

# CITY COUNCIL

Monday, May 30, 2016 5:30 PM

Henry Baker Hall, Main Floor, City Hall



Office of the City Clerk

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Revised Agenda City Council Monday, May 30, 2016

# **CONFIRMATION OF AGENDA**

# MINUTES FROM THE MEETING HELD ON APRIL 25, 2016

# DELEGATIONS, PUBLIC NOTICE BYLAWS AND RELATED REPORTS

DE16-45	Chad Novak – Saskatchewan Taxpayers Advocacy Group: Zoning Amendment Application (16-Z-04) Discretionary Use Application (16-DU- 01) Proposed Shopping Centre - Westerra Parcel B
DE16-46	Chad Jedlic and Blair Forster – Westera Development Corp.: Zoning Amendment Application (16-Z-04) Discretionary Use Application (16-DU- 01) Proposed Shopping Centre - Westerra Parcel B
CR16-50	Regina Planning Commission: Zoning Amendment Application (16-Z-04) Discretionary Use Application (16-DU-01) Proposed Shopping Centre - Westerra Parcel B
	<ul> <li><u>Recommendation</u></li> <li>1. That the application to rezone portion of NW &amp; NE 21-17-20-W2M, Lot B and E, Surface Parcels 109553801 and 111601695, Westerra Subdivision located at 8301 Dewdney Avenue as shown on the attached plan of proposed subdivision (Appendix A-4) within the Westerra Neighbourhood from MAC-Major Arterial Commercial Zone to DSC- Designated Shopping Centre be approved.</li> </ul>
	2. That the Airport Noise Attenuation Overlay Zone and Obstacle Limitation Surface Overlay Zone currently applied to the lands remain as overlay zones.
	3. That the discretionary use application for a proposed Shopping Centre located at 8301 Dewdney Avenue, being portion of NW & NE 21-17-20-W2M, Lot B and E, Surface Parcels 109553801 & 111601695, be approved and that a Development Permit be issued subject to the following conditions:



- a) The development is contingent on subdivision approval of the subject lots and subsequent title creation.
- b) The development shall be consistent with the plans attached to this report as Appendix A-3.1, prepared by P3A and dated January 6, 2016.
- c) The development shall comply with all applicable standards and regulations in The Regina Zoning Bylaw No. 9250.
- 4. That The Regina Zoning Bylaw No. 9250, Chapter 5, Subsection 5B.4, Table 5.7, under Commercial Zone Development Standards, DSC -Designated Shopping Centre, Minimum Front Yard Setback (m) be amended to read "NIL" with an accompanying Note 7 which will read "Where this zone applies to lands identified for Main Street Retail configuration within secondary or concept plans."
- 5. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective zoning bylaw amendments.
- CR16-51 Regina Planning Commission: Contract Zone Application (15-CZ-04) Former Weston Bakery Building - Mixed-Use Market (1377 Hamilton Street) and Off-Site Caveated Parking Lot (1350 Hamilton Street)

- That the application to amend The Regina Zoning Bylaw No. 9250 to rezone 1377 Hamilton Street, being Lots 11-20, Block 182, Plan Old 33, and 1350 Hamilton Street, being Lots 28-30 and 41, Block 181, Plan Old 33, from IA and IA1 to C – Contract Zone be approved and that the contract zone agreement between the City of Regina and the owners of the subject properties be executed.
- 2. That further to Recommendation 1, the proposed contract zone agreement shall include the following terms:
  - a. That the property at 1377 Hamilton Street be designated as a Municipal Heritage Property prior to the issuance of a building permit.
  - b. That the property at 1377 Hamilton Street be used as a market with a mix of uses including retail, a licensed restaurant/night club, art gallery and a brewery/distillery on the main floor as well as a mix of office and residential uses on the second and third floors, and that the office use be restricted to 450 square meters.
  - c. That the property at 1350 Hamilton Street be designated as Off-Site Caveated Parking to provide parking at 1377 Hamilton Street.



- d. The development shall conform to the attached plans prepared by Alton Tangedal Architect Ltd. and dated April 11, 2016 (Appendix A-3).
- e. Signage on the subject property shall comply with the development standards for Special Zones pursuant to Table 16.1 of The Regina Zoning Bylaw No. 9250.
- f. Any zoning related detail not specifically addressed in the contract zone agreement shall be subject to the applicable provisions of The Regina Zoning Bylaw No. 9250.
- g. The agreement shall be registered in the City of Regina's interest at the applicant's cost pursuant to *Section 69* of *The Planning and Development Act, 2007*.
- 3. That the City Solicitor be directed to prepare the necessary bylaws to authorize the respective Zoning Bylaw amendment.
- CR16-52 Regina Planning Commission: Heritage Designation Application (16-H-04) Weston Bakery Building - 1377 Hamilton Street

- That the application to designate the Weston Bakery Building located at 1377 Hamilton Street and including the lands legally described as Lots 11–20, Block 182, Plan No. Old 33, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 8.18 (Weston Bakery Building) upon designation.



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CR16-53 Regina Planning Commission: Heritage Designation Application (16-H-01) - Old Number One Fire Hall - 1654 11th Avenue

# **Recommendation**

- That the Old Number One Fire Hall located at 1654 11th Avenue and including the lands described as that portion of Lot A, Block 289, Plan No. 90R36844 commencing at the most south-westerly corner and proceeding northerly 30.48m in perpendicular width throughout, then easterly 53.34m in perpendicular width throughout, then southerly 30.48m in perpendicular width throughout, thence westerly 53.34m to the point of commencement, be designated as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
  - d. Repeal Bylaw No. 7297, A Bylaw to Designate Number One Fire Hall as Being of Architectural and Historical Value.
- DE16-51 Courtney Keith Frontenac Apartments Ownership Group/Nicor Developments: Heritage Designation Application (16-H-02) Frontenac Apartments - 2022 Lorne Street
- CR16-54 Regina Planning Commission: Heritage Designation Application (16-H-02) Frontenac Apartments - 2022 Lorne Street

- 1. That the application to designate the Frontenac Apartments, located at 2022 Lorne Street and including the lands legally described as Lot 42, Block 369, Plan No. 98RA28309, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.



- c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 3.16 (Frontenac Apartments) upon designation.
- DE16-52 Courtney Keith Somerset Building Ownership Group/Nicor Developments: Heritage Designation Application (16-H-03) - Somerset Block - 1806 Smith Street
- CR16-55 Regina Planning Commission: Heritage Designation Application (16-H-03) - Somerset Block - 1806 Smith Street

- That the application to designate the Somerset Block, located at 1806 Smith Street and including the lands legally described as Lot 41, Block 310, Plan No. 00RA12095, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 1.34 (Somerset Block) upon designation.
- 2016-29 BYLAW TO DESIGNATE THE SOMERSET BLOCK AT 1806 SMITH STREET AS MUNICIPAL HERITAGE PROPERTY
- 2016-30 BYLAW TO DESIGNATE THE FRONTENAC APARTMENTS AT 2022 LORNE STREET AS MUNICIPAL HERITAGE PROPERTY



2016-31	BYLAW TO DESIGNATE THE WESTON BAKERY BUILDING AT 1377 HAMILTON STREET AS MUNICIPAL HERITAGE PROPERTY		
2016-32	BYLAW TO DESIGNATE THE OLD NO. 1 FIRE HALL (CENTRAL FIRE HALL) AS MUNICIPAL HERITAGE PROPERTY		
2016-33	THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 7)		
2016-34	THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 8)		
DELEGATIO	NS, COMMUNICATIONS AND RELATED REPORTS		
DE16-47	Carol Brouwers – Regina Region Local Immigration Partnership: Regina Cultural Plan		
DE16-48	Jackie Schmidt – Heritage Regina: Regina Cultural Plan		
CP16-4	Nicor Group: Regina Cultural Plan		
CP16-5	Knox-Metropolitan United Church: Regina Cultural Plan		
CP16-6	CARFAC-SASK: Regina Cultural Plan		
CP16-7	Regina Folk Festival Inc.: Regina Cultural Plan		
CP16-8	Ray Plosker: Regina Cultural Plan		
CR16-56	Community and Protective Services Committee: Regina Cultural Plan		
	Recommendation <ol> <li>That the Regina Cultural Plan, outlined in Appendix A, be endorsed.</li> </ol>		
	2 That Administration report back to Community & Protective Services Committee annually on the progress and implementation of the Plan.		
	3 That CPS14-18 be removed from the list of outstanding items for Community and Protective Services Committee.		
DE16-49	Chad Novak – Saskatchewan Taxpayers Advocacy Group: 2015 City of Regina Annual Report and Public Accounts		
CR16-57	Finance and Administration Committee: 2015 City of Regina Annual Report and Public Accounts		
	Recommendation That the 2015 City of Regina Annual Reports and Public Accounts be		

approved.



	Recommendation
IR16-4	Finance and Administration Committee: City of Regina Unconsolidated Unaudited Year-End 2015 Financial Report
DE16-50	Chad Novak – Saskatchewan Taxpayers Advocacy Group: City of Regina Unconsolidated Unaudited Year-End 2015 Financial Report

# **Recommendation**

That this report be received and filed.

# ADMINISTRATION'S REPORTS

CM16-4 Proposed Amendments to *A Bylaw of the City of Regina to Regulate and Control the Subdivision of Land Bylaw* No. 7748

# **Recommendation**

- 1. That *A Bylaw of the City of Regina To Regulate and Control the Subdivision of Land, Bylaw No. 7748* (commonly known as the Subdivision Bylaw), be amended as follows:
  - a) By replacing Section 6. 8) with the following:

Where the Development Officer is unable to certify a severance application because of non-compliance with the regulations herein, he shall deny approval of the application and notify the applicant of the Development Officer's decision.

- b) By replacing Section 9. 1) with the following:
  - 1) Where:
  - a) an application for a proposed subdivision or severance is refused;
  - b) an application for a proposed subdivision or severance is approved in part;
  - c) an application for a proposed subdivision or severance is approved subject to specific development standards issued pursuant to Section 130 of theAct;
  - d) approval of an application for a proposed subdivision or severance is revoked;
  - e) an agreement pursuant to Subsection 172 of the Act has not been entered into within the specified time limit; or
  - f) the applicant for subdivision or severance approval objects to producing any information requested by Council or the Development Officer other than information that is required by the subdivision regulations to accompany the application;



the applicant may appeal the decision by filing a written notice of appeal with the Development Appeals Board in the first instance and may appeal further to the Provincial Planning Appeals Board in accordance with Section 226 of the Act.

- c) By replacing all references to *The Planning and Development Act, 1983* with updated references and appropriate section numbers to *The Planning and Development Act, 2007.*
- 2. That item CM16-1 be removed from the list of outstanding items for City Council.

# **COMMITTEE REPORTS**

# COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

CR16-58 Supply of Annual Bedding Plants

# **Recommendation**

- 1 That City Council approve the sole sourcing of annual bedding plants be obtained through Wascana Centre Authority for the 2017 planting season, and up to four additional years.
- 2 That City Council authorize the Executive Director, City Services to negotiate, approve and amend a contract with Wascana Centre Authority (WCA) for an initial period of one year, renewable for up to four additional one year terms, as further detailed in this report.
- 3 That the City Clerk be authorized to execute the contract with WCA after review by the City Solicitor.

# EXECUTIVE COMMITTEE

CR16-59 2016 Appointments to Mayor's Housing Commission

- 1 That the following organization representatives be appointed to the Mayor's Housing Commission for a three year term, effective June 1, 2016:
  - Mr. Blair Forster representing Forster Projects Inc. and nominated by Regina & Region Home Builders' Association for a three year term, effective June 1, 2016 to December 31, 2018.
  - Mr. Patrick Cooper representing and nominated by Saskatchewan Housing Corporation for a three year term, effective June 1, 2016 to December 31, 2018.



2. That the members appointed to the Commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

# FINANCE AND ADMINISTRATION COMMITTEE

CR16-60 Lease of City Property – South Saskatchewan Kart Club (SSKC) - King's Park Area

# **Recommendation**

- 1 That the lease of the subject property to the South Saskatchewan Kart Club be approved under the terms and conditions shown in the body of this report.
- 2 That the Administration be authorized to finalize the terms and conditions of the lease documents.
- 3 That the City Clerk be authorized to execute the Lease Agreement documents as prepared by the City Solicitor.
- CR16-61 Lease of City Property Regina Motocross Club King's Park Area

#### **Recommendation**

- 1 That the lease of the subject property to the Regina Motocross Club be approved under the terms and conditions shown in the body of this report.
- 2 That the Administration be authorized to finalize the terms and conditions of the lease documents.
- 3 That the City Clerk be authorized to execute the Lease Agreement documents as prepared by the City Solicitor.
- CR16-62 Cathedral Area Community Association Lease of Land for Community Gardens

- 1 That the proposed lease between the City of Regina and the Cathedral Area Community Association be approved under the terms and conditions outlined in the body of this report.
- 2 That the City Manager be authorized to resolve the final terms and conditions of the Lease Agreements.
- 3 That the City Clerk be authorized to execute the lease documents, as prepared by the City Solicitor.



CR16-63 Business Transformation Program – Planning, Budget & Analysis Implementation Project

# **Recommendation**

- 1 That City Council authorize the Chief Financial Officer to award and enter into a contract with the highest ranked proponent from the Request For Proposal (RFP) process for professional and consulting services to support the configuration and implementation of financial planning and budgeting system enhancements.
- 2 That the City Clerk be authorized to execute the contracts after review and approval from the City Solicitor.

# **REGINA PLANNING COMMISSION**

CR16-64 Discretionary Use Application (16-DU-04) Licensed Restaurant - 2510 East Victoria Avenue

# **Recommendation**

That the discretionary use application for a proposed licenced restaurant located at 2510 East Victoria Avenue, being Block B, Plan No. 80R21511, 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 and Appendix A-3.2 prepared by Property Development Support Services Inc. (PDSS) and dated February, 2016.
- b) The development shall comply with all applicable standards and regulations in The Regina Zoning Bylaw No. 9250.

# MOTIONS

MN16-5 Councillor Shawn Fraser: Living Wage Employer

# **BYLAWS AND RELATED REPORTS**

CR16-65 Community and Protective Services Committee: Amendments to *The Regina Animal Bylaw*, 2009

- 1. That amendments to *The Regina Animal Bylaw*, 2009, *Bylaw* No. 2009-44 as identified in this report be approved.
- 2. That the City Solicitor be requested to prepare the required amending bylaw for consideration by City Council.
- 3. That the amendments to *The Regina Animal* Bylaw, 2009, *Bylaw* No. 2009-44 come into effect June 1, 2016.



CR16-66 Community and Protective Services Committee: Amendment to *Transit Fare Bylaw*, 2009-22

#### **Recommendation**

- 1. That the amendments to *The Regina Transit Fare Bylaw*, 2009 as described in this report be approved.
- 2. That the City Solicitor be instructed to prepare the required amending bylaw based on the changes identified in this report.
- CR16-67 Community and Protective Services Committee: Paratransit Charter Rates

#### **Recommendation**

- 1. That the following formula be used to calculate the rates of charter service for Regina Paratransit Service effective September 1, 2016 to June 30, 2021.
  - a) The Operations and Maintenance Services Agreement cost per hour, plus an additional 40 per cent.

Effective Date	Operations and Maintenance Services	Paratransit Charter Rates
	Agreement cost/hour	
September 1, 2016	\$48.95	\$68.53
July 1, 2017	\$50.07	\$70.10
July 1, 2018	\$51.69	\$72.37
July 1, 2019	\$52.59	\$73.63
July 1, 2020	\$53.90	\$75.46

#### **Paratransit Charter Service Rates**

b) For the charter trips outside of city limits, an additional per kilometre rate be charged. The per kilometre rate will be calculated as follows and updated every six months on July 1 and January 1 of each year to be consistent with the current City kilometre reimbursement rate:

The average "Consumer Price Index for Saskatchewan, Private Transportation" (or a comparable successor to such price index should it be discontinued) published by Statistics Canada for the following six month periods, divided by 100 and multiplied by \$0.35:

- (i) November-April average CPI/100 x .35 to take effect July 1; and
- (ii) May-October average CPI/100 x .35 to take effect January 1.
- 2. That the City Solicitor prepare a bylaw amendment to enable the implementation of the new paratransit charter service rate formula, effective September 1, 2016.



Office of the City Clerk

2016-37	THE REGINA	ANIMAL	AMENDMEN	T BYLAW, 2016

2016-38 THE REGINA TRANSIT FARE AMENDMENT BYLAW, 2016

# ADJOURNMENT

# AT REGINA, SASKATCHEWAN, MONDAY, APRIL 25, 2016

# 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 Shawn Fraser Councillor John Findura Councillor Jerry Flegel Councillor Bob Hawkins Councillor Terry Hincks Councillor Wade Murray Councillor Mike O'Donnell Councillor Barbara Young

Regrets: Councillor Bryon Burnett

Chief Legislative Officer & City Clerk, Jim Nicol Also in Attendance: Deputy City Clerk, Erna Hall City Manager & CAO, Chris Holden A/Chief Financial Officer, Ian Rea Executive Director, Legal & Risk, Byron Werry Executive Director, City Services, Kim Onrait Executive Director, City Planning & Development, Diana Hawryluk Executive Director, Human Resources, Pat Gartner Executive Director, Transportation & Utilities, Karen Gasmo Director, Assessment, Taxation and Real Estate, Don Barr Director, Communications, Myrna Stark Leader Director, Fire & Protective Services, Ernie Polsom Manager, Current Planning, Fred Searle Manager, Infrastructure, Geoff Brown

#### RECOGNITION

Her Majesty The Queen's 90th Birthday

Mayor Fougere and City Council recognized Her Majesty The Queen's 90<sup>th</sup> birthday and highlighted some notable events and milestones of her reign.

