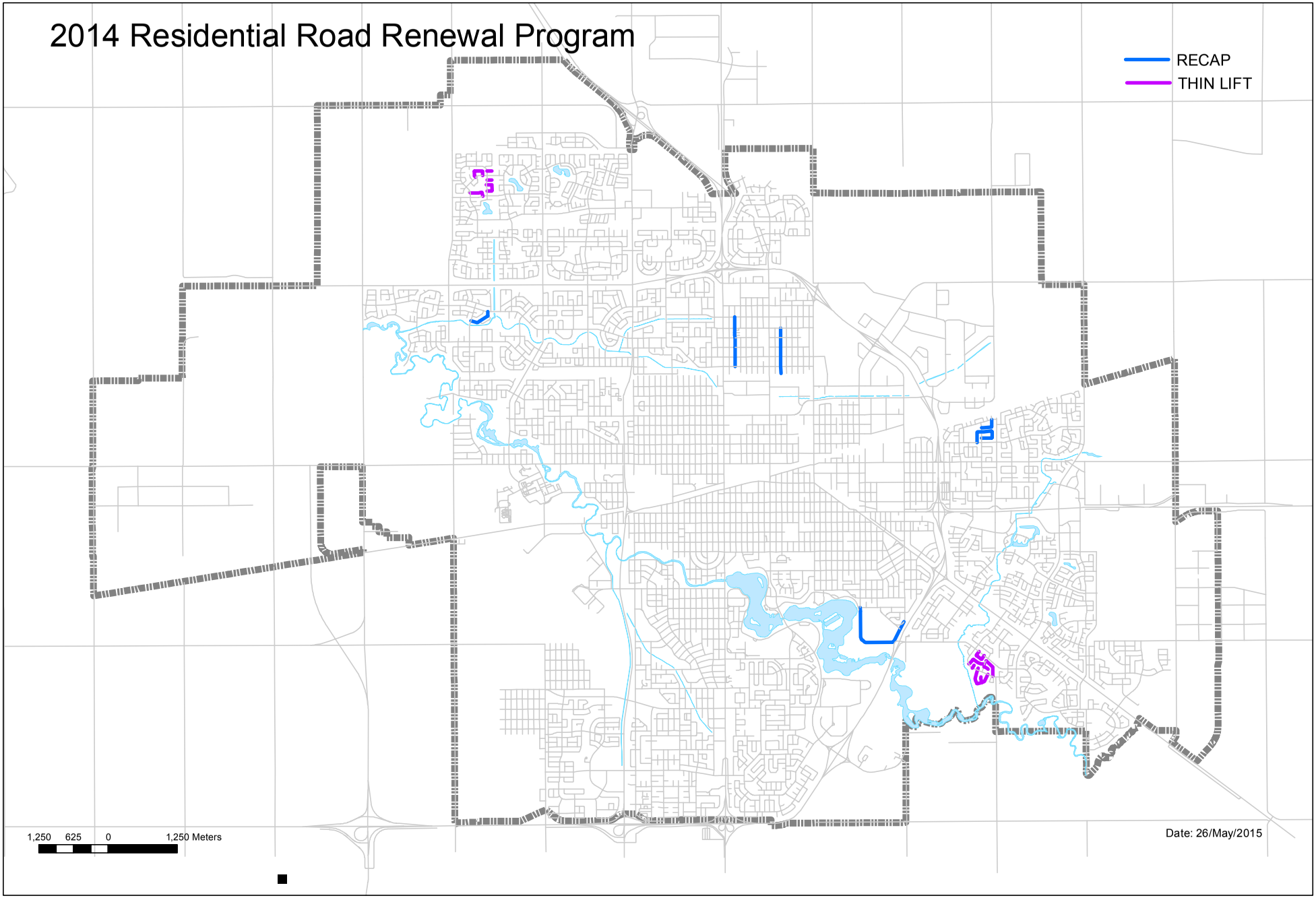
CHESTER PLACE	HARRISON WAY	HARRISON WAY	D
KARTUSCH PLACE	HARRISON WAY	HARRISON WAY	D
GLASSER BAY	HARRISON WAY	HARRISON WAY	D
GELSINGER PLACE	HARRISON WAY	HARRISON WAY	D
WARNER BAY	HARRISON WAY	HARRISON WAY	D
BALLANTYNE COURT	HARRISON WAY	HARRISON WAY	C
YOUNGSON PLACE	HARRISON WAY	HARRISON WAY	D
MCINNIS CRESCENT	MCMURCHY AVE	McINNIS CRES	C
MERLIN CRESCENT	LAWSON ST (N.LEG)	LAWSON (S.LEG)	C
ROSE ST N	5TH NORTH	8TH NORTH	C
DOWNEY CR	HALL AVE	GRAHAM RD	C
HALL AVENUE	DOWNEY CRESCENT	GRAHAM ROAD	C
MCNEILL CRESCENT	GRIFFEN BAY	GRAHAM ROAD (N.LEG)	C
MCNEILL CRESCENT	GRAHAM ROAD (S.LEG)	GRIFFEN BAY	C
GRIFFEN BAY	MCNEILL CRESCENT	GRIFFEN BAY END	C
HOWELL DRIVE	GRAHAM ROAD	BROWN STREET/INGLIS BAY	C
PAWSON STREET	HOWELL DRIVE	GRAHAM ROAD/HARTMANN CRESCENT	C
FORD STREET	BROWN STREET	FERGUSON CRESCENT	C
JAMES CRESCENT	7TH AVENUE	BROWN STREET/FORD STREET	C
FERGUSON CRESCENT	FORD STREET	NEAL BAY	C
BRETT BAY	FORD STREET	BRETT BAY END	D
DOERR PLACE	MARSH CRESCENT (W.LEG)	MARSH CRESCENT (E.LEG)	D
MALONE CRESCENT	SHANNON ROAD/MARSH CRESCENT	WESLEY ROAD	D
NORRIS ROAD	SHANNON ROAD/MCDOUGALL CRESCENT	GRANT ROAD	C
MCDOUGALL CRESCENT	SHANNON ROAD/NORRIS ROAD	SHANNON ROAD/MCDOUGALL ROAD	D
RAWLINSON CRESCENT	LAUBACH AVENUE	PASQUA STREET/RAWLINSON BAY	C
RAWLINSON BAY	PASQUA STREET/RAWLINSON CRESCENT	RAWLINSON BAY END	D
WILKINSON CRESCENT	PASQUA STREET/WILKINSON AVENUE	PASQUA STREET	C
WILKINSON AVENUE	PASQUA STREET/WILKINSON CRESCENT	RAWLINSON CRESCENT	B
LAUBACH CRESCENT	PASQUA STREET	PASQUA STREET/LAUBACH AVENUE	B
WOOD CRESCENT	PASQUA STREET	PASQUA STREET/HABKIRK GATE	C
28TH AVENUE	EVERETT CRESCENT/PRINCESS STREET	ARGYLE STREET	C
PRINCESS STREET	HABKIRK DRIVE	28TH AVENUE	D
MCTAVISH STREET	29TH AVENUE	28TH AVENUE	C