# PRESENTATIONS

# Angie Ducharme of the The War Amps Child Amputee (CHAMP) Program

City Council recognized Angie Ducharme for going above and beyong to volunteer her time to spread important messages in Regina. Angie was recognized for her role in a War Amps production, alongside Second World War veteran Doug Cushway, also of Regina. The video, "*A Lifetime of Services: The Story of Doug Cushway*," was awarded the best in visual communications at the 2015 Questar Gold Award.

# Mayor's Poetry Challenge

Mayor Michael Fougere recognized Tracy Hamon as the successful poet in the Mayor's Poetry Challenge which was held in recognition of UNESCO's World Poetry Day.

Tracy Hamon read a poem at the start of the Council meeting.

# **CONFIRMATION OF AGENDA**

Councillor Terry Hincks moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted, and that the delegations listed on the agenda be heard when called forward by the Mayor.

# ADOPTION OF MINUTES

Councillor Bob Hawkins moved, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that the minutes for the meeting held on March 29, 2016 be adopted, as circulated.

# DELEGATIONS, COMMUNICATIONS, PUBLIC NOTICE BYLAWS AND RELATED REPORTS

DE16-17 Calvin and Jean Hermann: Closure Application (15-CL-20) - Portion of Lane Adjacent to 601 Campbell Street and 710 Williams Street

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Calvin and Jean Hermann, representing themselves 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 CR16-20, a report from Regina Planning Commission respecting the same subject.

#### DE16-28 Gregory Koch: Closure Application (15-CL-20) - Portion of Lane Adjacent to 601 Campbell Street and 710 Williams Street

(Gregory Koch was not present at the meeting.)

# Councillor Wade Murray moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that this item be received and filed.

DE16-29 Neal Markewich: Closure Application (15-CL-20) - Portion of Lane Adjacent to 601 Campbell Street and 710 Williams Street

#### Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Neal Markewich, representing himself 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 CR16-20 a report from Regina Planning Commission respecting the same subject.

DE16-30 Doug Callan: Closure Application (15-CL-20) - Portion of Lane Adjacent to 601 Campbell Street and 710 Williams Street

(Doug Callan was not present at the meeting.)

# Councillor Sharron Bryce moved, seconded by Councillor Shawn Fraser, AND IT WAS RESOLVED, that this item be received and filed.

CP16-1 Bruce Evans – ELS Consulting Ltd.: Closure Application (15-CL-20) -Portion of Lane Adjacent to 601 Campbell Street and 710 Williams Street

Councillor Barbara Young moved, seconded by Councillor Shawn Fraser, AND IT WAS RESOLVED, that the delegation come forward to address and answer questions of Council.

CR16-20 Regina Planning Commission: Closure Application (15-CL-20) - Portion of Lane Adjacent to 601 Campbell Street and 710 Williams Street (Tabled March 28, 2016)

#### **Recommendation**

1. That the application for the closure and sale of a portion of lane rightof-way as shown on the attached plan of proposed subdivision prepared by Scott Colvin, dated October 23, 2015and legally described as follows, be APPROVED:

"All of Lot 14, Block 31, Plan FN41; part of Lane, Plan FN41; and all of Lot 15, Block 31, Plan FN41 in NW-26-17-20-W2M in Regina, Saskatchewan".

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

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

#### DE16-31 Lorne Yagelniski – The Greens on Gardiner Development Corporation: Proposed Greens on Gardiner Concept Plan (15-CP-07) and Zoning Bylaw Amendments

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Lorne Yagelniski, representing Greens on Gardiner Development Corporation, Jessica Coons, representing Associated Engineering, and Blair Forster, representing Forster Developments 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 CR16-35, a report from the Regina Planning Commission respecting the same subject.

### CR16-35 Regina Planning Commission: Proposed Greens on Gardiner Concept Plan (15-CP-07) and Zoning Bylaw Amendments

- 1. That the proposed Greens on Gardiner Concept Plan, attached as Appendix B.1 of this report, be APPROVED and that the existing Greens on Gardiner Concept Plan be rescinded.
- 2. That the subdivision of land in the Greens on Gardiner Concept Plan area will only be permitted where it can be demonstrated, to the satisfaction of the City of Regina, that at least 90 per cent of nodes in the 235,000 population water model will remain with a level-of-service of 269.4 kilopascals or greater during peak hour demand.
- 3. That, notwithstanding any other recommendations, where water modelling indicates additional nodes within the 235,000 population water model will fall below 207 kilopascals during peak hour demand, as a result of the proposed subdivision or development, the impacts will be evaluated on a case-by-case basis.
- 4. That, notwithstanding any other recommendations, any additional nodes within the 235,000 population water model not meeting the minimum Fire Flow Level-of-Service established by the City of Regina's Development Standards Manual, as a result of the proposed subdivision or development, shall be approved by the Fire & Protective Services Department prior to approval of a development.
- 5. That the proposed amendment to *Regina Zoning Bylaw No. 9250* be APPROVED by rezoning lands, as described below, from UH Urban Holding Zone:

- a) Within the Greens on Gardiner Concept, Plan, Phase 6 Stage 3, Part of Parcel Y Plan No. 102162484 N.E. <sup>1</sup>/<sub>4</sub> Sec 11 Twp 17 Rge 19 W.2 Mer., as shown on the attached proposed plan of subdivision (Appendix D.1):
  - Proposed Block 42 Lots 1 14, Block 40 Lots 1-17, Block 39 Lots 1-16, Block 34 Lots 31-33 as DCD-12 Direct Control District Suburban Narrow-Lot Residential;
  - Proposed Block 41 Lots 1 16 as R2- Residential Semi-Detached;
  - iii. Proposed Block 38 Lots 28 52 as R5- Residential Medium Density;
  - iv. Proposed Block 34 Lots 34 49 as R2 Residential Semi-Detached
- b) Within the Greens on Gardiner Concept Plan, Phase 7, which is part of N.E. <sup>1</sup>/<sub>4</sub> Sec.11 of Part of Parcel A, Plan No. 101880277 and Part of S.E. <sup>1</sup>/<sub>4</sub> Sec. 11, all in Twp.17 Rge. 19 W. 2 Mer as shown on the attached proposed plan of subdivision (Appendix D.2):
  - i. Proposed Block AA, Block BB as R6 Residential Multiple Housing;
  - ii. Proposed Block 45, Lots 1 22 as R2 Residential Semi-Detached
  - iii. Proposed Block 46, Lot 1 10, Block 47 Lots 1 6, Block 47 Lots 38 - 50, Block 48 Lots 1 - 34, Block W1 as R1-Residential Detached
  - iv. Proposed Block 47, Lots 7 15 as DCD12 Direct Control District Suburban Narrow-Lot Residential
  - v. Proposed Block 47, Lots 16 37 as R5- Residential Medium Density;
- c) Within the Greens on Gardiner Concept Plan, Phase 8, which is part of N.E. <sup>1</sup>/<sub>4</sub> Sec.11 of Parcel A, Plan No. 101880277, Parcel G, Plan No. 101963796, and in S.E. <sup>1</sup>/<sub>4</sub> Sec. 11, 17 -19- W. 2 Mer. as shown on the attached proposed plan of subdivision (Appendix D.3):
  - i. Proposed Block F as DSC Designated Shopping Centre;
  - ii. Proposed Block G as R6 Residential Multiple Housing;
  - iii. Proposed Block MR6, W1, MU as PS Public Service
  - iv. Proposed Block 50 Lots 1 59, Block 51 Lots 1 13, as R1 – Residential Detached
  - v. Proposed Block 52, Lots 1 45, Block H as R5 Residential Medium Density

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- 6. That the proposed amendment to *Regina Zoning Bylaw No. 9250* be APPROVED by rezoning portions of proposed ER1 located within the Greens on Gardiner Concept Plan, Phase 8, which is part of N.E. ¼ Sec.11 of Parcel A, Plan No. 101880277, of Parcel G, Plan No. 101963796, of Part of Parcel D, Plan no. 98RA21686, and Part of S. ½ Sec. 11, 17 -19- W2M, as shown on the attached proposed plan of subdivision (Appendix D.3), from UH(FF) Urban Holding (Floodway Fringe Overlay) to PS(FF) Public Service (Floodway Fringe Overlay):
  - a) Proposed Block ER1 as PS Public Space
- 7. That the City Solicitor be directed to prepare the necessary bylaws to authorize the respective Zoning Bylaw amendments.

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

DE16-32 Bob Linner and Katherine Godwin – Dream Development: Proposed Towns Concept Plan (15-CP-03) and Zoning Bylaw Amendments

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Bob Linner, Katherine Godwin, representing Dream Development and Chad Bialobzyski, representing Stantec 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 CR16-36, a report from the Regina Planning Commission respecting the same subject.

CR16-36 Regina Planning Commission: Proposed Towns Concept Plan (15-CP-03) and Zoning Bylaw Amendments

- 1. That the proposed Towns Concept Plan, attached as Appendix B.1 and Appendix B.2 of this report, be APPROVED, and that the existing Towns Concept Plan be rescinded.
- 2. That the subdivision of land in the Towns Concept Plan area will only be permitted where it can be demonstrated, to the satisfaction of the City of Regina, that at least 90 per cent of nodes in the 235,000 population water model will remain with a level-of-service of 269.4 kilopascals or greater during peak hour demand.
- 3. That, notwithstanding any other recommendations, where water modelling indicates additional nodes within the 235,000 population water model will fall below 207 kilopascals during peak hour demand, as a result of the proposed subdivision or development, the impacts will be evaluated on a case by case basis.

- 4. That, notwithstanding any other recommendations, any additional nodes within the 235,000 population water model not meeting the minimum Fire Flow Level-of-Service established by the City of Regina's Development Standards Manual, as a result of the proposed subdivision or development, shall be approved by the Fire & Protective Services Department prior to approval of a development.
- 5. That, through the requirements of the Standard Conditions of a Servicing Agreement between the developer of the Towns and the City of Regina, the Director of Development Services be authorized to negotiate an extended warranty/maintenance period for the proposed Towns Linear Storm Water Detention Facility.
- 6. That the proposed amendment to *Regina Zoning Bylaw No. 9250* be APPROVED by rezoning the lands, as described below, from UH-Urban Holding to:
  - a) Within Eastbrook Phase 1, being Part of SE 1/4, Sec 14, TWP 17, RGE 19, W2M as shown on the plan of proposed subdivision attached (Appendix D.1)
    - i. Proposed Block 1, Lots 1-46, Lots 95-144; Block 7, Lots 1-24; Block 8, Lots 20-43; Block 10, Lots 1-25 as R5-Medium Density Residential Zone;
    - ii. Proposed Block 1, Lots 47-94; Block 7, Lots 25-42; Block 8, Lots 1-19; Block 9, Lots 16-30; Block 10, Lots 26-54; Block 11, Lots 1-10 as DCD12- Direct Control District;
    - iii. Proposed Parcels MR1, MU1 and W2 as PS- Public Service Zone.
  - b) Within Eastbrook Phase 2, being Part of SE 1/4, Sec 14, TWP 17, RGE 19, W2M as shown on the plan of proposed subdivision attached (Appendix D.2)
    - i. Proposed Block A, B, C & D as R6- High Density Residential Zone;
    - ii. Proposed Block E and F as DSC- Designated Shopping Centre Zone;
    - iii. Proposed Block MU2, MU3, MU4, W4 and MR3 as Public Service Zone.
  - c) Within Eastbrook Phase 3A, being part of SE 1/4, Sec 14, TWP 17, RGE 19, W2M as shown on the plan of proposed subdivision attached (Appendix D.3)
    - i. Proposed Block 2, Lots 1-19 and Block 3, Lots 1-17 as R5-Medium Density Residential Zone.
  - d) Within The Towns Phase 1, Stage 1A, being Part of SW ¼ Sec 14, TWP 17, RGE 19, W2M as shown on the plan of proposed subdivision attached (Appendix D.4)

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- i. Proposed Block 11, Lots 11-33 as R1- Residential Detached Zone;
- ii. Proposed Block 11, Lots 34-44; Block 21, Lots 14-32; and Block 22, Lots A-E & 1-13 as R5- Medium Density Residential Zone;
- Proposed Block 21, Lots 1-13 as DCD12- Direct Control District.
- e) Within The Towns Phase 1, Stage 1B, being Part of SW <sup>1</sup>/<sub>4</sub> Sec 14, TWP 17, RGE 19, W2M as shown on the plan of proposed subdivision attached (Appendix D.4)
  - i. Proposed Block 22, Lots 14-40; Block 23, Lots 1-40 as R5-Medium Density Residential Zone;
  - ii. Proposed Block 24, Lots 1-17 and Block 28, Lots 1-3 as DCD12- Direct Control District.
- f) Within The Towns Phase 1, Stage 1C, being Part of Parcel B, Plan No. 99RA08035 and part of Part of SW ¼ Sec 14, TWP 17, RGE 19, W2M as shown on the plan of proposed subdivision attached (Appendix D.5)
  - i. Proposed Block 26, Lots 37-47 as R1- Residential Detached Zone;
  - ii. Proposed Block H as R5- Medium Density Residential Zone.
- 7. That the City Solicitor be directed to prepare the necessary bylaws to authorize the respective Zoning Bylaw amendments.

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

2016-12	A BYLAW TO PROVIDE FOR THE CLOSURE AND SALE OF PORTION OF LANE ADJANCENT TO 601 CAMPBELL STREET AND 710 WILLIAMS STREET
2016-22	THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 4)
2016-23	THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 5)
2016.25	
2016-25	THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 6)

Councillor Jerry Flegel moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that Bylaws No. 2016-12, 2016-22, 2016-23 and 2016-25 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. 2016-12, 2016-22, 2016-23 and 2016-25.

The Clerk called for anyone present who wished to address City Council respecting Bylaws No. 2016-12, 2016-22, 2016-23 and 2016-25 to indicate their desire.

No one indicated a desire to address Council.

Councillor Jerry Flegel moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that Bylaws No. 2016-12, 2016-22, 2016-23 and 2016-25 be read a second time. Bylaws were read a second time.

Councillor Jerry Flegel moved, seconded by Councillor Terry Hincks that City Council hereby consent to Bylaws No. 2016-12, 2016-22, 2016-23 and 2016-25 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Jerry Flegel moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that Bylaws No. 2016-12, 2016-22, 2016-23 and 2016-25 be read a third time. Bylaws were read a third and final time.

#### DELEGATIONS COMMUNICATIONS AND RELATED REPORTS

DE16-33	Garth Fredrickson: Severance Application (15-SV-13) – 4429 Acadia
	Drive

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Garth Frerickson, representing himself 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 CM16-1 a report from the Administration respecting the same subject.

# CM16-1 Severance Application (15-SV-13) – 4429 Acadia Drive

#### **Recommendation**

That the severance application to subdivide Lot 9 in Block 32, Plan No. FZ4297 and Lot 40 in Block 32, Plan No. 101164845 into Lots 41 and 42, being 4429 Acadia Drive, be denied.

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

Councillor Barbara Young moved, in amendment, seconded by Councillor Terry Hincks that:

- Bylaw No. 7748 be reviewed to determine the merits and implications of reviewing the requirement that City Council must deny a severance application, including a constitutional assessment, that does not meet the minimum requirements of The Regina Zoning Bylaw No. 9250 in order for an applicant to appeal to the Development Appeals Board.
- That a report be provided back to the May 30, 2016 City Council meeting.

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

### The amendment was put and declared CARRIED.

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

DE16-34 Randy Radford: Discretionary Use Application (15-DU-32) - Medical Clinic - 1230 St. John Street

#### Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Randy and Cindy Radford, representing themselves addressed Council. There were no questions for the delegation.

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 CR16-37 a report from the Regina Planning Commission respecting the same subject.

CR16-37 Regina Planning Commission: Discretionary Use Application (15-DU-32) - Medical Clinic - 1230 St. John Street

#### **Recommendation**

That the discretionary use application for a proposed medical clinic located at 1230 St. John Street, being Lot 18, Block137, Plan No. Old 33 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 and A-3.2 inclusive, prepared by Randy Radford and dated February 3, 2016 and March 16, 2016.
- b) The development shall comply with all applicable standards and regulations in *The Regina Zoning Bylaw No. 9250.*

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.

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Judith Veresuk, representing Regina Downtown BID 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 CR16-38, a report from Finance and Administration Committee respecting the same subject.

CR16-38	Finance and Administration Committee: Regina Downtown Business
	Improvement District – 2016 Budget

#### **Recommendation**

- That City Council approve the 2016 Regina Downtown Business Improvement District budget as detailed in Appendix A.
- 2. That City Council approve the proposed 2016 levy for Regina Downtown Business Improvement District of 0.7577 mills to be applied to current commercial property within the Regina Downtown Business Improvement District.

Councillor Bob Hawkins moved, in amendment, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that the recommendations of the Finance and Administration Committee contained in the report be concurred in after amending recommendation #2 as follows:

- 2. That City Council approve the proposed 2016 levy for Regina Downtown Business Improvement District of 0.7757 mills to be applied to current commercial property within the Regina Downtown Business Improvement District.
- DE16-36 Sandy Doran Regina's Warehouse Business Improvement District 2016 Budget

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Sandy Doran, representing the Regina's Warehouse Business Improvement District addressed Council. There were no questions for the delegation.

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 CR16-39, a report from Finance and Administration Committee respecting the same subject.

#### CR16-39 Finance and Administration Committee: Regina's Warehouse Business Improvement District - 2016 Budget

#### **Recommendation**

- 1. That City Council approve Regina's Warehouse Business Improvement District's 2016 budget as detailed in Appendix A.
- 2. That City Council approve the proposed 2016 levy for Regina's Warehouse Business Improvement District of 0.7588 mills to be applied to the current commercial property within the Regina Warehouse Business Improvement District.

Councillor Bob Hawkins moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that the recommendations of the contained in the report be concurred in.

#### RECESS

# Councillor Jerry Flegel moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that the meeting recess for 10 minutes.

The meeting recessed at 7:38 p.m. The meeting reconvened at 7:53 p.m.

DE16-37 Adele Ruschkowski: Notice of Intention to Designate Municipal Heritage Property 13 Leopold Crescent – Watchler (2<sup>nd</sup>) Residence

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Adele Ruschkowski, representing Re/Max Crown Real Estate 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 CM16-2, a report from the Administration respecting the same subject.

DE16-38 Patricia Elliott: Notice of Intention to Designate Municipal Heritage Property 13 Leopold Crescent – Watchler (2<sup>nd</sup>) Residence

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Patricia Elliott, representing herself 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 CM16-2, a report from the Administration respecting the same subject.

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Frank Kovemaker, representing himself 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 CM16-2, a report from the Administration respecting the same subject.

DE16-40 Don Black: Notice of Intention to Designate Municipal Heritage Property 13 Leopold Crescent – Watchler (2<sup>nd</sup>) Residence

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Don Black, representing himself 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 CM16-2, a report from the Administration respecting the same subject.

DE16-41 Jackie Schmidt – Heritage Regina: Notice of Intention to Designate Municipal Heritage Property 13 Leopold Crescent – Watchler (2<sup>nd</sup>) Residence

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Jackie Schmidt and Susan Hollinger, representing Heritage Regina 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 CM16-2, a report from the Administration respecting the same subject.

DE16-42 Dennis Dodd: Notice of Intention to Designate Municipal Heritage Property 13 Leopold Crescent – Watchler (2<sup>nd</sup>) Residence

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Dennis Dodd representing himself 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 CM16-2, a report from the Administration respecting the same subject.

### **Recommendation**

- That City Council withdraw its Notice of Intention to Designate and any proposed bylaw related to the designation of the property located at 13 Leopold Crescent (known as the Watchler (2<sup>nd</sup>) Residence) as Municipal Heritage Property.
- That Schedule A of the Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912 (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 5.8 (the Watchler (2<sup>nd</sup>) Residence located at 13 Leopold Crescent).

Councillor Jerry Flegel moved, seconded by Councillor Wade Murray that the recommendations contained in the report be concurred in.

Councillor Bob Hawkins moved, in amendment, seconded by Councillor Sharron Bryce, AND IT WAS APPROVED, that an additional recommendation #3 be added as follows:

- **3.** That the Administration report to Council as expeditiously as possible, with recommendations for improvement on the:
  - a. Ways in which buildings are put on, and removed from, the Heritage Holding list;
  - b. Ways in which the process used by the Municipal Heritage Advisory Committee in considering recommendations pertaining to heritage issues and designations can be strengthened;
  - c. Ways in which the municipal Heritage Holding List, the municipal Heritage Tax rebate incentive program, and the Declaration of Heritage Status process found in the provincial *Heritage Act* can better fit together and complement each other;
  - d. Any other procedural or substantive issue that may be useful in furthering preservation of heritage building in accordance with the goals set out in the OCP; and
  - e. In making these recommendations, the Administration consult with interested parties, take into account relevant provincial legislation, and consider best practices with respect to Heritage matters in other cities comparable to Regina.

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

#### The amendment was put and declared CARRIED.

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

### 2016-11 A BYLAW OF THE CITY OF REGINA TO DENY A PERMIT FOR THE ALTERATION OR DEMOLITION OF PROPERTIES THAT THE COUNCIL OF THE CITY OF REGINA MAY WISH TO DESIGNATE AS MUNICIPAL HERITAGE PROPERTIES AMENDMENT BYLAW, 2016

Councillor Jerry Flegel moved, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that Bylaw No. 2016-11 be introduced and read a first time. Bylaw was read a first time.

Councillor Jerry Flegel moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that Bylaw No. 2016-11 be read a second time. Bylaw was read a second time.

Councillor Jerry Flegel moved, seconded by Councillor Terry Hincks that City Council hereby consent to Bylaw No. 2016-11 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Jerry Flegel moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that Bylaw No. 2016-11 be read a third time. Bylaw was read a third and final time.

DE16-43 Jerven Weekes and Jason Petrunia - Rosewood Park Alliance Church: Northwest School Site

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Jerven Weekes and Jason Petrunia, representing Rosewood Park Alliance Church, and Leon Friesen, representing Westridge Construction 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 items CM16-3 and CR16-40, two reports respecting the same subject.

CP16-2 Stu Niebergall – Regina & Region Home Builders' Association: Northwest School Site

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

CM16-3 Supplemental Report: Northwest School Site

# **Recommendation**

1. That the developer be required to provide the following to the City of Regina on or before 4 p.m. on Friday, April 29, 2016 to demonstrate its ability to complete all requirements as set out in Servicing Agreement SA 15/05:

- a. A detailed construction schedule and plan describing how all requirements in Servicing Agreement SA 15/05 will be satisfied;
- b. A detailed list of outstanding creditors along with the proposed plan for payment of outstanding accounts and related timelines for payment;
- c. A detailed financial plan showing the developer's ability to complete all work required by Servicing Agreement SA 15/05 without relying upon concessions from the City of Regina or any contingency based upon further City of Regina development approvals being granted for other unrelated lands; and
- d. A letter of credit, performance bond or certified cheque in the amount of \$3,184,000, representing the performance security required under Servicing Agreement SA 15/05.
- 2. That City Council authorize the City Manager or designate, to proceed as outlined in E16-12 Northwest School Site in the event the developer is unable to satisfy the requirements of Recommendation #1 on or before April 29, 2016 as follows:
  - i. That City Council authorize that any funding required in excess of the \$6,045,000 previously allocated towards the servicing of the northwest school site (as approved in report #CR15-81 be funded by the Servicing Agreement Fee reserve fund).
  - ii. That City Council authorize the Administration to take all necessary steps to recover all funds directly from the developer or through future endeavour to assist clauses on future land to be developed.
  - iii. That City Council delegate authority to the City Manager & Chief Administrative Officer, or his designate, to enter into the necessary contracts, including sole sourcing, for the completion of servicing for the northwest school site.
- 3. That the concessions previously requested by the developer as outlined within this report in the Discussion and Financial Implications section of this report not be granted.
- 4. That the Administration provide a communication to City Council outlining the course of action taken following April 29, 2016.

# Councillor Jerry Flegel moved, seconded by Councillor Sharron Bryce, that the recommendations contained in the report be concurred in.

Mayor Michael Fougere stepped down to enter debate. Councillor Jerry Flegel assumed the Chair. Mayor Michael Fougere returned to the Chair prior to the vote. Councillor Shawn Fraser moved, in amendment, seconded by Councillor Wade Murray that recommendation #2.i be amended as follows:

- 2. That City Council authorize the City Manager or designate, to proceed as outlined in E16-12 – Northwest School Site in the event the developer is unable to satisfy the requirements of Recommendation #1 on or before April 29, 2016 as follows:
  - i. That City Council authorize that any funding required in excess of the \$6,045,000 previously allocated towards the servicing of the northwest school site as approved in report #CR15-81 be funded by the Provincial Government.

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

(Councillor Terry Hincks left the meeting.)

#### The amendment was put and declared CARRIED.

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

CR16-40 Executive Committee: Northwest School Site

#### **Recommendation**

- 1. That City Council authorize that any funding required in excess of the \$6,045,000 previously allocated towards the servicing of the northwest school site (as approved in report #CR15-81 be funded by the Servicing Agreement Fee reserve fund).
- 2. That City Council authorize the Administration to take all necessary steps to recover all funds directly from the developer or through future endeavour to assist clauses on future land to be developed.
- 3. That City Council delegate authority to the City Manager & Chief Administrative Officer, or his designate, to enter into the necessary contracts, including sole sourcing, for the completion of servicing for the northwest school site.

Councillor Wade Murray moved, seconded by Councillor Jerry Flegel, AND IT WAS RESOLVED, that this report be received and filed.

#### COMMITTEE REPORTS

#### COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

#### CR16-41 Renewal of Atoskata Alley Litter Collection Contract

#### **Recommendation**

- 1. That the City Manager or designate be authorized to negotiate and renew into a two year agreement with Regina Status Indian Services Inc. commencing January 1, 2016 and terminating on December 31, 2017.
- 2. That the City Clerk be authorized to execute the necessary agreement.

# Councillor Jerry Flegel moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

#### CR16-42 Canadian Red Cross Society – Municipal Disaster Response Agreement

#### **Recommendation**

- 1. That the City Manager or designate be authorized to negotiate and approve the Agreement with Red Cross as outlined in this report for up to a five year term.
- 1. That the City Manager or designate be authorized to approve the activation of the services of the Red Cross in the event of a disaster as contemplated by the Agreement.
- 2. That the City Clerk be authorized to execute the Agreement after approval by the City Solicitor.

# Councillor Jerry Flegel moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

	EXECUTIVE COMMITTEE
CR16-43	REAL Annual General Meeting
	<u><b>Recommendation</b></u> That the Chief Financial Officer, as the City's proxy, be authorized to exercise the City's voting rights in REAL at the Annual General meeting taking place on April 29, 2016 as follows:
	a) The following Directors be appointed to the REAL Board of Directors:
	Michael Fix – May 1, 2016 to April 30, 2019 Mark Stefan – May 1, 2016 to April 30, 2019 Ken Budzak – May 1, 2016 to April 30, 2017

Tony Coppola – May 1, 2016 to April 30, 2017 Gordon Selinger – May 1, 2016 to April 30, 2017

- b) Receive the audited financial statements for the 2015 operating year;
- c) Appoint Deloitte, LLP as auditor of REAL pursuant to section 149 of The Non-profit Corporations Act, 1995 (Saskatchewan).

# Councillor Jerry Flegel moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

#### CR16-44 Residential Rental Licensing

#### **Recommendation**

- 1. That the Administration continue implementing process improvements in bylaw enforcement, property inspection and public education to address property maintenance, residential parking and code violations.
- 2. That the Administration provide City Council an update on the effectiveness of these process improvements in Q1 2017.
- 3. That a supplemental report be provided at the April 13, 2016 public meeting of the Executive Committee providing 2015 statistics for implementation of the new discretionary Residential Homestay land use classification for short-term accommodations and any other relevant statistics relating to process improvements in bylaw enforcement to address property maintenance, residential parking and code violations in residential areas.
- 4. That the administration research the addition of a compliance driven approach to bylaw enforcement processes and bring recommendations forward to the 2017 budget deliberations along with any resources and staffing needs that may be required for strong bylaw enforcement to address property maintenance, residential parking and code violations.
- 5. That a comprehensive plan be designed for a public education strategy, in partnership with relevant stakeholders, that will inform residents, property owners members of the housing industry, and post-secondary institutions of the bylaws, expectations and enforcement processes that address property maintenance, residential parking and code violations and that the plan or actions taken be brought forward for Council consideration in Q4 of 2016.

Councillor Jerry Flegel moved, seconded by Councillor John Findura that the recommendations contained in the report be concurred.

Councillor Barbara Young moved, in amendment, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that an additional recommendation be added as follows:

That Administration engage the University of Regina, and the Saskatchewan Polytechnic Institute, in the exploration of a program to encourage landlords to provide students with residential rooms and properties that have passed inspection for health and safety.

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

# CR16-45 2016 Appointments to Regina's Warehouse Business Improvement District Board

#### **Recommendation**

- 1. That the following appointments be approved to Regina's Warehouse Business Improvement District Board:
  - Ms. Carmen Dybwad a current board member be appointed as Residential Representative to replace Craik Wotherspoon. Ms. Dybwad's term is January 1, 2015 to December 31, 2017.
  - Ms. Katherine Melnychuk be appointed as a citizen member for the term of April 26, 2016 to December 31, 2018.
- 2. That members continue to hold office for the term indicated or until successors are appointed.

# Councillor Jerry Flegel moved, seconded by Councillor Wade Murray AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

#### FINANCE AND ADMINISTRATION COMMITTEE

CR16-46 Appointment of Elected Officials to CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board

#### **Recommendation**

That Councillor Wade Murray be appointed to the CUPE Local 21 Employees' and Elected Officials Pension Plan Administrative Board for a term expiring October 31, 2016.

Councillor Bob Hawkins moved, seconded by Councillor Jerry Flegel, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

	REGINA PLANNING COMMISSION
CR16-47	Discretionary Use Application (16-DU-03) - Medical Clinic and Retail - 3934 Dewdney Avenue
	<b><u>Recommendation</u></b> That the discretionary use application for a proposed medical clinic and retail use (pharmacy) located at 3934 Dewdney Avenue, being Lots 6, 7, 8, Block 221, Plan No. DV4404, 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 prepared by KRN Design and dated October 22, 2012 and Appendix A-3.2 prepared by Walker Projects and dated April 16, 2015; and -21-

Monday, April 25, 2016

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

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

CR16-48 Discretionary Use Application (15-DU-30) - Licensed Restaurant and Office Space - 1378 Hamilton Street

#### **Recommendation**

That the discretionary use application for a proposed licensed restaurant and office space located at 1378 Hamilton Street, being Lots 21-24, Block 181, Plan No. OLD33, 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 and A-3.2.
- b) Seating within the licensed restaurant shall be limited to 55 seats to align with the number of allocated parking stalls.
- c) The development shall comply with all applicable standards and regulations in *The Regina Zoning Bylaw No. 9250*.

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

CR16-49 Discretionary Use Application (16-DU-01) - Petroleum Storage Facility -325 McDonald Street North

#### **Recommendation**

That the discretionary use application for a proposed storage and terminal, petroleum located at 325 McDonald Street North, being Parcel S Plan No. 72R37342, Industrial Ross Subdivision be APPROVED and that a Development Permit be issued subject to the following conditions:

- a) The development shall be consistent with the plan attached to this report as Appendix A-3, prepared by Plains Midstream Canada and dated February 3, 2016.
- b) The applicant shall submit a building permit for approval by the Development Officer, the review of which will focus on the development of the site and its spatial arrangements.
- c) The development shall comply with all applicable standards and regulations in *The Regina Zoning Bylaw No. 9250*, including but not limited to the Performance Regulations for Moderate Sensitivity Aquifer Protection Overlay Zone in Table 10.2.

- d) Prior to issuance of the site plan approval (as per condition 1b), the applicant shall:
  - i. Submit a pre-use baseline soil chemical characterization survey for petroleum products, trace metals, sulphates, salinity and provide a copy to the City of Regina.
  - ii. The applicant shall submit, to the satisfaction of the Development Officer, a plan to prevent trenches acting as conduits for the spread of contamination through the underground piping network and off the site.
  - Provide documentation from the Saskatchewan Ministry of Environment and/or federal regulatory authority for approval to construct, alter, expand, operate, and decommission a hazardous substance and/or waste dangerous goods facility.
- e) The applicant shall submit a quantitative assessment of the impact of the facilities from a major incident by qualified professional for the City of Regina's information as well as for the incorporation into an updated Emergency Response Plan. This information shall be submitted prior to the commencement of operations of the new facility and must be to the satisfaction of the Manager of Emergency Management and Business Control.

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

# MOTIONS

# DE16-44 Chad Novak-Saskatchewan Taxpayers Advocacy Group: Councillor Mike O'Donnell - Safety in School Zones

(Chad Novak was not present at the meeting.)

# Councillor Wade Murray moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that this item be received and filed.

# CP16-3 John Klein: Councillor Mike O'Donnell - Safety in School Zones

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

# MN16-4 Councillor Mike O'Donnell: Safety in School Zones

# Councillor Mike O'Donnell moved, seconded by Councillor Jerry Flegel that:

- 1. The Administration undertake to form a committee made up of City traffic staff, School Board representatives and representatives from the Regina Police Service to consider, but not be limited to the following:
  - a. Reducing the speed in school zones.

- b. Signage indicating that the passing of vehicles is not allowed within school zones.
- c. Adding a pedestrian signal where appropriate to a school zone.
- d. Adding bulb outs or other traffic calming methods.
- e. Adding signage to indicate when a school zone comes to an end.
- f. Declaring the area directly in front of a school a fire or emergency only parking zone so that school age children have a clear sight path to a safe crossing.
- g. Suggest methods to handle parent drop off zones that can be used in most school zones.
- h. Consider the hours that a school zone would be in effect. For example, whether a 7-7 time slot for school days and no school zone for weekends and summer vacation would be effective.
- 2. This Committee be struck and meet in the fall of 2016 with a report back to Executive Committee in the spring of 2017 with recommendations.

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

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

# BYLAWS AND RELATED REPORTS

CR16-50 Finance and Administration Committee: The Regina Property Tax Bylaw, 2016 and School Division Property Tax Bylaw, 2016

#### **Recommendation**

That the City Solicitor be instructed to prepare the necessary property tax bylaws for consideration by City Council on April 25, 2016, that include the municipal mill rate, the other taxing authorities' mill rates, the mill rate factors and the business improvement districts' mill rates as outlined in this report.

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

-24-

2016-24	THE WASTEWATER AND STORM WATER BYLAW, 2016.
2016-26	THE SCHOOL DIVISION PROPERTY TAX BYLAW, 2016
-	
2016-27	THE REGINA PROPERTY TAX BYLAW, 2016

# 2016-28 THE MAIL-IN BALLOT AMENDMENT BYLAW, 2016

Councillor Jerry Flegel moved, seconded by Councillor Mike O'Donnell, AND IT WAS RESOLVED, that Bylaws No. 2016-24, 2016-26, 2016-27 and 2016-28 be introduced and read a first time. Bylaws were read a first time.

Councillor Jerry Flegel moved, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that Bylaws No. 2016-24, 2016-26, 2016-27 and 2016-28 be read a second time. Bylaws were read a second time.