ARGYLE STREET	29TH AVENUE	PARLIAMENT AVENUE	C
28TH AVENUE	ELPHINSTONE STREET	MONTAGUE STREET	C
ELPHINSTONE STREET	29TH AVENUE	28TH AVENUE	C
REBUILD			
WESSON BAY	PASQUA STREET	PASQUA STREET	D
JUPP PLACE	QUEEN STREET	QUEEN STREET	D
WILKIE ROAD	MCTAVISH STREET	QUEEN STREET	C
ALEXANDRA STREET	11TH AVENUE	NORTH RAILWAY STREET	D
NORTH RAILWAY STREET	ALEXANDRA STREET	ARTHUR STREET	C
DUTTON CRESCENT	DEWDNEY AVENUE	DEWDNEY AVENUE	D


2015 Residential Road Renewal Program
REBUILD
RECAP
THIN LIFT
1,250 625 0 1,250 Meters
Date: 01/Jun/2015

Appendix B
2014 RESIDENTIAL RENEWAL PROGRAM PROJECTS

LOCATION	FROM	TO	CONDITION
THIN LIFT OVERLAY PROJECTS			
MAPLE BROOK CRESCENT	GILLMORE DRIVE	GILLMORE DRIVE	A
MAPLECREST PLACE	MAPLE RIDGE DRIVE	MAPLE RIDGE DRIVE	D
MAPLE PLACE	MAPLE RIDGE DRIVE	MAPLE RIDGE DRIVE	C
MAPLE GROVE CRESCENT	MAPLE RIDGE DRIVE	MAPLE RIDGE DRIVE	A
MAPLE WOOD CRESCENT	WHELAN DRIVE	MAPLE RIDGE DRIVE	A
RUSSELL PLACE	BOYLE STREET	BOYLE STREET	D
JANZEN CRESCENT	BOYLE STREET	EDINBURGH DRIVE	C
FONYO BAY	EDINBURGH DRIVE	EDINBURGH DRIVE	D
MILLIKEN BAY	EDINBURGH DRIVE	EDINBURGH DRIVE	D
POTTS CRESCENT	ASSINIBOINE AVENUE	ASSINIBOINE AVENUE	C
SELINGER CRESCENT	EDINBURGH DRIVE	EDINBURGH DRIVE	C
SALVERSON BAY	SELINGER CRESCENT	SELINGER CRESCENT	D
BURNS ROAD	EDINBURGH DRIVE	BOYLE STREET	C
MAINTENANCE PAVE PROJECTS			
SCRIVENER CRESCENT	CANNON STREET	CANNON STREET	B
ROSEN CRESCENT	7TH AVENUE	CANNON STREET	B
YOUNG CRESCENT	CAVENDISH STREET	CANNON STREET	C
MURPHY CRESCENT	DOROTHY STREET	SHERWOOD DRIVE	C
SMITH STREET	1ST AVENUE NORTH	6TH AVENUE NORTH	B
HALIFAX STREET	5TH AVENUE NORTH	8TH AVENUE NORTH	C
MCDONALD STREET	20TH AVENUE	ASSINIBOINE AVENUE	D
ASSINIBOINE AVENUE	MCDONALD STREET	DOUGLAS PARK CRESCENT	D


2014 Residential Road Renewal Program
RECAP
THIN LIFT
1,250 625 0 1,250 Meters
Date: 26/May/2015

June 22, 2015

To: His Worship the Mayor
and Members of City Council

Re: Multi-Use Pathway Near Prince of Wales Drive

RECOMMENDATION OF THE PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE – JUNE 11, 2015

That this report be received and filed.

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE – JUNE 11, 2015

The Committee adopted the following resolution:

1. That Administration ensures land is protected within the road right of way for future pedestrian overpass crossing Victoria Avenue in the vicinity of Prince of Wales Drive.

2. That Administration monitors the Victoria Avenue crossings in the vicinity of Prince of Wales Drive and implements appropriate pedestrian enhancements along the Prince of Wales Drive corridor from Eastgate Drive to Quance Street, as required.

3. That this report be forwarded to City Council for informational purposes.

4. That Report CM15-5, Supplemental Report: Victoria Avenue East Pedestrian Crossing Options, be removed from the List of Outstanding Items for the Public Works and Infrastructure Committee.

As per recommendation #3, this report will be forwarded to City Council for information.

Councillors: Sharron Bryce (Chairperson), John Findura, Bob Hawkins, Terry Hincks and Barbara Young were present during consideration of this report by the Public Works and Infrastructure Committee.

The Public Works & Infrastructure Committee, at its meeting held on June 11, 2015, considered the following report from the Administration:

RECOMMENDATION

1. That Administration ensures land is protected within the road right of way for future pedestrian overpass crossing Victoria Avenue in the vicinity of Prince of Wales Drive.

2. That Administration monitors the Victoria Avenue crossings in the vicinity of Prince of Wales Drive and implements appropriate pedestrian enhancements along the Prince of Wales Drive corridor from Eastgate Drive to Quance Street, as required.

3. That this report be forwarded to City Council for informational purposes.

4. That Report CM15-5, Supplemental Report: Victoria Avenue East Pedestrian Crossing Options, be removed from the List of Outstanding Items for the Public Works and Infrastructure Committee.

CONCLUSION

The Priority Cycling Network (Appendix A) in the City of Regina's draft Transportation Master Plan (TMP) assumes that a pedestrian pathway running along Prince of Wales Drive would cross Victoria Avenue at street level due to the current pedestrian and cyclist volumes (less than 10 per day). However, as the pathways in the area are expanded and development continues the number of pedestrians and cyclists using these intersections will grow and further enhancements, including the provision of a future pedestrian overpass, may be warranted.

City Administration will continue to monitor and evaluate to determine if a future pedestrian overpass is warranted. An appropriate amount of property will be set aside within the road right of way to protect for future enhancements including a possible pedestrian overpass.

BACKGROUND

Report CM15-5, "Supplemental Report: Victoria Avenue East Pedestrian Crossing Options," was discussed at the City Council meeting on April 27, 2015. The report provided an overview of the work that is being done in and around the Victoria Avenue East and Coleman Street intersection and sought council's approval to authorize Administration to proceed with Option 1 – Enhanced at-grade crossing. Following the discussion, Council requested that:

1. Administration consider Prince of Wales Drive as the corridor for the multi-use pathway system in the Victoria Avenue East area and that Administration return with a report in Q2 of 2015 providing options on how the pathway would cross Victoria Avenue and be incorporated within the Transportation Master Plan.