Councillor Jerry Flegel moved, seconded by Councillor Wade Murray that City Council hereby consent to Bylaws No. 2016-24, 2016-26, 2016-27 and 2016-28 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Jerry Flegel moved, seconded by Councillor Shawn Fraser, AND IT WAS RESOLVED, that Bylaws No. 2016-24, 2016-26, 2016-27 and 2016-28 be read a third time. Bylaws were read a third and final time.

# **ADJOURNMENT**

Councillor Sharron Bryce moved, seconded by Councillor Wade Murray, AND IT WAS RESOLVED, that Council adjourn.

The meeting adjourned at 10:39 p.m.

Mayor

City Clerk



# Regina City Council Delegation – Monday, May 30, 2016

RE: Westerra Shopping Centre Discretionary Use Application

Good evening ladies and gentlemen, my name is Chad Novak, and I am here representing the Saskatchewan Taxpayers Advocacy Group, which is a grassroots organization proudly standing up for the rights of individual taxpayers. I am here to address the Zoning Amendment Application for Discretionary Use for the Westerra Shopping Centre.

Something that I am very proud to be responsible for is ensuring that our City provides fair and equitable treatment to all taxpayers of Regina. With that said, I can't help but feel this is a situation where not all parties involved have been dealt with fairly or equitably. It has come to my attention that the previous landowners had development plans that were far more in line with that area of the City, that being light industrial use. Based on the documents I have found, it seems that this was consistent with plans for that area for decades, when the land existed within the RM of Sherwood, prior to annexation by the City in or around 2008. Their plans were also consistent with the neighbouring property owners, and it seemed like a great opportunity to expand our very scarce industrial lands within the City of Regina. Unfortunately, however, it turns out that in or around December 2010 (See **Appendix A**), they were told that these particular lands would not be developable or serviceable for the 'forseeable future' (presumed to be at least 25 years). As any reasonable business person would do, they chose to then sell the lands, rather than hold onto them for the hope that one day, the City might allow them to be developed.

Then in or around 2011, according to a public interaction between Mr. Blair Forster and Councillor Jerry Flegel at the May 11, 2016 Regina Planning Commission Meeting, discussions began between Harvard Developments and the City of Regina to develop these same lands for what is now known as Westerra, a mixed-use residential and commercial development. Interestingly enough, as you'll see in **Appendix B**, the lands were never sold to Harvard Developments and Forster Projects until sometime in 2012, with title transfer being delayed until April 2013. Meanwhile, in July 2012, neighbours were being told (See **Appendix C**) that their development plans would not interfere with any future development plans, and may even be incorporated into longer-term development plans when they occur. I don't think this business owner – or any reasonable person for that matter – would have thought that months later would be considered "longer term", nor would bulldozing through their lands be considered to be "incorporating" into their development plans.

As I've said before, it my genuine concern that issues brought up by neighbouring landowners were simply brushed aside or justified for the "betterment of the West Side of Regina". I have read the concerns brought forward by Brandt Industries, Regina Tree Service, Major Construction, Olive Waller and Zinkhan, and I think they are all still very valid today. Below are a few consistent concerns:

- When they acquired the lands years ago, I am confident all of these parties did a lot of study and planning, the same as any commercial development would do. With that said, I am quite confident that had they been told that Westerra would suddenly turn into a residential/commercial mixed use area, rather than the light industrial as had been envisioned by the RM and previous developers for decades, they would not have acquired those particular parcels of land.
- Contrary to the current proposal, their development would be a complement to the adjacent lands, rather than competing, which may inevitably result in resident complaints and conflicts that are simply predictable and preventable.
- It is for these reasons and more that I fear if you allow any development to occur on these lands, other than what had been planned for decades previously, the taxpayers are not being served in good faith, and they are being needlessly exposed to potential litigation by affected parties.

Given the history of these particular lands, as outlined above, I can't help but feel there is some unjust favouritism happening here for a particular developer over another. This same developer just happens to be working on the proposed Aurora Retail Complex on the opposite end of the City.

With that said, I can't, with a clear conscience, be in favour of this application until the public's concerns and neighbouring property owners issues are resolved. I don't feel this development has the overall residents best interest at heart, and I certainly don't feel there has been fair and equitable treatment of all landowners affected by this development.

Thank you for your time this evening, and I will gladly answer any questions you may have.

#### Appendix A

#### 1. Relevant Land – That Portion of Area C south of Dewdney Avenue

The land in question is **188.46** hectares within section 21-17-20 W2M bounded on the north by Dewdney Avenue, on the south by the CP railway, on the east by Courtney Avenue (abutting the RCMP facilities) and on the west by Pinky Road ("Sherwood Multitech Lands").

#### 2. Concern –

The concern of Sherwood Multitech Estates Ltd. is that the Sherwood Multitech Lands have effectively been frozen from further development under the proposed West Industrial Lands Secondary Plan. In an unusual annexation process designed to deal with the Global Transportation Hub Lands, the Sherwood Multitech Lands were also annexed, apparently before the City of Regina was prepared to deal with the Sherwood Multitech Lands. The City of Regina does not have the resources to immediately service the Sherwood Multitech Lands. It has no plan to do so. The Sherwood Multitech Lands are not considered necessary by City administration for immediate industrial use. The Sherwood Multitech Lands are an apparent afterthought in the annexation/zoning process dealing primarily with the Global Transportation Hub Lands to the West. The lands bordering the Sherwood Multitech Lands to the West and to the South of the Sherwood Multitech Lands will be allowed to pursue industrial development, but the Sherwood Multitech Lands will not. (The owners of the Sherwood Multitech Lands feel victimized by the process. The effect is discriminatory and prejudicial, sounding in millions of dollars of value. At the same time, the City of Regina is unnecessarily denied the benefits of development. There is no legitimate city planning concern which requires this result. The duration of the freeze is unknown but has been estimated at approximately 25 years.

#### **Appendix B**

Location: NE & NW 21-17-20-W2 Portions of SE & SW 21-17-20-W2 Just west of the RCMP training grounds and northwest of the Regina City airport within the Regina City limits. Dewdney Avenue is to the north, Pinkie Road is to the west, Courtney Str is to the east and 13 <sup>th</sup> Avenue is to the south.	reet
Sale Price: \$11,330,500 x 50% = \$5,665.250	
Sale Date: Early 2012. Title transfer April 4, 2013. Title no 143452391, 143452380, 143452403, 1434524	
Land Size: 523.69 acres	
Zoning: UH – Urban Holding	
Sale Price Per Acre: \$21,636	
Seller: Seller: Sherwood Multitech Estates Ltd.	
Buyer: Buyer: Harvard Developments	

#### Appendix C

July 11, 2012

- To: Members, Regina Planning Commission
- Re: Discretionary Use Application (12-DU-15) Proposed Horticulture Specialty Business and Accessory Dwelling, 2150 Courtney Street

#### RECOMMENDATION

- That the discretionary use application for a proposed horticulture specialty business and accessory dwelling located at 2150 Courtney Street, being Block C, Plan No. 99RA18221, be APPROVED, subject to the following conditions:
  - a. The development be consistent with the attached site plans and building elevations labelled "Page 2 of 4", "Page 3 of 4" and "Page 4 of 4"; 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 July 23, 2012 meeting of City Council.

#### CONCLUSION

The applicant proposes to formalize the existing horticulture specialty use and to develop a detached dwelling as an accessory use to the business on the subject property. The subject property is located in the West Industrial Lands secondary plan area. Overall, the area in which the subject property is located is intended to accommodate longer term development within the secondary plan area. The low-impact nature of the proposed development would not interfere with future development plans and may be eventually incorporated into future development when it occurs.

The proposed development conforms to applicable provisions of the Zoning Bylaw and the Official Community Plan (OCP).



**DE16-46** 

2000 – 1874 Scarth Street Regina, Saskatchewan Canada S4P 4B3 Tel (306) 777-0600 Fax (306) 522-4171

May 26, 2016

Delegation to Council – Chad Jedlic, General Manager Residential Land, Harvard Developments Inc. Blair Forster, President, Forster Projects Inc.

Re: City Council Meeting Monday, May 30, 2016 Zoning Amendment Application (16-Z-04) Discretionary Use Application (16-DU-01) Proposed Shopping Centre - Westerra Parcel B

Good afternoon your Worship, City Councillors and City Administration,

My name is Chad Jedlic, I am the General Manager of Residential Land Development for Harvard Developments Inc. With me at the podium is Blair Forster, President of Forster Projects Inc.

We represent Westerra Development Corp., the proponent of Discretionary Use Application (16-DU-01) and Zoning Amendment (16-Z-04).

I will provide a brief presentation and then we will be available to answer questions.

The main focus today is the discretionary use application for the retail shopping area. We are excited to be here as it brings us one step closer to realizing retail development in west Regina. Our application provides the framework for the development of the area. The site plan included within the package shows the layout for both the main street and neighbourhood retail nodes. The plan is consistent with the vision outlined in the Westerra Neighbourhood Plan and is fully aligned with the goals of the Design Regina - OCP.

The area is currently zoned MAC, however in working through the discretionary use application with City Administration, we determined that the DSC (Designated Shopping Center) Zone would be most appropriate for the desired uses. Originally MAC was selected because it permits zero set back between the building face and the property line which is critical to the design of the main street, however MAC does not permit residential. Because we want to leave open the option to develop residential above the retail, Administration is recommending the re-zoning to DSC with a minor change to the zone which permits a zero set back along the main street. We feel making the change now paints a clearer picture of the type of main street development that may occur prior to residents moving into homes adjacent to the area.

We would like to thank City Administration for their work on this file.

We are now available to answer your questions.

Regards,

Westerra Development Corp.

Chad Jedlic General Manager Residential Land

- To: His Worship the Mayor and Members of City Council
- Re: Zoning Amendment Application (16-Z-04) Discretionary Use Application (16-DU-01) Proposed Shopping Centre - Westerra Parcel B

# **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

- That the application to rezone portion of NW & NE 21-17-20-W2M, Lot B and E, Surface Parcels 109553801 and 111601695, Westerra Subdivision located at 8301 Dewdney Avenue as shown on the attached plan of proposed subdivision (Appendix A-4) within the Westerra Neighbourhood from MAC-Major Arterial Commercial Zone to DSC-Designated Shopping Centre be approved.
- 2. That the Airport Noise Attenuation Overlay Zone and Obstacle Limitation Surface Overlay Zone currently applied to the lands remain as overlay zones.
- 3. That the discretionary use application for a proposed Shopping Centre located at 8301 Dewdney Avenue, being portion of NW & NE 21-17-20-W2M, Lot B and E, Surface Parcels 109553801 & 111601695, be approved and that a Development Permit be issued subject to the following conditions:
  - a) The development is contingent on subdivision approval of the subject lots and subsequent title creation.
  - b) The development shall be consistent with the plans attached to this report as Appendix A-3.1, prepared by P3A and dated January 6, 2016.
  - c) The development shall comply with all applicable standards and regulations in The Regina Zoning Bylaw No. 9250.
- 4. That The Regina Zoning Bylaw No. 9250, Chapter 5, Subsection 5B.4, Table 5.7, under Commercial Zone Development Standards, DSC - Designated Shopping Centre, Minimum Front Yard Setback (m) be amended to read "NIL" with an accompanying Note 7 which will read "Where this zone applies to lands identified for Main Street Retail configuration within secondary or concept plans."
- 5. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective zoning bylaw amendments.

# REGINA PLANNING COMMISSION – MAY 11, 2016

The following addressed the Commission:

- Chad Novak, representing Saskatchewan Taxpayers Advocacy Group; and
- Blair Forster and Chad Jedlic, representing Forster Projects and Westerra Developments.

The Commission adopted a resolution to concur in the recommendation contained in the report. Recommendation #6 does not require City Council approval

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Administration:

#### RECOMMENDATION

- That the application to rezone portion of NW & NE 21-17-20-W2M, Lot B and E, Surface Parcels 109553801 and 111601695, Westerra Subdivision located at 8301 Dewdney Avenue as shown on the attached plan of proposed subdivision (Appendix A-4) within the Westerra Neighbourhood from MAC-Major Arterial Commercial Zone to DSC-Designated Shopping Centre be approved.
- 2. That the Airport Noise Attenuation Overlay Zone and Obstacle Limitation Surface Overlay Zone currently applied to the lands remain as overlay zones.
- 3. That the discretionary use application for a proposed Shopping Centre located at 8301 Dewdney Avenue, being portion of NW & NE 21-17-20-W2M, Lot B and E, Surface Parcels 109553801 & 111601695, be approved and that a Development Permit be issued subject to the following conditions:
  - a) The development is contingent on subdivision approval of the subject lots and subsequent title creation.
  - b) The development shall be consistent with the plans attached to this report as Appendix A-3.1, prepared by P3A and dated January 6, 2016.
  - c) The development shall comply with all applicable standards and regulations in The Regina Zoning Bylaw No. 9250.
- 4. That The Regina Zoning Bylaw No. 9250, Chapter 5, Subsection 5B.4, Table 5.7, under Commercial Zone Development Standards, DSC - Designated Shopping Centre, Minimum Front Yard Setback (m) be amended to read "NIL" with an accompanying Note 7 which will read "Where this zone applies to lands identified for Main Street Retail configuration within secondary or concept plans."
- 5. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective zoning bylaw amendments.
- 6. That this report be forwarded to the May 30, 2016, City Council meeting, which will allow sufficient time for advertising of the required public notices for the respective bylaws.

#### CONCLUSION

The applicant has submitted an application to rezone a portion of the proposed development in Westerra from MAC-Major Arterial Commercial to DSC-Designated Shopping Centre. This portion of the proposed development was included in the original rezoning in August 2015, however the applicant has submitted an application to rezone the subject property to DSC-Designated Shopping Centre Zone which is comparable to the location of other DSC zones throughout the city.

A shopping centre is a discretionary use in the DSC-Designated Shopping Centre Zone. In addition, the Administration is recommending a text amendment to The Regina Zoning Bylaw No. 9250 to accommodate a reduced front yard setback in the DSC-Designated Shopping Centre Zone where a Main Street Retail configuration has been approved through policy in secondary or concept plans. This proposed amendment is aligned with policy in the Official Community Plan and the Westerra Neighbourhood Plan to designate pedestrian oriented shopping streets in new communities.

The development proposal is consistent with the approved Westerra Concept Plan. The proposal complies with the development standards and regulations contained in The Regina Zoning Bylaw No. 9250 and is consistent with the policies in *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). Accordingly, the Administration recommends approval.

#### BACKGROUND

The Westerra Concept Plan was approved by City Council on January 12, 2015. Zoning amendments for Phase 1, Stage 1 of the Westerra Concept Plan received approval by City Council on August 31, 2015. The related subdivision application is currently being considered by Administration.

City Council approved Phase 1 of the Westerra Concept Plan in which the subject lands were included. This application is to accommodate a zoning bylaw amendment from MAC-Major Arterial Commercial Zone to DSC-Designated Shopping Centres Zone and a discretionary use application for a Shopping Centre on the subject lands. This application is also to accommodate a text amendment to The Regina Zoning Bylaw No. 9250 to allow for a reduced front yard setbacks where Main Street Retail has been approved in policy through a secondary or concept plan.

This application is being considered pursuant to The Regina Zoning Bylaw No. 9250, the OCP and *The Planning and Development Act, 2007*.

#### DISCUSSION

The applicant is proposing to rezone a portion of Phase 1 of the Westerra Concept Plan which encompasses an area of 8.39 hectares.

The proposed zoning amendments are consistent with the Concept Plan and the Westerra Neighbourhood Plan with respect to the intended land use and street layout. A key feature of the Westerra Concept Plan is the main street retail land use corridor which serves as a gateway to the neighbourhood from Dewdney Avenue. The Main Street Retail area will consist of small scale, street facing, pedestrian-oriented commercial units, with public parking directly accessed from the street.

The commercial part of the Main Street Retail area will provide the flexibility necessary to achieve the objectives of the Westerra Neighbourhood Plan which are to provide civic and recreational uses, small scale commercial, mixed use and local commercial services.

The applicant has requested a reduction to the minimum front yard setback adjacent to West Market Street to achieve the objectives of the Westerra Neighbourhood Plan. The Administration proposes to accommodate this through a text amendment to the zoning bylaw, included in the recommendations in this report. Through the discretionary use process the Administration is able to exercise control over site development and building placement and orientation to ensure that policy objectives are met.

Land Use Details	Existing	Proposed
Zoning	MAC-Major Arterial	DSC-Designated Shopping
	Commercial	Centre
Land Use	Vacant	Shopping Centre
Building Floor Area	N/A	$20,522 \text{ m}^2$

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

Zoning Analysis	Required	Proposed
Number of Parking Stalls Required	923 stalls	923 stalls provided on site
Minimum Lot Area (m <sup>2</sup> )	750 m <sup>2</sup>	83,851 m <sup>2</sup>
Maximum Building Height (m)	13.0 m	N/A
Maximum Floor Area Ratio	N/A	0.4
Maximum Coverage (%)	65%	25.5%

Surrounding land uses include vacant land in all directions. Lands to the north, across Dewdney Avenue, are within the growth Phase 2; lands to the west, across Pinkie Road, are outside the city limits and are owned by Sakimay First Nation; lands to the east are part of the Royal Canadian Mounted Police (RCMP) depot facility. The Live Work Units approved by City Council in March 2016 are south of the subject lands on West Market Street.

The subject lands are able to be serviced by transit. The proposed site plan identifies a potential layby bus stop on Canola Avenue to service the proposed development. Transit service will not be provided to this area until 2018 at the earliest.

# **RECOMMENDATION IMPLICATIONS**

# **Financial Implications**

The subject properties will receive 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

The subject property is in proximity to the Regina Airport, which has influenced the approved layout of the Concept Plan area and distribution of land uses. The Airport Noise Attenuation

Overlay Zone will continue to be applied to prohibit residential development within the Noise Exposure Forecast (NEF) 30 contour. Residential development within the NEF 25 contour would require mitigation measures in building development (sound proofing).