DISCUSSION

The TMP identifies several pathways in East Regina that cross Victoria Avenue, including a pathway in the vicinity of the Coleman Street intersection and another in the vicinity of the Prince of Wales Drive intersection. The Priority Cycling Network in the TMP assumed that these pathways would cross Victoria Avenue at street level due to the existing low pedestrian and cyclist volumes (less than 10 per day).

As the volume of pedestrians, cyclist and traffic increases it will be necessary to consider pedestrian enhancements. The following list identifies a number of enhancements that may be considered at the Victoria Avenue crossings:

- Pedestrian Ramps;
- Permanent Pavement Markings to enhance the visibility of the crosswalk;
- Improved Pedestrian Signal Timings;
- Pedestrian Count Down Timers;

- Pedestrian Crossing Time Extensions by means of push buttons in the median or cameras;
- Pedestrian Waiting Areas and Refuges; and
- Pedestrian Overpass.

A pedestrian overpass is considered the highest level of enhancement and would reduce the need for street level crossings and allow more traffic signal time to be allocated to vehicle movements.

A pedestrian overpass would also allow for pedestrians to cross Victoria Avenue completely separated from traffic and eliminate potential conflicts between pedestrians and vehicles.

The TMP includes a draft procedure for evaluating pedestrian overpasses as a starting point for consideration (Appendix B). This procedure will be reviewed and adapted for use in Regina. Based on the draft procedure, a pedestrian overpass is not currently required, due largely to the low pedestrian counts at this point in time.

It is important to remember that pedestrian enhancements not warranted today, but may be warranted in the future. As the pathways in the area are expanded and development continues the number of pedestrian and cyclist using these intersections will increase and further enhancements may be required. Administration will continue to monitor the Victoria Avenue crossings to determine which pedestrian enhancements are required. It is also suggested that the longer term needs be protected for today by ensuring that an appropriate amount of space is set aside within the road right of way for future enhancements, including a potential pedestrian overpass.

As the Regina Bypass is expected to be constructed and operational by 2019, Administration would advise against making an investment in a pedestrian bridge until such time as the traffic volume impacts of the bypass on Victoria Avenue can be assessed.

RECOMMENDATION IMPLICATIONS

Financial Implications

A pedestrian overpass is estimated to cost between $2,500,000 and $3,500,000 (2015 dollars). Currently the City does not include this project in the list of capital growth projects; however, it could be funded in part through Servicing Agreement Fees (SAFs). It is estimated that if this project were funded 30% from SAFs (consistent with possible SAF policy beginning in 2016), it would have an impact of approximately $500 per hectare. The City would need to fund a 70% share of the project from taxation or grants.

A pedestrian overpass would also result in an increase in operational and seasonal maintenance requirements associated with the pedestrian overpass. As the TMP/best practice recommended annual operation and maintenance cost of 2.5% of the capital value, the annual cost for operating this bridge would be $75,000. At a nominal operating cost of just 1% of the capital value, the annual operating cost for the pedestrian bridge would be $30,000.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

One of the Community Priorities in Design Regina, OCP is to create better, more attractive ways of getting around. Improvements to the overall pedestrian experience at Prince of Wales Drive and the east Regina commercial area are expected to occur in the short term independent from a potential pedestrian bridge.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

None with respect to this report.

DELEGATED AUTHORITY

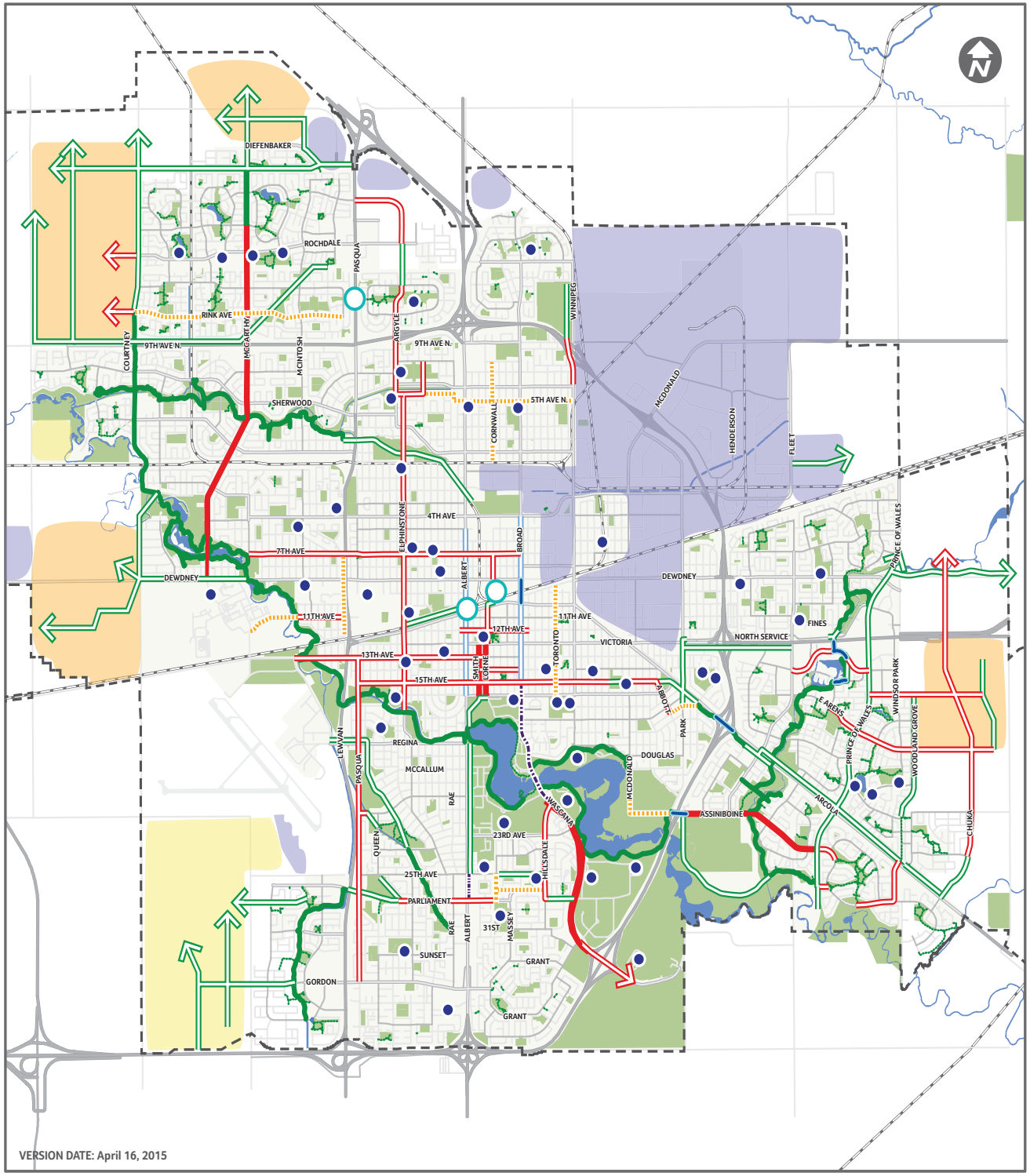
The recommendations contained in this report are within the delegated authority of the Committee.