Likewise, the Obstacle Limitation Surface Overlay Zone will also continue to be applied to limit the potential height of buildings and to ensure there are no physical obstructions in flight paths. At the time of development permit for individual buildings, the Administration will ensure the height limitations and applicable overlay districts are adhered to.

The subject property is located within the Low Sensitivity Aquifer Protection Overlay Zone. The proposal is required to comply with the applicable performance regulations that limit the depth of excavation (6 metres) and not expose the aquifer. In addition, land use restrictions for those uses that may pose a risk of contaminating the aquifer.

#### Policy/Strategic Implications

The proposal is consistent with the policies contained within OCP.

Complete Neighbourhoods

- Require that new neighbourhoods, new mixed-use neighbourhoods, intensification areas and built or approved neighbourhoods are planned and developed to include the following:
  - a) Integration and interconnectivity with all adjacent neighbourhoods, the city, and where appropriate, the region.
  - b) A framework, where appropriate, of smaller neighbourhood districts and a centrally located neighbourhood hub.
  - c) Opportunities for daily lifestyle needs, such as services, convenience shopping, and recreation.
  - d) A distinctive character, identity and sense of place.
  - e) Buildings which are designed and located to enhance the public realm, and contribute to a better neighbourhood experience.
  - f) Convenient access to areas of employment.
- Encourage appropriate mixed-use developments within neighbourhoods, as well as the retention of existing local and neighbourhood commercial spaces.

Special Policy Areas (Airport)

- Adhere to the regulations respecting the locations and height of buildings within identified areas on Map 10 Airport Vicinity around the Regina International Airport.
- Promote public safety and avoid issues of nuisance and incompatibility within the vicinity of the Regina International Airport by applying the following policies:
  - a) Apply noise attenuation standards to new residential development in the area between 24 and 30 Noise Exposure Forecast in accordance with the zoning bylaw.
  - b) Prohibit residential land use within the 30 Noise Exposure Forecast contour.
  - c) Minimize the potential to attract migratory birds by discouraging storm-water retention and reducing the amount of natural ponding.

- d) Protect navigation aids by applying the development standards set out by federal regulations. This will apply to development in the area shown on Map 10 – Airport Vicinity.
- e) Prohibit uses with emissions that may affect airport visibility on land adjacent to the airport.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

The Regina Zoning Bylaw No. 9250 requires two per cent of the required parking stalls (gross parking calculation) or one parking stall be provided for persons with disabilities. The proposed development provides 18 parking stalls for persons with disabilities which meets the minimum requirements.

#### COMMUNICATIONS

Communication with the public is summarized as follows:

Public notification signage posted on	March 1, 2016
Will be published in the Leader Post on	May 14 and 21, 2016
Letter sent to immediate property owners	February 24, 2016
Public Open House held	N/A
Number of Public Comments Sheets received	5

The application was circulated to the Dieppe Place Community Association for their comments. The Community Association responded that they are in full support of the project.

The Administration received five public comment sheets. A more detailed accounting of the respondents' concerns and the Administration's response to them is provided in Appendix B. The applicant and interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving 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.* 

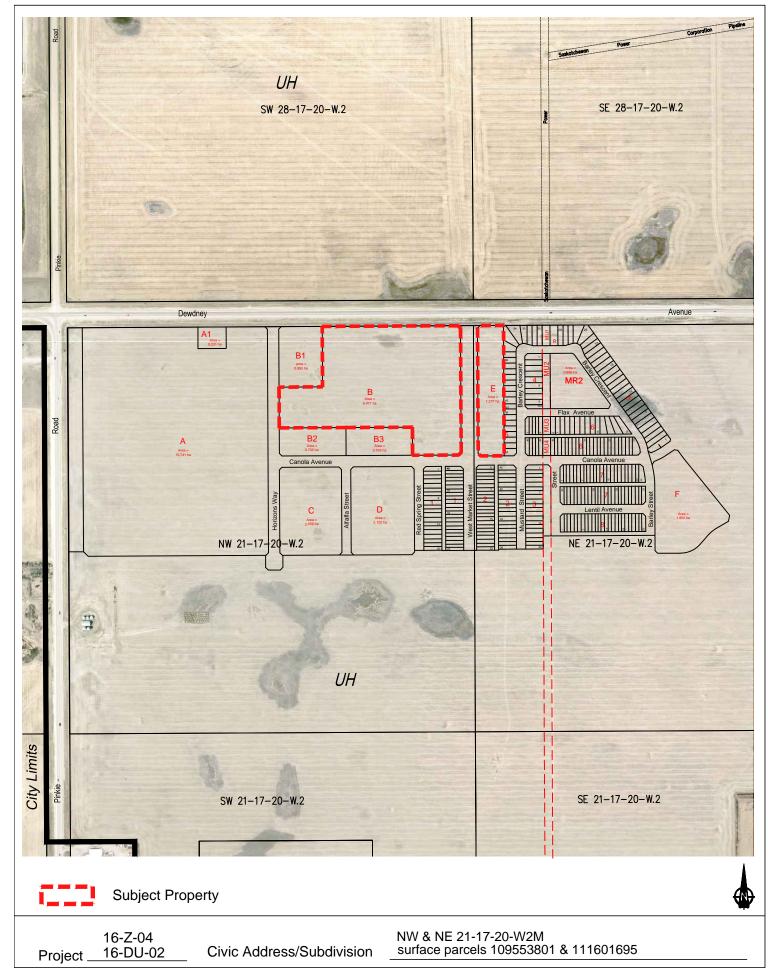
Respectfully submitted,

**REGINA PLANNING COMMISSION** 

Elaine Sollke

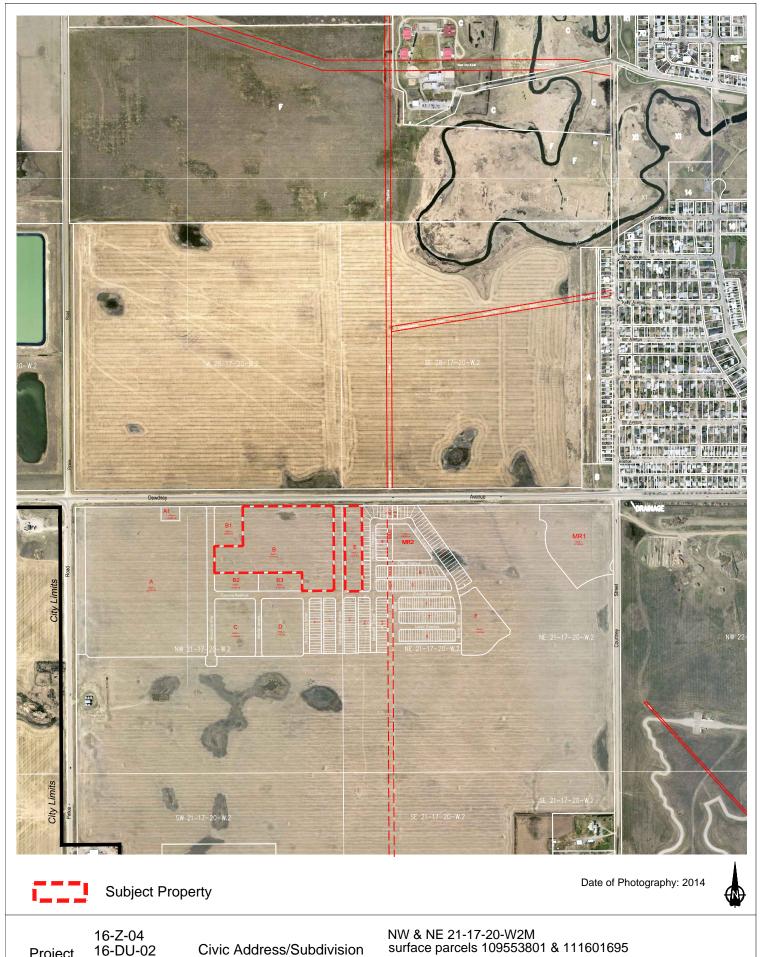
Elaine Gohlke, Secretary

# **Appendix A-1**



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# Appendix A-2

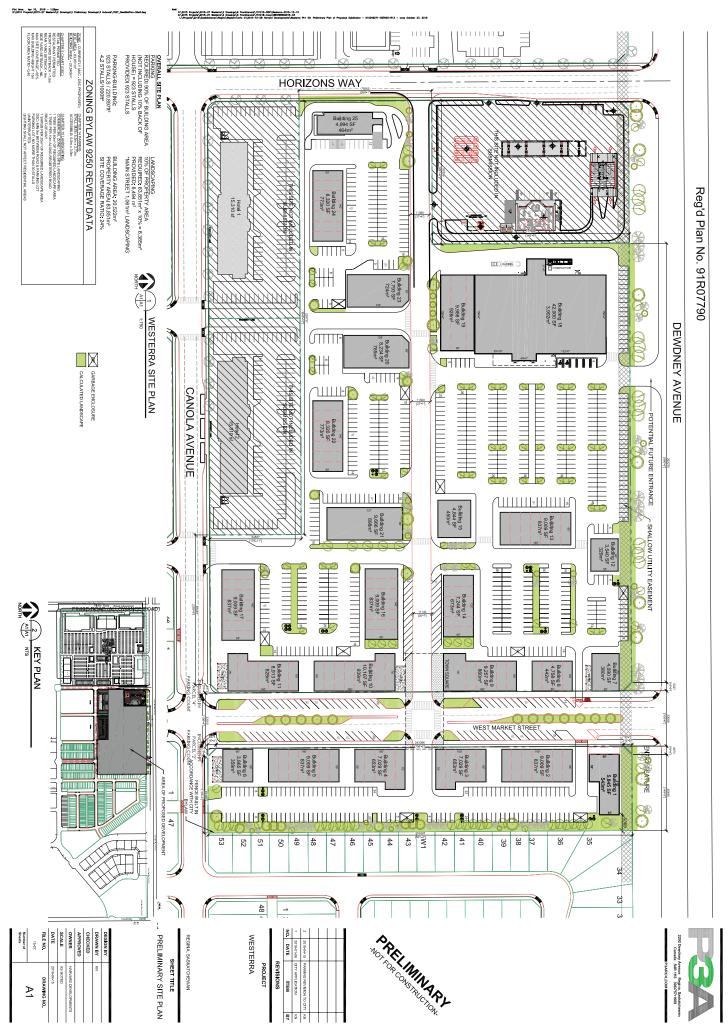


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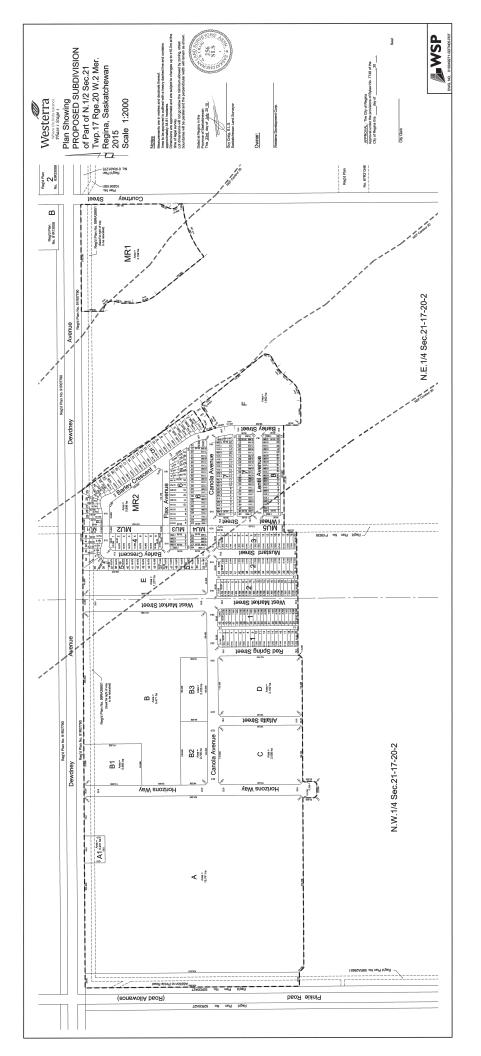
Civic Address/Subdivision

16-DU-02

Project



+



# Appendix A

# Approved Concept Plans A.1.1 - Phase 1 Concept Plan - Land Use Plan





# Appendix B

#### Public Consultation Summary

Response	Number of Responses	Issues Identified
I support this proposal	2	• There is a need for more shopping in the area.
Accept if one or two features were different	2	<ul> <li>Traffic along Dewdney Avenue is already too heavy.</li> </ul>
Accept if many features were different	0	
Completely opposed	3	<ul> <li>Traffic along Dewdney Avenue is already too heavy.</li> </ul>

#### 1. Issue: Traffic along Dewdney Avenue is already too heavy

*Administration's Response:* A Traffic Impact Assessment was completed for the entire Westerra Neighbourhood Plan and included the project impact that development in Westrra would have on traffic volumes and capacity on Dewdney Avenue. The traffic analysis at the time revealed that Dewdney Avenue would have long-term capacity to accommodate traffic that would be generated by the Westrra development.

Dewdney Avenue is an arterial road and currently heavy truck traffic is restricted on it at this location.

- To: His Worship the Mayor and Members of City Council
- Re: Contract Zone Application (15-CZ-04) Former Weston Bakery Building Mixed-Use Market (1377 Hamilton Street) and Off-Site Caveated Parking Lot (1350 Hamilton Street)

#### **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

- 1. That the application to amend The Regina Zoning Bylaw No. 9250 to rezone 1377 Hamilton Street, being Lots 11-20, Block 182, Plan Old 33, and 1350 Hamilton Street, being Lots 28-30 and 41, Block 181, Plan Old 33, from IA and IA1 to C Contract Zone be approved and that the contract zone agreement between the City of Regina and the owners of the subject properties be executed.
- 2. That further to Recommendation 1, the proposed contract zone agreement shall include the following terms:
  - a. That the property at 1377 Hamilton Street be designated as a Municipal Heritage Property prior to the issuance of a building permit.
  - b. That the property at 1377 Hamilton Street be used as a market with a mix of uses including retail, a licensed restaurant/night club, art gallery and a brewery/distillery on the main floor as well as a mix of office and residential uses on the second and third floors, and that the office use be restricted to 450 square meters.
  - c. That the property at 1350 Hamilton Street be designated as Off-Site Caveated Parking to provide parking at 1377 Hamilton Street.
  - d. The development shall conform to the attached plans prepared by Alton Tangedal Architect Ltd. and dated April 11, 2016 (Appendix A-3).
  - e. Signage on the subject property shall comply with the development standards for Special Zones pursuant to Table 16.1 of The Regina Zoning Bylaw No. 9250.
  - f. Any zoning related detail not specifically addressed in the contract zone agreement shall be subject to the applicable provisions of The Regina Zoning Bylaw No. 9250.
  - g. The agreement shall be registered in the City of Regina's interest at the applicant's cost pursuant to *Section 69* of *The Planning and Development Act, 2007*.
- 3. That the City Solicitor be directed to prepare the necessary bylaws to authorize the respective Zoning Bylaw amendment.

REGINA PLANNING COMMISSION – MAY 11, 2016

Reid Pedersen, representing All Rite/Warehouse Properties addressed the Commission.

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

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the application to amend The Regina Zoning Bylaw No. 9250 to rezone 1377 Hamilton Street, being Lots 11-20, Block 182, Plan Old 33, and 1350 Hamilton Street, being Lots 28-30 and 41, Block 181, Plan Old 33, from IA and IA1 to C – Contract Zone be approved and that the contract zone agreement between the City of Regina and the owners of the subject properties be executed.
- 2. That further to Recommendation 1, the proposed contract zone agreement shall include the following terms:
  - a. That the property at 1377 Hamilton Street be designated as a Municipal Heritage Property prior to the issuance of a building permit.
  - b. That the property at 1377 Hamilton Street be used as a market with a mix of uses including retail, a licensed restaurant/night club, art gallery and a brewery/distillery on the main floor as well as a mix of office and residential uses on the second and third floors, and that the office use be restricted to 450 square meters.
  - c. That the property at 1350 Hamilton Street be designated as Off-Site Caveated Parking to provide parking at 1377 Hamilton Street.
  - d. The development shall conform to the attached plans prepared by Alton Tangedal Architect Ltd. and dated April 11, 2016 (Appendix A-3).
  - e. Signage on the subject property shall comply with the development standards for Special Zones pursuant to Table 16.1 of The Regina Zoning Bylaw No. 9250.
  - f. Any zoning related detail not specifically addressed in the contract zone agreement shall be subject to the applicable provisions of The Regina Zoning Bylaw No. 9250.
  - g. The agreement shall be registered in the City of Regina's interest at the applicant's cost pursuant to *Section 69* of *The Planning and Development Act*, 2007.

- 3. That the City Solicitor be directed to prepare the necessary bylaws to authorize the respective Zoning Bylaw amendment.
- 4. That this report be forwarded to the May 30, 2016 City Council meeting, which will allow sufficient time for advertising of the required public notice for the respective bylaw.

#### **CONCLUSION**

The applicant proposes to rehabilitate the Weston Bakery Building located at 1377 Hamilton Street as a market with a mix of uses including retail, a licensed restaurant/night club, art gallery and a brewery/distillery on the main floor as well as a mix of office and residential uses on the second and third floors. The applicant also proposes to dedicate the vacant property at 1350 Hamilton as off-site caveated parking. The application for Municipal Heritage Property designation of the Weston Bakery Building is being considered concurrent with this application.

The proposal is consistent with the purpose and intent of contract zoning as it will accommodate a unique redevelopment opportunity and facilitate the rehabilitation of a heritage building. The applicant has indicated their plans for rehabilitation of the building, as described in the report. The contract zone will also include some flexibility for uses that are contemplated in the current IA – Light Industrial zone.

The proposal is consistent with the policies contained in *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). Accordingly, the Administration recommends approval.

#### BACKGROUND

The application for Municipal Heritage Property designation of the Weston Bakery Building is being considered by the Regina Planning Commission (RPC) concurrent with this application. The Municipal Heritage Advisory Committee considered the application on April 11, 2016 and resolved that the application for designation be recommended by RPC for approval by City Council.

An application has been received for contract zoning to accommodate a redevelopment opportunity which supports the rehabilitation of the Weston Bakery Building at 1377 Hamilton Street. As this is a developed site with minimal parking, the applicant proposes to dedicate the vacant property at 1350 Hamilton as off-site caveated parking.

While the parking requirements of The Regina Zoning Bylaw No. 9250 cannot be met for this property, a parking relaxation can be authorized for a designated Municipal Heritage Property under subsection 14B.1.5 of the Parking Regulations in the Zoning Bylaw. Therefore, Municipal Heritage Property designation will be a condition of the contract zone.

The application is being considered pursuant to The Regina Zoning Bylaw No. 9250, the OCP and *The Planning and Development Act, 2007*.

#### DISCUSSION

The applicant proposes to rehabilitate the Weston Bakery Building located at 1377 Hamilton Street in Regina's Warehouse District. The main floor would consist of a market with a mix of uses including retail for market vendors, a licensed restaurant/night club, art gallery, and a brewery/distillery. The second and third floors are proposed for a mix of office and residential uses with the office component restricted to 450 square meters. In addition, the applicant is proposing to develop an off-site caveated parking lot at 1350 Hamilton Street, which would support the proposed redevelopment of the Weston Bakery Building.

The proposed development is consistent with the purpose and intent of contract zoning in that it:

- Conforms with the general intent of the OCP.
- Represents a unique and positive redevelopment opportunity.
- Is compatible with existing adjacent development and contributes beneficially to the adjacent public realm.
- Does not conform to existing zoning requirements (i.e. use of land and parking requirements).
- Requires special regulatory control to ensure the heritage value of the property is protected and to establish minimum standards of care for a designated heritage property.

The contract zone will include a condition that the Weston Bakery Building be designated as a Municipal Heritage Property prior to the issuance of a building permit. The concurrent application for designation of the Weston Bakery Building is being considered based on its historic contribution to the Warehouse District. The building is of value for its design in the Spanish Colonial Revival style and was used as a bakery for approximately 85 years.

The contract zone will also include a condition that the use of the Weston Bakery Building as "Office, General" be limited to 450 square metres on the main and second floors. The office size is restricted in order to mitigate the impact of parking demand on the property.

A parking relaxation is authorized under subsection 14B.1.5 of the Parking Regulations contained within The Regina Zoning Bylaw No. 9250, which states that the redevelopment of a designated Municipal Heritage Property shall not be required to provide parking and loading facilities.

The Administration estimates that a total of approximately 110 parking stalls plus 11 accessible stalls would be required for the proposed redevelopment under the current provisions of The Regina Zoning Bylaw No. 9250. The 110 parking stalls consists of approximately 102 stalls assuming the entire first floor is a combination of retail and restaurant use, plus approximately eight stalls for a combination of residential and office on the second and third floors. The proposal accommodates 30 off-site caveated parking stalls, five required on-site parking stalls, and two on-site parking stalls for persons with disabilities. Therefore, the proposed parking meets about a third of the parking requirements.

The Warehouse District Neighbourhood Plan, which is Part B.13 of the OCP, supports opportunities to reduce parking requirements in order to facilitate the adaptive re-use of older buildings in the Warehouse District. Off-site parking is limited partially due to many properties being developed prior to 1930, which was before the widespread use of the automobile. In addition, no parking requirements were established for the property at the time of its construction

in 1929. The Weston Bakery Building would be considered legally non-conforming with respect to the amount of parking provided on site. Notably, in the WH – Warehouse Zone to the south the off-site parking requirements for retail use are significantly lower. Under this zone, the subject property would only to provide 30 stalls for retail use. Therefore, in order not to stifle the rehabilitation of an older building, associated off-site parking requirements should be reduced.

Surrounding land uses include other light industrial uses such as retail and repair uses. The proposal is similar to the current uses south along the 1400 block of Hamilton Street to Dewdney Avenue which creates a natural progression and connection to Dewdney Avenue.

# **RECOMMENDATION IMPLICATIONS**

# **Financial Implications**

The subject properties currently receive 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 and/or Strategic Implications

This proposal contributes positively to the renewal of older commercial and industrial properties originally used for warehousing. The proposed development complements the emerging theme of the Warehouse Neighbourhood by contributing to the arts, entertainment and hospitality industry. In addition, the proposal will facilitate the retention and rehabilitation of a historically significant building in the Warehouse District.

The proposal is consistent with the policies contained within Part A of the OCP with respect to:

Growth Plan

• Goal 3 (2.9) Direct at least 10,000 new residents to the city centre, which will accommodate the city's highest population and employment densities.

Land Use and Built Environment

- Support urban centres and corridors as locations for pedestrian and transit-oriented mixed-use development and as hubs for community interaction and identity.
- Require medium office and major office to locate inside the downtown except for 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.
- Consider impacts of alterations, development, and/or public realm improvements on or adjacent to a historic place to ensure heritage value is conserved.

Housing

• Support the conversion of non-residential and heritage buildings to new residential uses where appropriate.

Culture

- Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve historic places.
- Consider cultural development, cultural resources and the impact on historic places in all areas of municipal planning and decision-making.
- Encourage owners to protect historic places through good stewardship and voluntarily designating their property.

Economic Development

- Encourage innovative options to support and incubate new entrepreneurs and commercial ventures.
- Consider the inclusion of live/work spaces, studio space and cultural facilities in new and renovated developments as a community amenity.

The proposal is consistent with the goals, objectives and policies contained within Part B.13 of the OCP, which is the Warehouse District Neighbourhood Plan.

Built Environment – General

• A use proposed for an existing building should be compatible with the building's structure such that only minimal alterations are required to the building's exterior. The removal or alteration of any historical materials or features should be avoided whenever possible.

Built Environment - Rehabilitation

- Exterior design alterations to existing buildings should be consistent with the building's original architecture and period of construction.
- Distinctive stylistic features and examples of skilled craftsmanship should be preserved and treated sensitively. Where repair or replacement of such features is required, materials and design should match the original as much as possible.
- Cleaning of building exteriors should be undertaken to minimize damage to surfaces and architectural features.
- Rehabilitation of existing properties having minimal or limited historic architectural qualities should be undertaken in a manner which relates to and respects the design elements of neighbouring properties of greater significance and the general historic streetscape.

Built Environment - Signs and Awnings

- Signs should be designed to complement the building to which they will be attached with regard to the size, typeface, graphics and materials used for the sign.
- No sign should be of a size or situated in such a manner as to conceal any significant architectural features of a building.
- Indirect lighting or neon tube lighting are preferred to back-lit fluorescent sign illumination.

# Other Implications

None with respect to this report.

#### Accessibility Implications

The Regina Zoning Bylaw No. 9250 requires two per cent of the required parking stalls (gross parking calculation) or one parking stall be provided for persons with disabilities. The proposed development provides two parking stalls for persons with disabilities which meets the minimum requirement.

#### COMMUNICATIONS

Communication with the public is summarized below:

Public notification signage posted on	January 12, 2016
Letter sent to immediate property owners	January 8, 2016
Public Open House held	N/A
Number of public comments sheets received	6

The application was circulated to the Regina's Warehouse Business Improvement District and Heritage Regina who responded that they support the proposal.

There were six public comments received on this application. Five expressed full support for the proposal and one expressed support with concerns about parking and traffic. A more detailed accounting of the respondents' concerns and the Administration's response to them is provided in Appendix B.

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 *Part V of The Planning and Development Act, 2007.* 

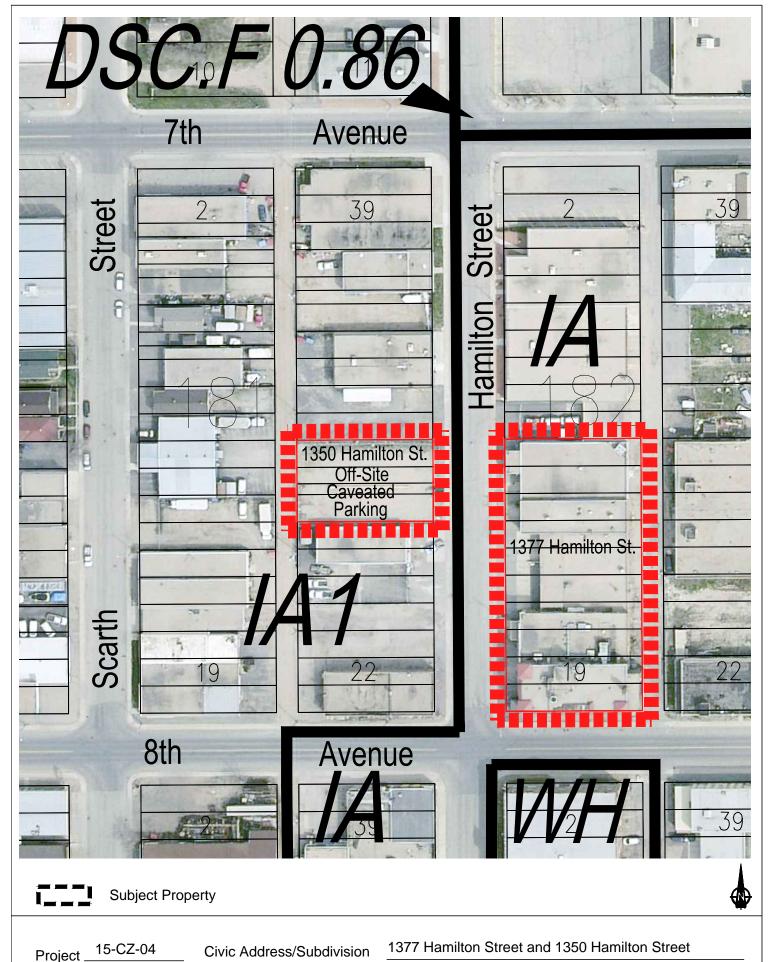
Respectfully submitted,

**REGINA PLANNING COMMISSION** 

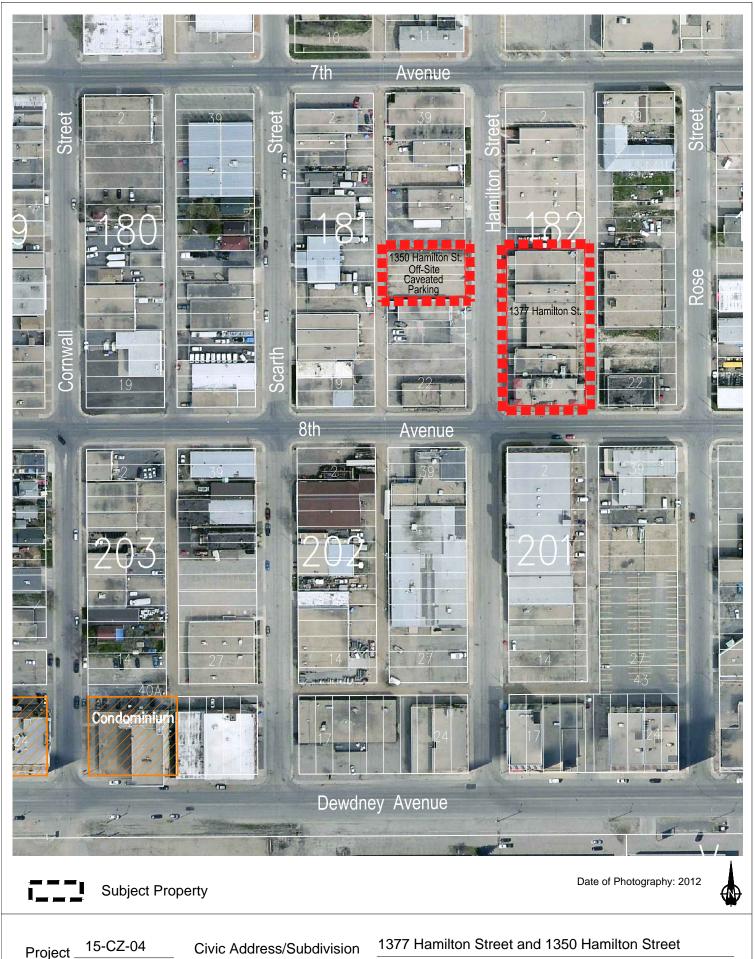
Elaine Golilke

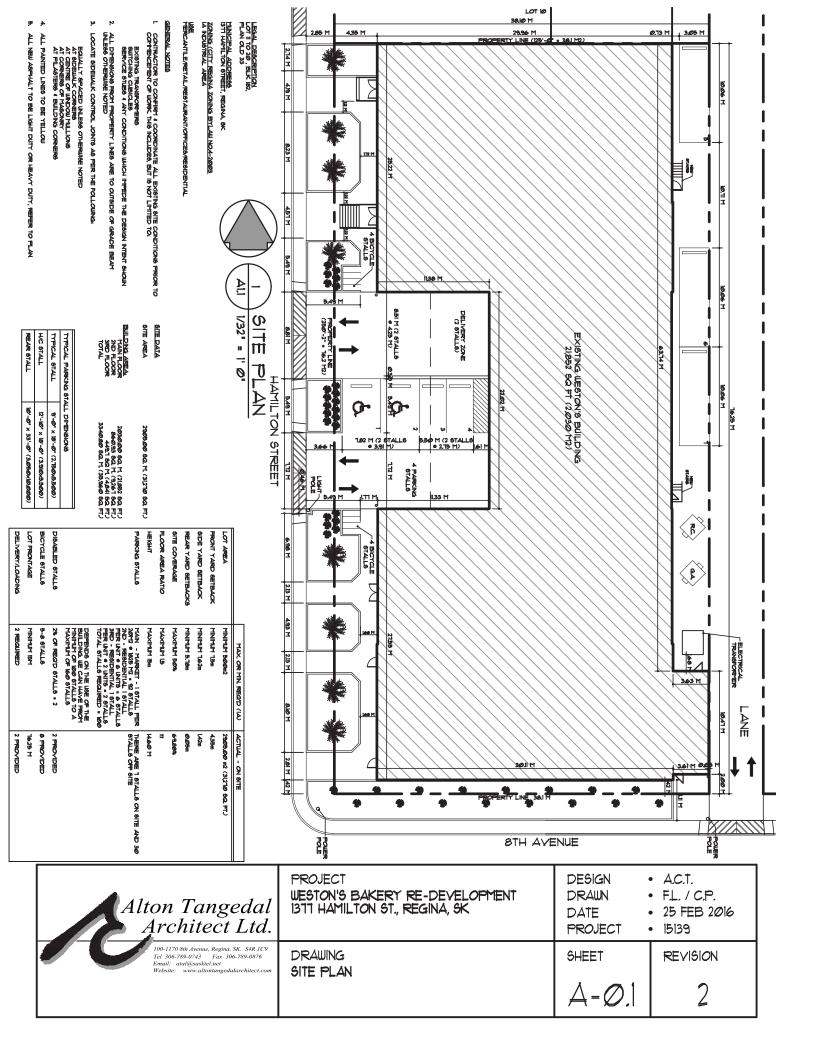
Elaine Gohlke, Secretary

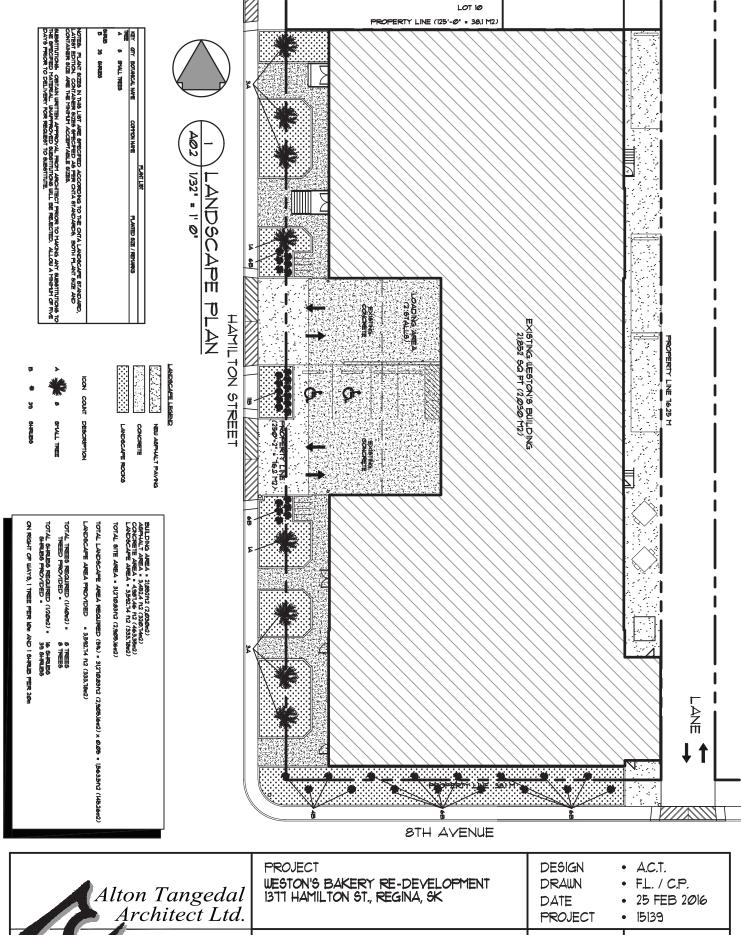
# Appendix A-1



# Appendix A-2

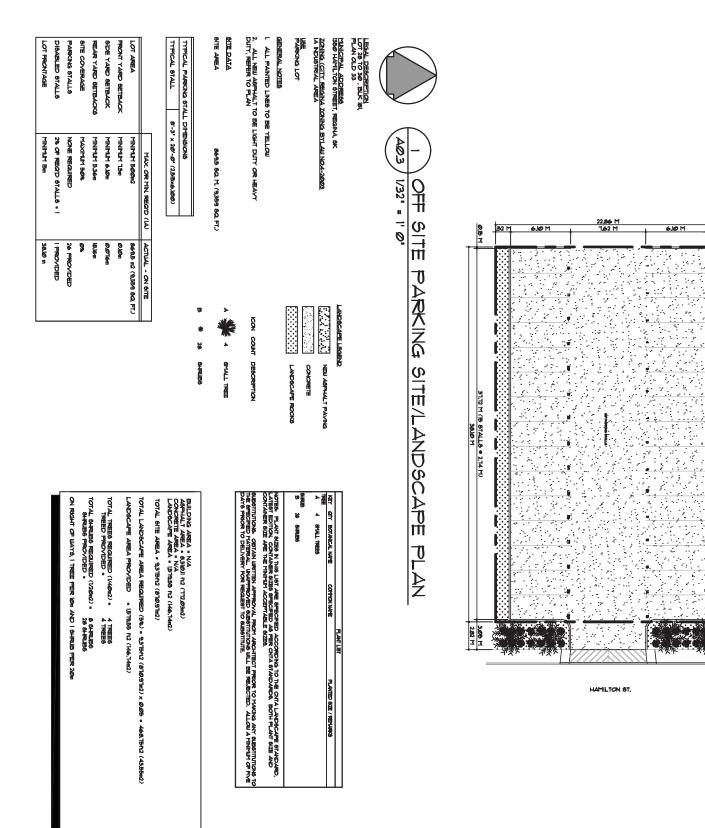






100-1170 8th Avenue, Regina, SK. S4R 1C9 Tel 306-789-0743 Fax 306-789-0876 Email: atal@sasktel.net Website: www.altontangedalarchitect.com DRAWING LANDSCAPE PLAN