Respectfully submitted,

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE

Linda Leeks

Linda Leeks, Secretary



VERSION DATE: April 16, 2015

TRANSPORTATION MASTER PLAN

Cycling PRIORITY NETWORK

Existing **Proposed**

ON-STREET CYCLING INFRASTRUCTURE

- Bike lane
- Segregated bike lane
- Bike boulevard
- Shared bike/bus lane
- Cyclists allowed on sidewalks
- Intersection improvement

OFF-STREET CYCLING INFRASTRUCTURE

- Multi-use pathway/Boulevard trail
- Neighbourhood pathway

- Destinations: (Major Recreation Facilities, Community Centres, Libraries, Hospitals, High Schools, Cultural Centres,)

- Existing and New Employment Areas (OCP)
- New Neighbourhoods (OCP)
- Special Study Areas (OCP)

NOTES:

- Routes shown are conceptual. During detailed design some routes may need to be altered or moved to adjacent roads.
- Some routes on the Full Network may become priority routes if opportunities arise during construction.
- Existing routes will be reviewed and improved as part of regular processes.
- Cycling routes in New Neighbourhoods will be determined through the Concept Plan process.

IBI

City of Regina | REGINA Infinite Horizon

Appendix B:

Draft Pedestrian Grade Separated Crossing Warrant

The City of Ottawa has developed a comprehensive pedestrian plan known as the 'Ottawa Pedestrian Plan'. This report which was finalized in June of 2009 includes a section on Pedestrian Grade Separated Crossings as shown below. This report could serve as the starting point of a Draft Pedestrian Grade Separated Crossing Warrant system for the City of Regina.

Ottawa Pedestrian Plan (Final Report June 2009)

9.3.15 Grade-separated Crossings

Grade-separated crossings allow pedestrians to cross motor vehicle flows at a different level, eliminating pedestrian/vehicle conflicts. These structures can also reduce delay for vehicle operators, pedestrians and cyclists. Grade-separated crossings consist of pedestrian pathway overpasses or bridges, and pedestrian tunnels or underpasses, but also elevated walkways or skywalks and underground walkways.

Most pedestrians will seek to cross a highway at-grade unless a grade-separated facility is perceived to be more convenient and direct than the nearest at-grade separated crossing. The degree to which a grade-separated crossing is used depends on the walking distance and convenience of the facility. For example, 95% of pedestrians would use an underpass and 70% would use an overpass if the travel time were equal to the crossing time at-grade. However, if it took 50% longer to cross than at grade, very few pedestrians would use the grade-separated facility *(Moore R.I. and Older, S.J., Pedestrians and Motors are Compatible in Today's World, ITE)*. As a result, the construction of grade crossings should be limited to locations where traffic volumes provide insufficient gaps to permit safe crossing of the highway, or where the presence of roadway cuts or fill make construction of a pedestrian crossing both less expensive and more convenient for use.

The warrants in **Table 9.1** *(Pedestrian Compatible Planning and Design Guidelines, New Jersey Department of Transportation)* can guide designers on locations where pedestrian structures should be provided on **existing highways**. On new highways, greater opportunities are available for adjusting roadway grades to facilitate overpass or underpass construction. The warrants are, therefore, inappropriate for new construction or major reconstruction which includes substantial grading work.

Table 9.1

Warrant for pedestrian over or underpass on existing highways

Facility Type	Pedestrian Volume Total for 4 Hours	Vehicular Volume (same 4 hours)	AADT (1)
Freeway	100	7,500	25,000
Arterial	300	10,000	35,000

1. AADT = Average Annual Daily Traffic

Pedestrian over or underpasses may also be warranted where either the vehicular or pedestrian volume is slightly less than the amount shown, but the other volume is substantially greater. In addition, a grade-separated pedestrian crossing is justified any time that a safety evaluation of a pedestrian crossing has determined that erection of a fence to prohibit pedestrian crossings is required. A warrant (criteria) would be required to determine where the application would be appropriate.

Whenever designers feel that measures must be introduced to discourage at-grade pedestrian crossings, a companion project should be programmed to provide an alternative safe crossing on an expedited schedule.

In most situations, a pedestrian structure should not be constructed if a reasonable at-grade crossing is available within 180 meters. A reasonable at-grade crossing could be a signal controlled intersection, a mid-block location with a signal control, or another grade-separated crossing. A grade-separated

crossing may still be appropriate despite the availability of a nearby crossing if the pedestrian demand is substantially greater than the minimum required for the warrant, or if grade differences make installation of an over or underpass especially convenient. Grade-separated crossings would be especially appropriate on college or university campuses, at crossings linking recreation areas and schools, at major activity centres, adjacent to transit terminals and major stops, and unique sites having very high and concentrated pedestrian flows.

The design of the grade-separated crossing must take into account accessibility requirements, specific site conditions, and design elements to enhance safety and security such as lighting, aesthetics and ease of use.

BYLAW NO. 2015-38

NEKANEET FIRST NATIONS
MUNICIPAL SERVICES AGREEMENT EXECUTION BYLAW

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The statutory authority for this Bylaw is section 33 of *The Cities Act*.

2 The City Clerk of the City of Regina is authorized to enter into and execute under seal the attached Agreement, marked "X" and forming part of this Bylaw, between the City of Regina and the Nekaneet First Nation.

3 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 22 DAY OF June 2015.

READ A SECOND TIME THIS 22 DAY OF June 2015.

READ A THIRD TIME AND PASSED THIS 22 DAY OF June 2015.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Approved as to form this _____ day of _____, 200__.

City Solicitor

ABSTRACT

BYLAW NO. 2015-38

NEKANEET FIRST NATIONS
MUNICIPAL SERVICES AGREEMENT EXECUTION BYLAW

PURPOSE:	To authorize the execution of an agreement between the City of Regina and the Nekaneet First Nation.
ABSTRACT:	The agreement establishes the terms upon which municipal services will be provided to the Nekaneet First Nation by the City of Regina for the property located at 4400 Diefenbaker Drive, Regina.
STATUTORY AUTHORITY:	Section 33 of *The Cities Act.*
MINISTER'S APPROVAL:	Not required.
PUBLIC HEARING:	Not required.
PUBLIC NOTICE:	Not required.
REFERENCE:	City Council, May 25, 2015, CR15-59; Executive Committee, May 13, 2015, EX15-14
AMENDS/REPEALS:	Not applicable.
CLASSIFICATION:	Execution.
ORIGINATING DEPARTMENT:	City Planning & Development

"X"

BYLAW NO. 2015-38

THIS AGREEMENT DATED FOR REFERENCE THE ____ DAY OF DECEMBER, 2014

BETWEEN:

NEKANEET FIRST NATION
("Nekaneet")

-and-

THE CITY OF REGINA
("Regina")

MUNICIPAL SERVICES AND COMPATIBILITY AGREEMENT

Introduction

1. Nekaneet, through its holding company New Horizon First Nations Administration Inc., has acquired the surface title for the lands described as Parcel F, Plan 102114942, civically known as 4400 Diefenbaker Drive, Regina, Saskatchewan (the "Land"). A map of the Land is attached to this Agreement as Schedule "A".

2. The Land is situated within the boundaries of the City of Regina. The Land is located over an area of the City of Regina which is a high sensitivity aquifer protection overlay zone. The aquifer provides water to the City of Regina and surrounding area and is a public resource requiring protection.

3. The Land is presently undeveloped at the time of execution of this Agreement. Nekaneet intends to develop the Land with a gas station and convenience store.

4. Nekaneet intends to have the Land set apart as reserve land pursuant to the terms of the Nekaneet Treaty Land Entitlement Settlement Agreement as entered into with her Majesty the Queen in Right of Canada and Her Majesty the Queen in Right of Saskatchewan, dated September 23, 1992 (the "Nekaneet Treaty Land Entitlement Settlement Agreement").

3. Regina specifically agrees to the Land being set apart as reserve land on the condition that the terms of this Agreement, as amended from time to time, shall apply to the Land so long as it remains reserve land. For the purpose of this Agreement, "reserve land" means reserve land as defined by the *Indian Act,* R.S.C. 1985, c.I-5, and shall include designated land, conditionally surrendered land, and land of a similar status under any successor legislation replacing the *Indian Act.*

4. The parties wish to establish a long-term relationship of practical cooperation which respects the jurisdiction of Nekaneet, but which also recognizes the need for ongoing compatibility and coordination between the parties, particularly as to land use, aquifer protection, building and fire standards, public health and safety and business regulation.

5. The purpose of this Agreement is to set out the undertakings which each party has given to the other.

Council Authorizations

6. The Council of the Nekaneet First Nation has approved this Agreement. It did so by a Band Council Resolution passed at a meeting of the Council held on the _____ day of _____, 20____. A certificate of the resolution is attached to this Agreement as Schedule "B".

7. The Regina City Council has approved this Agreement. It did so by passing Bylaw No._____ at its meeting held on the _____ day of _____, 20____. A copy of Bylaw No. 20_____is attached to this Agreement as Schedule "C".

Authority to Tax

8. The parties agree that Nekaneet shall be the sole taxing authority for the Land and the improvements, occupants and businesses located on the Land. Regina shall not tax the Land or any portion of the Land, any improvements on the Land, or any occupants on the Land pursuant to *The Cities Act* of the Province of Saskatchewan as amended from time to time, or pursuant to any other applicable tax legislation.

City Services

9. The parties agree that Regina shall provide all normal City services to the Land and the occupants of the Land (the "municipal services"). The type and level of municipal services supplied to the Land and the occupants of the Land shall be the same as Regina supplies to similarly zoned lands within the City of Regina, which are in a similar state of development and shall specifically include fire protection and policing services. The terms applicable to policing services shall be the subject of a separate agreement to be entered into by Nekaneet and the Regina Board of Police Commissioners provided that Nekaneet shall not be required to pay for policing services except as set out in section 10. The services shall not include services provided by the Board of Education of the Regina School Division No. 4, or the Board of Education for Regina Catholic Schools.

Payment for City Services

10. (1) Nekaneet agrees to pay Regina, in consideration for the municipal services, an annual amount which equals the municipal and library portion of the property tax levy for any given year that would have been levied on the Land, if the Land were not reserve land. The school portion of the property tax levy shall be excluded from the annual cost of the municipal services.

(2) If Nekaneet receives grants in lieu of taxes from a corporation whose land, improvements or business is exempt from taxation or from the Government of Canada or the Government of Saskatchewan or any agency of those governments with respect to the Land or any portion of the Land, Nekaneet shall pay to Regina in addition to the amount required to be paid under subsection (1), an annual amount equal to the municipal and library portion of any such grants in lieu, provided however that Regina shall not be entitled to receive a total payment greater than it would have received if the Land was not reserve land.

(3) Nekaneet agrees to annually pay, in addition to the amount required to be paid under subsection (1):

(a) any local improvements charged against the Land;

(b) any Business Improvement District levies charged against the Land; and

(c) any special charges levied against the Land which are of the same nature and amount as would be charged were the Land not reserve land.

(4) Notwithstanding any other provision of this Agreement, it is understood and agreed that the annual amounts to be paid by Nekaneet under subsections (1) and (2) shall not cover those services which are normally provided by Regina in consideration for a direct charge or user fee payable by the party to whom such services are provided. Such services include, without limitation, the supply of water, the provision of sanitary and storm sewage systems, and the removal of garbage. For further certainty, such charges or fees would also include the costs normally charged by Regina for new water or sewer connections or cut-off of redundant connections. The charges for these services shall be invoiced and paid by Nekaneet or by the occupant of the Land to whom such services are provided, in the same manner as any other party to whom such services are provided. Such payment will include, if required by law, any tax imposed by Federal or Provincial legislation in relation to the provision of such services.

(5) Nekaneet acknowledges that a municipal surcharge or levy is invoiced and collected by SaskEnergy with regard to the sale and/or transportation of natural gas to consumers, and by SaskPower, with regard to the sale and/or transmission of electrical power to consumers. Nekaneet agrees that Nekaneet shall, where applicable, pay the municipal portions of these invoices, or such other similar surcharges or levies as may now or hereafter be authorized by law, in accordance with invoicing and billing procedures utilized by SaskEnergy, SaskPower and any other Crown utilities until such time as a court shall make a determination that, as a First Nation or as an entity owned and controlled by a First Nation, the imposition of the surcharge or levy violates the law including the constitutional or treaty rights of Nekaneet. For greater certainty, Nekaneet's covenant to remit payments shall not be deemed to be an acknowledgment that Nekaneet is subject to any tax or payment or grant in lieu of tax levied or imposed by the Province of Saskatchewan.

Invoicing

11. Regina shall invoice Nekaneet for the municipal services as outlined in subsections 10(1), (2) and (3) at the same time that Regina sends out tax notices in each year. Subject to subsection 23(2), the invoice for the municipal services is payable in full on or before June 30 in each year or such other date as the Regina City Council may specify by bylaw of general application.

Discounts and Penalties

12. If the invoice for the municipal services is not paid in full by June 30, any unpaid amount shall be subject to the same additional percentage charges that Regina imposes on unpaid current property taxes and on property tax arrears respectively.