SHEET REVISION 2 A-Ø.2



0.15 M

31.12 M (18 STALLS = 2.14 M)

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Alton Tangedal Architect Ltd.	PROJECT WESTON'S BAKERY RE-DEVELOPMENT 1350 HAMILTON ST., REGINA, SK	DRAWN	A.C.T. C.P. 23 FEB 2016 15139
100-1170 8th Avenue, Regina, SK. S4R IC9 Tel 306-789-0743 Fax 306-789-0876 Emil: atal@sakiet.net Website: www.altontangedalarchitect.com	DRAWING OFF SITE PARKING SITE AND LANDSCAPE PLAN AND DATA	<sup>бнЕЕТ</sup> Д=Ø,З	REVISION 

# Public Consultation Summary

Response	Number of Responses	Issues Identified
Completely opposed	0	
Accept if many features were different	0	
Accept if one or more features were difference	1	• Parking impact on surrounding businesses
I support this proposal	5	• Good reuse of old building

# 1. Issue: Parking

*Administration's Response:* The Regina Zoning Bylaw No. 9250 regulates parking standards for uses within the City. A parking relaxation is authorized under subsection 14B.1.5 of the Parking Regulations contained within The Regina Zoning Bylaw No. 9250, which states that the redevelopment of a designated Municipal Heritage Property shall not be required to provide parking and loading facilities.

- To: His Worship the Mayor and Members of City Council
- Re: Heritage Designation Application (16-H-04) Weston Bakery Building - 1377 Hamilton Street

# **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

- 1. That the application to designate the Weston Bakery Building located at 1377 Hamilton Street and including the lands legally described as Lots 11–20, Block 182, Plan No. Old 33, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912 (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 8.18 (Weston Bakery Building) upon designation.

#### REGINA PLANNING COMMISSION – MAY 11, 2016

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

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Municipal Heritage Advisory Committee:

RECOMMENDATION OF THE MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

1. That the application to designate the Weston Bakery Building located at 1377 Hamilton Street and including the lands legally described as Lots 11–20, Block 182, Plan No. Old 33, as Municipal Heritage Property be approved.

- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.

- 2 -

- c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- That Schedule A of the Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912 (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 8.18 (Weston Bakery Building) upon designation.
- 4. That this report be forwarded to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

#### MUNICIPAL HERITAGE ADVISORY COMMITTEE – APRIL 11, 2016

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

Councillor John Findura (non-voting), Joseph Ralko (Chairperson), Ken Lozinsky and Ray Plosker were present during consideration of this report by the Municipal Heritage Advisory Committee.

The Municipal Heritage Advisory Committee, at its meeting held on April 11, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the application to designate the Weston Bakery Building located at 1377 Hamilton Street and including the lands legally described as Lots 11–20, Block 182, Plan No. Old 33, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as*

*Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 8.18 (Weston Bakery Building) upon designation.

4. That this report be forwarded to the May 11, 2016 Regina Planning Commission meeting for a recommendation and to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

### **CONCLUSION**

The Administration has determined that the Weston Bakery Building, built in 1929, is of heritage value as a Municipal Heritage Property. The building is of high architectural and historical value for its:

- Spanish Colonial Revival architectural style.
- Association with the local architecture firm of Van Egmond and Storey.
- Association with the Montreal architect Sydney Comber.
- Association with Weston Foods which became a pioneer and leader in the Canadian baking market.

The designation of the Weston Bakery Building as a Municipal Heritage Property is consistent with the heritage policy objectives of *Design Regina: The Official Community Plan Bylaw No. 2013-48* (Official Community Plan).

Accordingly, the Administration recommends approval.

# BACKGROUND

The Administration has received an application to designate the Weston Bakery Building at 1377 Hamilton Street as a Municipal Heritage Property. The subject property is listed under Schedule "A" to the Heritage Holding Bylaw.

Applications for designation as Municipal Heritage Property are considered in accordance with Section 11 of *The Heritage Property Act*.

The owner intends to submit a corresponding application under the Heritage Building Rehabilitation Program, which would be considered separately by the Finance and Administration Committee and City Council.

# DISCUSSION

# Municipal Heritage Designation Application

The owner of the Weston Bakery Building located at 1377 Hamilton Street proposes to designate the property as a Municipal Heritage Property. The Weston Bakery Building is listed as Item 8.18 on Schedule A to the Heritage Holding Bylaw. The Heritage Holding Bylaw was adopted by City Council on September 11, 1989, pursuant to the requirements of Section 28 of *The Heritage Property Act*. The Heritage Holding Bylaw contains a list of buildings (Schedule A) that have been identified as having heritage value and that City Council may wish to designate as

Municipal Heritage Properties. In the process of designating a property, City Council approval is also required to remove the subject property listed from the Heritage Holding Bylaw.

The subject property is identified in Appendix A-1 and A-2 of this report. In addition, photographs of the building is provided in Appendix A-3.1.

When an application for Municipal Heritage Designation is received, the Administration assesses the heritage value of the property and prepares the necessary decision items for the Regina Planning Commission and City Council. Typically, key activities undertaken include:

- Prepare a Statement of Significance on the heritage value of the property.
- Score the heritage value of the property using evaluation criteria.
- Advise stakeholders of the application.

# Statement of Significance

A Statement of Significance documents the reasons why a property has heritage value and what elements must be retained in order to protect the heritage value of the property. The Statement of Significance guides how the City of Regina will apply the "Standards and Guidelines for the Conservation of Historic Places in Canada".

The Statement of Significance must form part of a Conservation Plan, which is a requirement of an application under the Heritage Building Rehabilitation Program. The Statement of Significance for this property is attached to this report in Appendix A-4.

The Weston Bakery Building was built in 1929 and is a two-and-three-storey, red-coloured brick warehouse building at the corner of Hamilton Street and 8th Avenue. The building is distinguished by its architectural detailing and red tile roof. It is of aesthetic value as an excellent example of the Spanish Colonial Revival Style. It is also of value for its association with the well-known local architecture firm of Van Egmond and Storey and with the Montreal architect Sydney Comber. Comber was the leading Canadian authority on the design of industrial bakeries and dairy production facilities. His reputation led to commissions for this building type in locations across the country. Van Egmond and Storey worked as associate architects to Sydney Comber in the design of the building.

The building is of historic value for its association with Weston Foods which became a pioneer and leader in the Canadian baking market. The building was built for the production of baked goods and was in continual use as a bakery until it closed in 2012.

# Heritage Evaluation

The Administration has undertaken an evaluation of the property using criteria to identify the architectural and historic value of the subject property. The Administration's evaluation is attached to this report in Appendix A-5. The property is of moderately high architectural and historic value and for viability due to its context in the history of Regina's Warehouse District. The Weston Bakery Building has a total evaluation score of 97 out of 100.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The property owner intends to apply for tax exemption under the Heritage Building Rehabilitation Program. The financial implications of the application will be addressed in a report to the Finance and Administration Committee.

#### **Environmental Implications**

Further, conservation of the building contributes to the City's broader policy objective under the Official Community Plan of promoting environmentally sustainable development.

#### Policy and/or Strategic Implications

One of the goals in the Official Community Plan is to support cultural development and cultural heritage including the protection, conservation, and maintenance of historic places. The Official Community Plan also establishes the City's role in this goal area to encourage property owners to voluntarily designate properties through the availability of incentive programs. In 2014, the Heritage Building Rehabilitation Program was updated to provide up to ten years of property tax exemption for approved conservation work. Since the update, three applications have been approved under the new Program by City Council.

This approach is consistent with the following policies within the Official Community Plan:

- Build partnerships and work collaboratively with community groups, other levels of government and the private and voluntary sector to encourage cultural development opportunities and conserve historic places.
- Encourage owners to protect historic places through good stewardship and voluntary designation.
- Leverage and expand funding, financial incentive programs and other means of support to advance the conservation of historic places.

Heritage designation of the subject property, as well as its conservation, will enhance the building's long-term economic viability and protect its character-defining elements. Designation will also ensure the building's continued contribution to the historical and architectural character of the Regina's Warehouse District.

#### Other Implications

According to *The Heritage Property Act*, City Council's decision to designate a property as a Municipal Heritage Property should be based on an assessment of its heritage value. *The Heritage Property Act* does not require an assessment of the property's financial viability or the owner's plan to undertake work on a property.

If City Council wishes to proceed with designation and consider the matter at a subsequent meeting, the owners would have an opportunity to object to the proposed designation according to the process outlined in *The Heritage Property Act*.

#### Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

The Administration provided information on this application to the Regina Warehouse Business Improvement District (RWBID) and heritage advocacy groups including Heritage Regina and the Architectural Heritage Society of Saskatchewan for comment.

Heritage Regina and the RWBID indicated that they support the application. Comments have not been received from the Architectural Heritage Society of Saskatchewan.

The applicant and other interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving written notification of City Council's decision.

In accordance with *The Heritage Property Act*, notice of City Council's intention to consider a designation bylaw will be:

- Served on the registrar and the property owner.
- Published in a least one issue of the Leader-Post.
- Registered in the Saskatchewan Land Registry against the title(s) for the parcel of land.

#### DELEGATED AUTHORITY

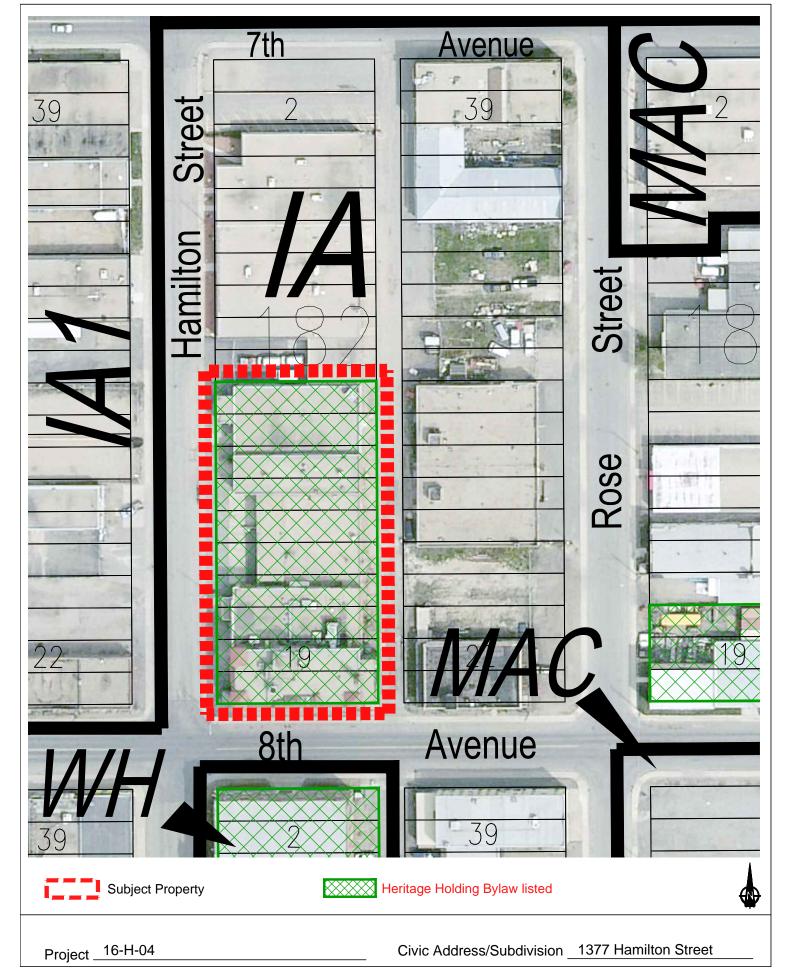
City Council's approval is required, pursuant to Section 11 of The Heritage Property Act.

Respectfully submitted,

#### **REGINA PLANNING COMMISSION**

Elaine Golilke

Elaine Gohlke, Secretary





Project <u>16-H</u>-04

Civic Address/Subdivision 1377 Hamilton Street

## Appendix A- 3.1



Geo Weston Bakery (ca. 1940)



Weston Bakery (1944)

Project \_\_\_\_\_

Planning Department Civic Address/Subdivision 1377 Hamilton Street Weston Bakery Building

## Statement of Significance Weston Bakery Building

### **Description of Historic Place**

The Weston Bakery, located at 1377 Hamilton Street, is a three-storey red brick building that is a blend of Spanish Colonial Revival and Italianate influenced styles located at the corner of Hamilton and 8<sup>th</sup> Avenue in Regina, Saskatchewan. The building is distinguished by its architectural detailing and red tile roof.



#### **Heritage Value**

Built in 1929, the aesthetic value of the building resides in its Spanish Colonial Revival style. This type of architecture was popular throughout North America from the 1910s to the 1940s. The Weston Bakery Building exhibits many of the stylistic influences that are often rich with detail, such as the red tile roof, Tyndall stone accents, and rounded-arch window openings. In addition, the building features symmetrically designed façades with corresponding towers at each of the corners.

There is heritage value in the architectural style of the building associated with the mass production and distribution of baked goods. The brick building has a 45' frontage along Hamilton Street with a garage stretching 100' on the north side of the building.

There is value in the building's association with Montreal architect Sydney Comber (1887 – 1961). Comber opened his own office in late 1911 and quickly became the leading Canadian authority on the design of industrial bakeries and dairy production facilities. His reputation lead to commissions for this building type in locations across the

country and no other Canadian architect was as prolific at devising contemporary architectural forms to accommodate industrial uses.

There is value in the building's association with local Regina architects Van Egmond and Storey. This architectural firm worked as associate architects to Sydney Comber in the design of the building. The building was constructed by Bird, Woodall and Simpson.

There is also value in the building's association with Weston Foods which became a pioneer and leader in the Canadian baking market. George Weston's bakeries became a multinational food processing and distribution center and a world conglomerate. Weston Foods has become one of Canada's most successful companies.

There is value in the connection of the building to the production of baked goods and the historical value of the property also resides in its construction during one of Regina's boom periods. Built in 1929 it was in continual use as a bakery until it closed in 2012.

## **Character-Defining Elements**

The heritage value of the Weston Bakery lies in such character-defining elements as:

- The free-standing, three-and -two-storey building and rectangular massing.
- The short set-back from the street.
- Those elements that are reflective of the Spanish Colonial Revival and Italianate style of architecture including the location and height of the towers located at each corner of the building.
- The alternation of semicircular and rectangular windows and the symmetrical pattern of fenestration.
- The Tyndall stone accents including such as keystones, sills and the belt course dividing the first and second storey help accentuate the buildings scale and massing.
- The red tile roof, cornice and bracketing details which highlights the distinction between the varying roof heights.
- Those elements which reflect the function of the building to the production of baked goods as reflected in the ghost signs still evident on the exterior faces of the building.
- The connection of the building with George Weston Inc. and the companies distribution of fresh baked goods across Canada
- The association with architects Sydney Comber of Montreal and local architects Van Egmond and Storey.