Supplemental Invoice

13. If, before December 1 in any year, a sum representing an increase in value of the improvement on the Land is added to the assessment roll, Regina may send a supplemental bill to Nekaneet to reflect the resulting change in the cost of the municipal services. This supplemental bill shall be paid by Nekaneet on or before December 31 of that year. If any

portion of the supplemental bill remains unpaid after December 31, it shall be subject to the same additional percentage charges that Regina imposes on arrears of property taxes.

Remedies for Non-Payment

14. Subject to the application of the provisions of subsection 23(2) hereof, if any invoice for the municipal services has not been paid in full by December 31 of the year in which it was issued, Regina may, upon thirty (30) days' notice, suspend or withdraw any or all of the municipal services which it provides to the Land and/or the occupants of the Land until the invoice plus penalties has been paid in full. Regina's right to suspend or withdraw the municipal services shall be without prejudice to any other remedy which may be available to Regina.

Compatible Tax Rates

15. (1) Nekaneet agrees that it shall, at all times, impose a system of taxation on the Land, and on the businesses and occupants of the Land, that results in a level of taxation that is not less than the amount that Regina would have levied against the Land, businesses and occupants if the Land was not reserve land, excluding those portions of the taxes levied by Regina on behalf of The Regina Public Library Board, the Board of Education of the Regina School Division No. 4 and the Board of Education for Regina Catholic Schools and any Business Improvement District levy except that Nekaneet may, under its bylaw, provide for and exercise the same powers as does the Regina City Council in terms of granting exemptions, abatements, forgiveness, rebates or otherwise.

(2) Nekaneet agrees that it shall not, either by way of exemption, abatement, forgiveness, grant, rebate, or otherwise, adopt or implement any scheme which would have the effect of reducing, or thereafter forgiving, rebating or granting back, any portion of the taxation regime to be imposed by Nekaneet pursuant to this section except that Nekaneet may, under its bylaw, provide for and exercise the same or similar powers as does the Regina City Council in terms of granting exemptions, abatements, forgiveness, rebates or otherwise.

Assessment Information

16. Nekaneet agrees to allow the assessor for Regina to have access to the Land, upon reasonable notice, for the purpose of collecting the assessment information necessary to prepare the invoice for the municipal services as set out in sections 11 and 13. Regina agrees to provide Nekaneet, upon request, the assessment information and data collected along with, if available, any other information relating to the costs associated with the provision of the municipal services to the Land by Regina.

Liability for Disruption of Services

17. In the event that the municipal services are disrupted for reasons other than suspension or withdrawal pursuant to sections 14 and 18 of this Agreement, Regina shall have no greater liability for such disruption than it has to the owners and occupants of other lands within the City. All defences available to Regina under *The Cities Act* shall be available to Regina as if incorporated in this Agreement.

Land Use and Technical Standards

18. (1) Nekaneet agrees that it will take all steps and do all things as may be necessary, including passing and enforcing compatible bylaws, to ensure that, at all times, the occupation, use, development and improvement of the Land is essentially the same as the occupation, use, development and improvement of the Land which would have been allowed as either permitted or discretionary uses if the Land were not reserve land. Nekaneet agrees to particularly ensure such compatibility in regard to land use, aquifer protection, building and fire standards, public health and safety, and business regulation.

(2) The parties acknowledge that Regina from time to time adopts technical, construction, site drainage and aquifer protection standards for new developments. In the event Nekaneet has not developed and adopted technical, construction, site drainage and aquifer protection standards which are compatible with Regina's standards at the time of development of the Land, the parties agree that Regina's standards shall apply to all developments upon the Land.

(3) Nekaneet acknowledges that Regina has the authority to approve driveway crossings (defined in City of Regina Zoning Bylaw No. 9250, as "that portion of a sidewalk, curb, or boulevard permanently improved or designed for the passage of vehicular traffic across the sidewalk, curb or boulevard"). Nekaneet agrees to:

a) co-ordinate vehicular access points shown on any site plan with driveway crossings approved by Regina; and

b) apply to Regina and pay Regina for any new driveway crossings required by any new development which driveways shall be designed and constructed to City of Regina development standards and construction specifications and constructed by Regina or by a contractor approved by Regina. Nekaneet shall contact Regina's Development Services Department a minimum of two weeks prior to driveway installation to confirm all construction details; and

c) pay to close any existing crossings no longer required.

(4) The parties acknowledge and agree that the Land is located within a high sensitivity aquifer protection zone and that protection of the aquifer from contamination is a priority of both the parties. To protect the aquifer from negative environmental impacts caused by use of the Land, Nekaneet acknowledges and agrees:

a) all storage tanks and all storage tank replacements on the Land shall be above ground, shall have a secondary containment with dykes, impervious liners/equivalent and be equipped with a leak detection and/or a monthly statistical inventory reconciliation analysis system;
b) all storage tanks shall have an overfill or spill prevention system and a means to detect contamination of the aquifer;
c) development on the Land shall comply with the Environmental Code of Practice for Above Ground and Underground Storage Tank Systems Containing Petroleum and Allied Petroleum Products;
d) except for Regina's water, sewer and drainage utility lines, no excavation shall occur on the Land that exceeds 3 metres in depth. Where overburden is less than three meters, excavations shall not expose the aquifer or reduce the overburden substantially;
e) any holes created by the removal of piles, foundations, drilling, or any other similar activity shall be properly sealed in a manner that minimizes seepage of any material into the underlying aquifers;
f) to construct onsite runoff containment ponds to minimize any seepage into the underlying aquifer; and
g) each utility service line will be constructed with a properly engineered impermeable barrier at the property line, such as a bentonite trench plug, an example of which is in the attached Schedule D.

(5) Nekaneet shall replace the existing connection to Regina's water distribution system with a Type K soft drawn copper or polyethylene wrapped ductile iron pipe (AWWA standard C106/A21.5) to 1.0 m outside of the property line.

(6) The Land is adjacent to a Regina utility easement. Nekaneet's development of the Land shall not impede Regina's ability to access the easement with persons, vehicles and equipment nor interfere with the underground utilities located in the easement.

(7) If, at any time, the occupation, use, development and/or improvement of the Land is not essentially the same as the occupation, use, development and/or improvement of the Land which would be allowed if the Land were not reserve land, and such condition of breach continues for a period of thirty (30) days following written notification by Regina to Nekaneet of such breach, Regina may, at its option, and without prejudice to any other remedy which may be available, suspend or withdraw any or all of the municipal services which it provides to the Land, and/or the occupants of the Land, until the condition of breach has been remedied.

(8) If, at any time, the occupation, use, development and/or improvement of the Land is not essentially the same as the occupation, use, development and/or improvement of the Land anticipated at the time of this Agreement, namely a gas station and convenience store:

a) Nekaneet shall immediately notify Regina in writing of the change. In the event of such a change in occupation, use, development and/or improvement of the Land;
b) following thirty (30) day written notification by Regina to Nekaneet, Regina may, at its option, and without prejudice to any other remedy which may be

available, suspend or withdraw any or all of the municipal services which it provides to the Land, and/or the occupants of the Land, until a new Municipal Servicing Agreement has been negotiated between the parties that reflects the change in occupation, use, development and/or improvement of the Land.

Applicability of Laws

19. (1) The parties both acknowledge that, subject to Section 35 of the *Constitution Act 1992,* all provincial laws of general application, including municipal bylaws, which are not in conflict with the provisions of the *Indian Act,* any Band bylaw enacted thereunder, or any other applicable legislation having application to Nekaneet shall, where applicable, apply to the Land and may be enforced on the Land.

(2) In the event of a dispute between the parties as to whether a provincial law or municipal bylaw is a law of general application which applies to the Land and may be enforced by Regina on the Land, the parties agree to meet to try to develop a practical solution which respects Nekaneet's jurisdiction and Regina's need for compatibility of occupation, use, development and improvement.

(3) If the parties fail to reach a practical solution which is satisfactory to both parties, and legal proceedings are commenced by either party to determine the question of applicability of provincial laws or municipal bylaws, then nothing in this section shall be construed to diminish, derogate from or prejudice the constitutional, treaty or other rights of either party, nor affect their legal position in the matter.

Danger to Public Safety

20. Nekaneet agrees that where, in the opinion of the Fire Chief of Regina or a person authorized to act in the event of an emergency under federal or provincial laws of general application, a condition exists on the Land which is an imminent danger to the public safety, the Fire Chief or person authorized to act, or their respective agents may enter upon the Land and take any reasonable emergency action to eliminate the danger. Whenever it is reasonably possible to do so, Nekaneet shall be advised in advance of any actions to be taken.

Term of Agreement

21. Nekaneet and Regina agree that the term of this Agreement shall be for the same duration as the Land remains reserve land. This Agreement shall become valid and effectual in respect of the Land as and when such Land is set aside as reserve land pursuant to the provisions of the *Indian Act* and the Nekaneet Treaty Land Entitlement Settlement Agreement.

Amendments

22. If, at any time during the currency of this Agreement, the parties shall deem it necessary or expedient to make any alteration or addition to this Agreement, they may do so by means of a written agreement between them which shall be supplemental and form part of this Agreement.

Arbitration

23. (1) Except for disputes involving any levy or charge sought to be collected by Regina, which are to be considered in the context of the provisions referenced in subsection 23(2) hereof, in the event of any dispute with regard to the interpretation or enforcement of this Agreement, the matter may, with the consent of both parties, be referred to binding arbitration to be conducted in accordance with the *Commercial Arbitration Act* (Canada), with such arbitration to take place in the City of Regina, in the Province of Saskatchewan. Each party shall bear its own legal costs and shall pay one-half of the cost of the arbitrator. The decision of any arbitrator conducting arbitration pursuant to this section shall be final and binding and have the same force and effect as a final judgment in a court of competent jurisdiction. If either party fails to abide by the decision or award of the arbitrator, then the opposing party shall have the right to apply to the appropriate court or courts to obtain an order compelling the enforcement of the decision or award of the arbitrator.

(2) The parties agree that if Nekaneet is not satisfied with any levy or charge sought to be collected by Regina under subsections 10(1), (2) and (3) of this Agreement, the following shall be used to resolve the issue:

(a) Nekaneet may, within thirty (30) days of receipt of a notice outlining the levy or charge, request a meeting with Regina's City Manager at which meeting the levy or charge shall be discussed and an effort made to reach agreement on the issue;

(b) If no agreement is reached, Nekaneet may, within fifteen (15) days after the meeting referred to in subsection 23(2)(a) is held, serve a notice to arbitrate the issue;

(c) If a notice to arbitrate the issue is served on Regina, the following shall apply:

(i) Unless the parties otherwise agree, the issue shall be determined by a panel of three arbitrators (the "arbitration board'), with one arbitrator appointed by Nekaneet and one arbitrator appointed by Regina. Each party shall, within fifteen (15) days following the giving of notice for arbitration, advise the other in writing of the name, address and calling of their arbitrator selected. The two arbitrators as selected shall, within a reasonable period of time, but not exceeding a period of thirty (30) days, jointly appoint a third arbitrator, who shall act as chair of the arbitration board. In the event the two arbitrators selected by the parties fail to appoint a third arbitrator within the said thirty (30) days, then either party at any time thereafter may apply upon notice to the other to a Judge of the Court of Queen's Bench for Saskatchewan for an order appointing the third arbitrator to act as chair of the arbitration board;

(ii) The arbitration board shall hear and determine the issue of the amount of the levy or charge. In reaching its decision, the arbitration board may confirm the levy or charge, or it may substitute a levy or charge

which the arbitration board considers, in the circumstances, to be fair and reasonable. In conducting the arbitration, the arbitration board shall proceed in accordance with the *Commercial Arbitration Act*, (Canada). The decision of the arbitration board shall be final and binding and shall have the same force and effect as a final judgment of a court of competent jurisdiction;

(iii) Pending a final determination by the arbitration board, Regina's rights under section 14 shall be suspended; and

(iv) If a matter has been submitted to arbitration and no final determination has been made by the arbitration board prior to December 31 of the year in which the submission to arbitration is made, Nekaneet agrees to tender payment equal to the amount levied by Regina together with interest calculated in accordance with the Regina's bylaw of general application. In the event that Nekaneet shall be successful or partially successful in the arbitration, the arbitration board shall, in addition to any other remedies, award interest to Nekaneet calculated on the same basis as that charged by Regina under its bylaws from the date that payment is made to Regina.

(d) In conducting the arbitration, the arbitration board shall take into account the rules, principles and policies of assessment applied generally in Regina, together with any other information as deemed relevant by the arbitration board.

(3) If Nekaneet is not satisfied with any levy or charge, other than those described in subsection 23(2), Nekaneet shall have the same rights to challenge the levy or charge as are provided to other parties receiving similar services.

Notices

24. Any notice given or required to be given under this Agreement shall be in writing and shall be deemed to have been given when mailed by registered mail, postage prepaid, to the other party at the address stated below or at the latest changed address given, by the party to be notified as hereinafter specified.

Nekaneet First Nation
PO Box 548
Maple Creek, SK S0N 1N0
Attention: Chief and Council

The City of Regina
PO Box 1790
Regina, SK S4P 3C8
Attention: City Clerk

Either party may, at any time, change its address for the above purpose by mailing, as aforesaid, a notice stating the change and setting forth a new address.

Non-Performance

25. The failure on the part of either party to exercise or enforce any right conferred upon it under this Agreement shall be deemed not to be a waiver of any such right or operate to bar the exercise or enforcement thereof at any time or times thereafter.

Invalidity of Particular Provision

26. It is intended that all provisions of this Agreement shall be fully binding and effective between the parties, but in the event that any particular provision or provisions or a part of one is found to be void, voidable or unenforceable for any reason whatsoever, then the particular provisions or provision or part of the provision shall be deemed severed from the remainder of this Agreement and all other provisions shall remain in full force.

Applicable Law

27. The application, interpretation and enforcement of this Agreement shall be governed by and construed in accordance with the laws of the Province of Saskatchewan and the laws of the Dominion of Canada, as applicable herein. Further, the parties covenant and agree to attorn to the jurisdiction of the courts of the Province of Saskatchewan in relation to any actions or proceedings as taken in relation hereto.

Reasonable Assurances

28. The parties hereto shall at all times and upon every reasonable request provide all further assurances and do such further things as are necessary for the purpose of giving full effect to the covenants and provisions contained in this Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement, effective the day and year first above written as attested to by the hands of their proper signing authorities on their behalf.

NEKANEET FIRST NATION
As executed by a quorum of the
Council of the Nekaneet First Nation

SIGNED on behalf of the NEKANEET)
FIRST NATION by at least a quorum)
of the Council of the Nekaneet)
First Nation in the presence of:)
)
Signature:_____)
)
Name of Witness:_____)
)
Address: _____)
)
_____)
as to all signatures unless otherwise indicated

Per: _____
Chief

Per: _____
Councillor

Per: _____
Councillor

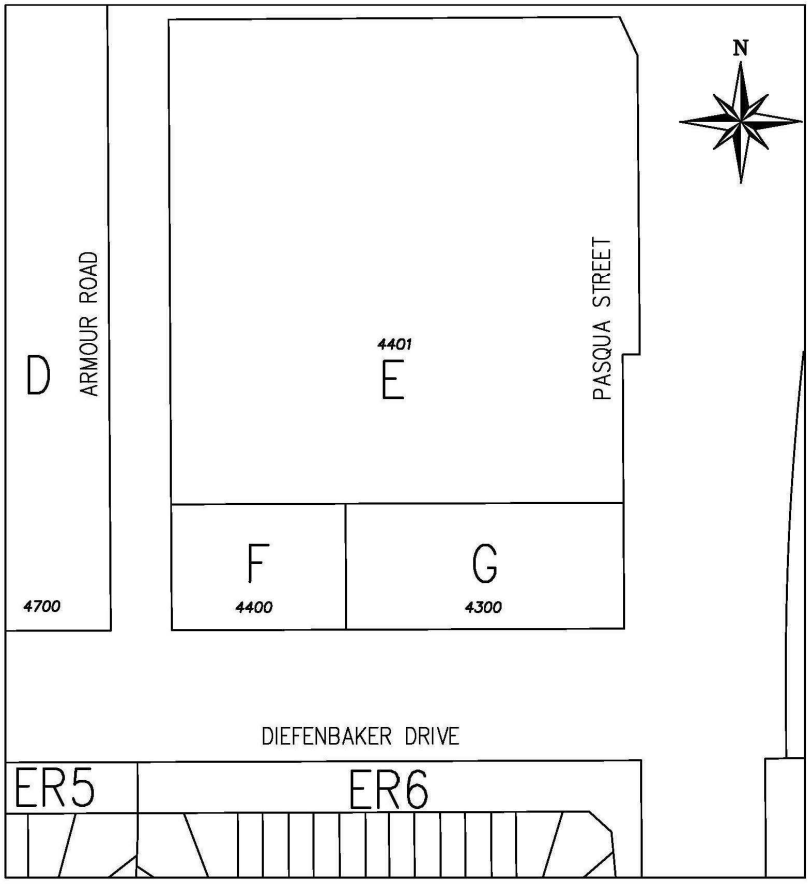
Per: _____
Councillor

THE CITY OF REGINA

(seal)

Per: _____
City Clerk

SCHEDULE 'A'



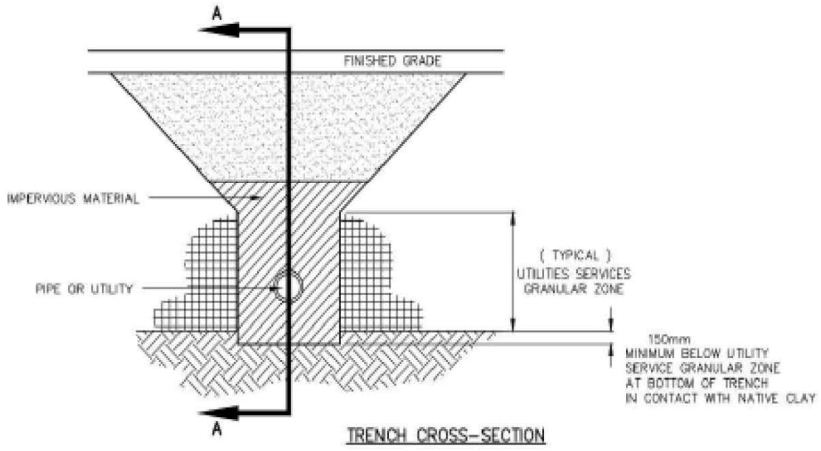
4400 DIEFENBAKER DRIVE
Parcel F Registered Plan No. 102114942

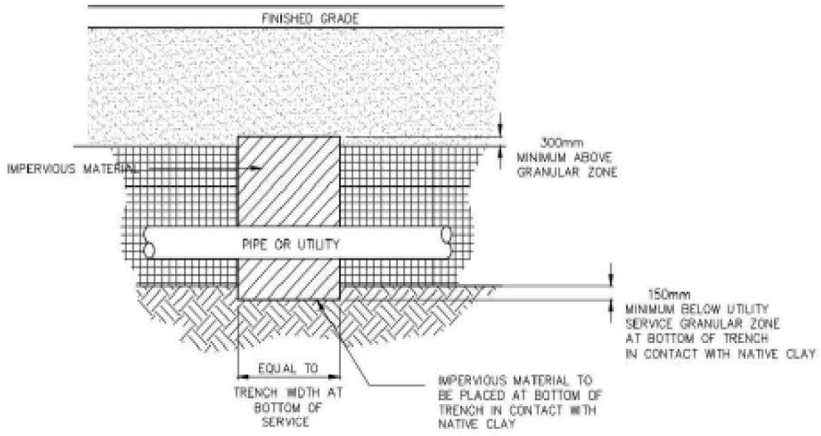
0 10 20 30 40 m

SCHEDULE “B”

SCHEDULE “C”

SCHEDULE "D"





IMPERVIOUS MATERIAL BARRIERS FOR UTILITY SERVICE TRENCHES AT THE PROPERTY LINES SHOULD BE WELL MIXED, CONSISTING OF 20% BENTONITE CLAY AND 80% PIPE BEDDING MATERIAL.