## Weston Bakery Building

## **Evaluation Form**

HERITAGE ASSESSMENT			Α	В	С	D	Total
Architecture (Max	imum 30)						
	Style		16	8	4	0	
	Construction/Materials		8	4	2	0	
	Age		12	6	3	0	
	Architect/Builder		8	4	2	0	
	Exterior Details		4	2	1	0	
	Interior Details		6	3	1	0	
	Massing/Plan		4	2	1	0	
History (Maximum	1 30)						
	Persons		20	10	5	0	
	Events/Chronology		20	10	5	0	
	Context	_	25	12	6	0	
		Total					60
VIABILITY ASSESSMENT			А	В	С	D	Total
Environment (Max	kimum 10)						
	Continuity/Setting		8	4	2	0	
	Landscape Quality		4	2	1	0	
	Landmark/Symbolism		10	5	2	0	
Usability (Maximu							
	Zoning / Land Use / Compatibility		8	4	2	0	
	Adaptability		10	5	2	0	
	Servicing / Utilities		8	4	2	0	
	Recycling Costs		10	5	2	0	
Integrity & Presen	t Condition (Maximum 15)						
	Site Originality		8	4	2	0	
	Alterations		8	4	2	0	
	Exterior Condition		5	2	1	0	
	Interior Condition		5	2	1	0	
	Ground Condition	-	5	2	1	0	
		Total					37
	GRAND	TOTAL					97

To: His Worship the Mayor and Members of City Council

Re: Heritage Designation Application (16-H-01) Old Number One Fire Hall - 1654 11th Avenue

## **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

- 1. That the Old Number One Fire Hall located at 1654 11th Avenue and including the lands described as that portion of Lot A, Block 289, Plan No. 90R36844 commencing at the most south-westerly corner and proceeding northerly 30.48m in perpendicular width throughout, then easterly 53.34m in perpendicular width throughout, then southerly 30.48m in perpendicular width throughout, thence westerly 53.34m to the point of commencement, be designated as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
  - d. Repeal Bylaw No. 7297, A Bylaw to Designate Number One Fire Hall as Being of Architectural and Historical Value.

REGINA PLANNING COMMISSION – MAY 11, 2016

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, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Municipal Heritage Advisory Committee:

RECOMMENDATION OF THE MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

1. That the Old Number One Fire Hall located at 1654 11th Avenue and including the lands described as that portion of Lot A, Block 289, Plan No. 90R36844 commencing at the most south-westerly corner and proceeding northerly 30.48m in perpendicular width

throughout, then easterly 53.34m in perpendicular width throughout, then southerly 30.48m in perpendicular width throughout, thence westerly 53.34m to the point of commencement, be designated as Municipal Heritage Property be approved.

- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
  - d. Repeal Bylaw No. 7297, A Bylaw to Designate Number One Fire Hall as Being of Architectural and Historical Value.
- 3. That this report be forwarded to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

## MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

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

Councillor John Findura (non-voting), Joseph Ralko (Chairperson), Ken Lozinsky and Ray Plosker were present during consideration of this report by the Municipal Heritage Advisory Committee.

The Municipal Heritage Advisory Committee, at its meeting held on April 11, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- That the Old Number One Fire Hall located at 1654 11th Avenue and including the lands described as that portion of Lot A, Block 289, Plan No. 90R36844 commencing at the most south-westerly corner and proceeding northerly 30.48m in perpendicular width throughout, then easterly 53.34m in perpendicular width throughout, then southerly 30.48m in perpendicular width throughout, thence westerly 53.34m to the point of commencement, be designated as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.

- c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- d. Repeal Bylaw No. 7297, A Bylaw to Designate Number One Fire Hall as Being of Architectural and Historical Value.
- 3. That this report be forwarded to the May 11, 2016 Regina Planning Commission meeting for a recommendation and to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

## CONCLUSION

The Administration has received an application to designate the Old Number One Fire Hall, constructed between 1920 and 1921, as a Municipal Heritage Property. The process undertaken previously to designate the property was not finalized due to an administrative oversight and the City of Regina (City) had not registered the notice of interest on the property at the time of designation. This re-designation process will correct this situation. The building is of high architectural and historical value for it's:

- Queen Anne Revival architectural style.
- Association with the locally prominent architectural firm of Clemesha and Portnall.
- Association with the Regina Riot of July 1, 1935.
- Representation of a major civic work of the time.

The designation of the Old Number One Fire Hall as a Municipal Heritage Property is consistent with the heritage policy objectives of *Design Regina: The Official Community Plan Bylaw No.* 2013-48.

Accordingly, the Administration recommends approval.

## BACKGROUND

On August 3, 1982, City Council passed Bylaw No. 7297, which designated Old Number One Fire Hall as a Municipal Heritage Property. Recently, the Administration determined, in conversation with the Heritage Designation Advisor of the Ministry of Parks, Culture and Sport, that the City had not registered the notice of interest on the property at the Land Titles Office at the time of designation as required by *The Heritage Property Act*. As a result, the property was not registered as a designated property by the Government of Saskatchewan (Province) and does not have the legal protection available under *The Heritage Property Act*. Re-designation by City Council will resolve this oversight.

Applications for designation as Municipal Heritage Property are considered in accordance with Section 11 of *The Heritage Property Act*.

## Municipal Heritage Designation Application

The applicant/owner (City of Regina) of the Old Number One Fire Hall located at 1654 11<sup>th</sup> Avenue proposes to designate the property as a Municipal Heritage Property. On August 3, 1982, City Council passed Bylaw No. 7297, which designated Old Number One Fire Hall as a Municipal Heritage Property. The process undertaken previously to designate the property was not finalized and this current application to designate the property as a Municipal Heritage Property will correct the situation.

The subject property is identified in Appendix A-1 and A-2 of this report. In addition, photographs of the building are provided in Appendix A-3.1 to A-3.4.

When an application for municipal heritage designation is received, the Administration assesses the heritage value of the property and prepares the necessary decision items for the Regina Planning Commission and City Council. Typically, key activities undertaken include:

- Prepare a Statement of Significance on the heritage value of the property.
- Score the heritage value of the property using evaluation criteria.
- Advise stakeholders of the application.

## Statement of Significance

A Statement of Significance documents the reasons why a property has heritage value and what elements must be retained in order to protect the heritage value of the property. The Statement of Significance guides how the City will apply the "Standards and Guidelines for the Conservation of Historic Places in Canada." The Statement of Significance must form part of a Conservation Plan, which is a requirement of an application under the Heritage Building Rehabilitation Program. The Statement of Significance for this property is attached to this report in Appendix A-4.

The Administration has determined that Old Number One Fire Hall, constructed between 1920 and 1921, is of heritage value for its design in the Queen Anne Revival architectural style. Notable features include the clock tower, the steep-pitched Dutch gable roof with the two tiers of dormer windows and the intricate window detailing on the east and west elevations. The heritage value is also in its association with the Regina Riot on July 1, 1935 and its connection to the prominent architectural firm of Portnall and Clemesha. It is also a representation of a major civic work of the time.

## Heritage Evaluation

The Administration has undertaken an evaluation of the property using criteria to identify the architectural and historic value of the subject property. The Administration's evaluation is attached to this report in Appendix A-5. The property is of high architectural and historic value. It is assessed as viable due to its context and prominence along the 11th Avenue commercial corridor and proximity to downtown Regina. The Old Number One Fire Hall has a total evaluation score of 98 out of 100.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The designation will require that all repair work be completed in accordance with the "Standards and Guidelines for the Conservation of Historic Places in Canada." Compliance with these standards will result in higher repair and on-going maintenance costs for the City.

The Facilities Department has indicated that they will be undertaking some repair/restoration work on the exterior of the building in the near future. The work must be undertaken in accordance with the "Standards and Guidelines for the Conservation of Historic Places in Canada." Most notably, the original 1929 asbestos cement shingles will likely be replaced with a composite roofing material, which is highly durable and has a life-span of two to three times the life-span of a cedar or asphalt shingle roof. The composite roofing material will meet Guideline 16 of Section 4.3.3. Roofs of the "Standards and Guidelines for the Conservation of Historic Places in Canada."

Replace in kind an entire element of the roof that is too deteriorated to repair – if the overall form and detailing are still evident – using the physical evidence as a model to reproduce the element. This can include a large section of the roofing, a dormer or a chimney. If using the same kind of material is not technically or economically feasible, then a compatible substitute material may be considered.

This building is owned by the City of Regina and is not eligible for incentives under the Heritage Building Rehabilitation Program.

#### **Environmental Implications**

Further, conservation of the building contributes to the City's broader policy objective under *Design Regina: The Official Community Plan Bylaw No. 2013-48* of promoting environmentally sustainable development.

#### Policy and/or Strategic Implications

One of the goals in *Design Regina: The Official Community Plan Bylaw No. 2013-48* is to support cultural development and cultural heritage including the protection, conservation, and maintenance of historic places. The Official Community Plan also establishes the City's role in this goal area to consider the cultural heritage value in the acquisition, disposal, upgrading, and development of City-owned property.

Heritage designation of the subject property, as well as its conservation, will enhance the building's long-term economic viability and protect its character-defining elements. Designation will also ensure the building's continued contribution to the historical and architectural character of the downtown Regina neighbourhood.

#### Other Implications

According to *The Heritage Property Act*, City Council's decision to designate a property as a Municipal Heritage Property should be based on an assessment of its heritage value. *The* 

*Heritage Property Act* does not require an assessment of the property's financial viability or the owner's plan to undertake work on a property.

If City Council wishes to proceed with designation and consider the matter at a subsequent meeting, the owners would have an opportunity to object to the proposed designation according to the process outlined in *The Heritage Property Act*.

#### Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

The Administration provided information on this application to the Heritage Community Association (HCA) and heritage advocacy groups including Heritage Regina and the Architectural Heritage Society of Saskatchewan for comment.

Heritage Regina, the Architectural Heritage Society of Saskatchewan and the HCA indicated that they support the application.

The applicant and other interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving written notification of City Council's decision.

In accordance with *The Heritage Property Act*, notice of City Council's intention to consider a designation bylaw will be:

- Served on the registrar and the property owner.
- Published in a least one issue of the Leader-Post.
- Registered in the Saskatchewan Land Registry against the title(s) for the parcel of land.

## DELEGATED AUTHORITY

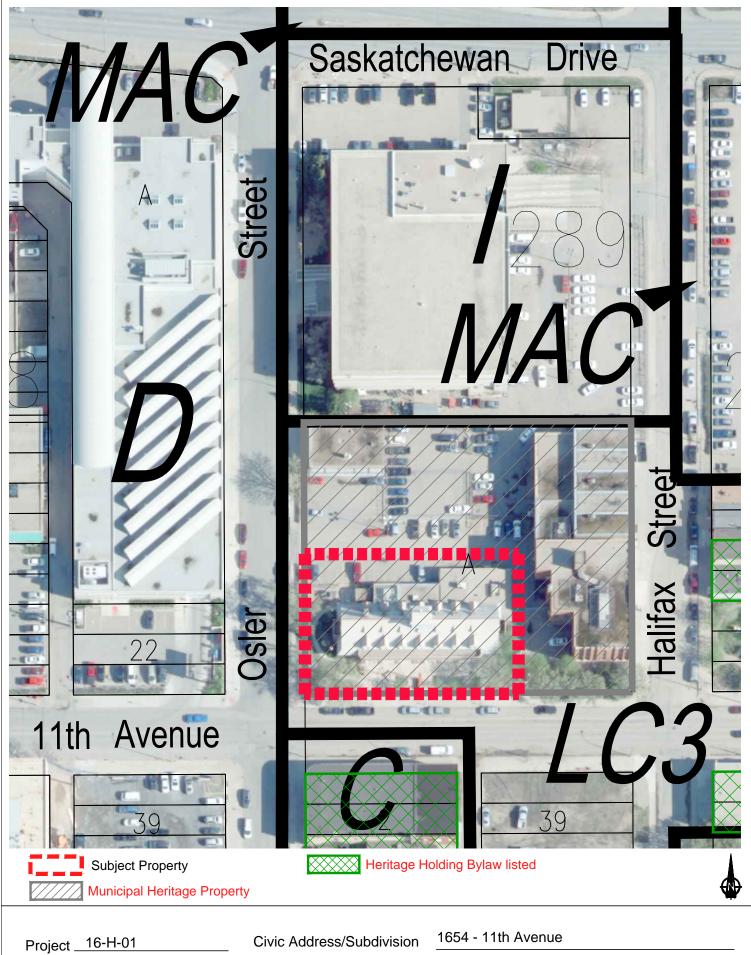
City Council's approval is required, pursuant to Section 11 of The Heritage Property Act.

Respectfully submitted,

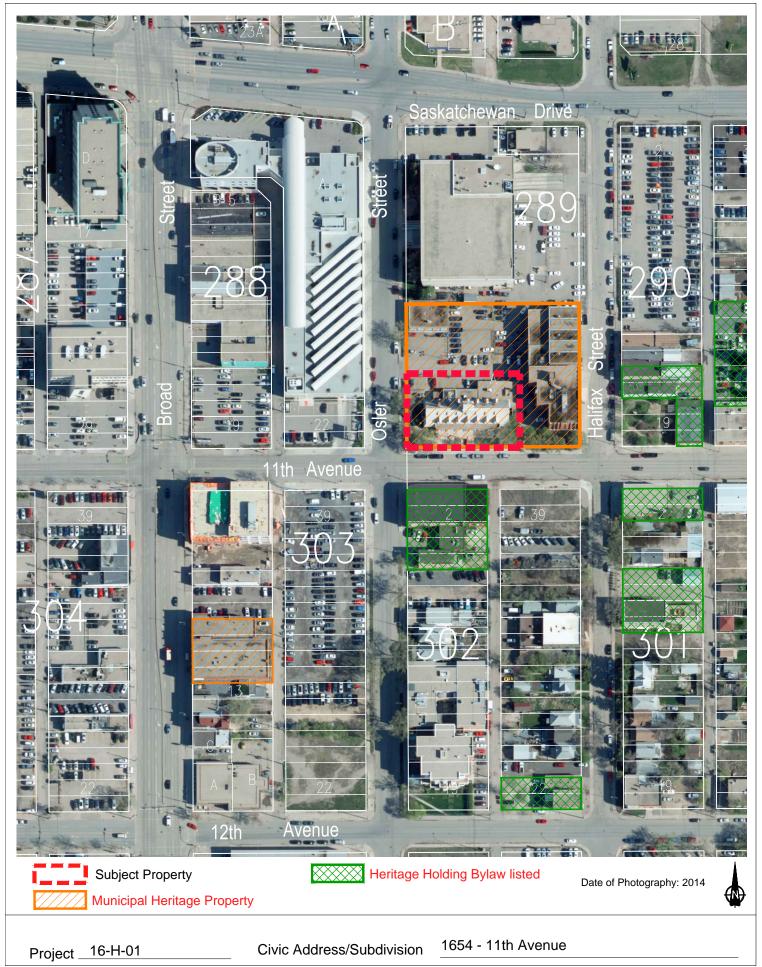
**REGINA PLANNING COMMISSION** 

Elaine Golilke

Elaine Gohlke, Secretary



**Civic Address/Subdivision** 



# Appendix A- 3.1



16-H-01 Project ———

# Planning Department

1654 11<sup>th</sup> Avenue

\_\_\_\_ Civic Address/Subdivision

16-H-01 Project ——— Planning Department

1654 11<sup>th</sup> Avenue

\_\_\_\_\_ Civic Address/Subdivision



Image R-B9584 Credit: Saskatchewan Archives Board

16-H-01

Planning Department

**Civic Address/Subdivision** 

1654 11<sup>th</sup> Avenue

Project -



Images R-B8899-1 and B8899-2 Credit: Saskatchewan Archives Board

16-H-01 Project ——— Planning Department

1654 11<sup>th</sup> Avenue

Civic Address/Subdivision

## Statement of Significance Old Number One Fire Hall

## **Description of Historic Place**

Old Number One Fire Hall is a two-and-a-half storey, red brick building with a tall central tower situated at the northeast corner of 11<sup>th</sup> Avenue and Osler Street in Regina's Heritage neighbourhood. This landmark structure was built between 1920 and 1921. Old Number One Fire Hall is now part of a larger civic complex covering one city block which includes the Regina Police Service Headquarters and the Municipal Justice Building.



**Heritage Value** 

The heritage value of Old Number One Fire Hall lies in its architectural, historical and contextual significance.

Old Number One Fire Hall is of architectural value as an excellent example of the Queen Anne Revival architectural style. It is of value as a major work by the locally prominent architectural firm of Clemesha and Portnall. The Queen Anne Revival style is illustrated by the differing wall textures. A variety of materials are used on the different stories including brick on the first storey under shingles on the second and third storey. The building is asymmetrical in elevation with a steeply-pitched Dutch gable roof punctuated with two tiers of dormers and an ornamented tower with a clock, weather vane and balconies. The gables are decorated with shingles and ornamental Flemish style detailing on the window surrounds. The projecting wings and front bays further enliven the façade.

Old Number One Fire Hall is of historic value for its association with the Regina Riot. The building was constructed on the southern periphery of what was then known as Regina's Market Square, the site of the Regina Riot of July 1, 1935. The event resulted from the attempted arrest of leaders of the 'On to Ottawa Trek' who were protesting conditions in the single men's relief camps of depression era British Columbia.

Old Number One Fire Hall represents an important part of the social history of Regina. As a Fire Hall since 1921, it represents a major civic public work for the period, and was the third central fire hall to be constructed in Regina. Together with the adjacent Municipal Justice Building and Regina Police Services headquarters the building is part of an important civic streetscape. This building's continuous ownership by the City of Regina represents a long history of public association with this prominent site, and is symbolic of Regina's pride in the city's rich historic legacy. In 1982, City Council passed a bylaw to designate the building as a heritage property and in 1989, the City of Regina invested in an extensive restoration project. The building was repurposed for commercial uses when fire services moved to the new Number One Fire Hall at 2105 Albert Street in 1988.

## **Character Defining Elements**

The historic value of Old Fire Hall Number One lies in the following character defining elements:

- Clock tower topped with a weather vane depicting a fireman putting out a fire.
- Its connection to the prominent architectural firm of Clemesha and Portnall.
- Its role as a civic landmark and contribution to an important historic area of the City.
- Its association with the Regina Riot.
- Existing structure incorporates portions of the former Regina Market Building (1908), including the foundations, basement and segments of the first storey walls.

The Queen Anne Revival style is illustrated by character-defining elements such as:

- Differing wall textures a variety of materials are used on the different stories as seen in the shingles used on the second and third storey over the brick on the first storey.
- Asymmetrical elevation with a steeply-pitched Dutch gable roof punctuated by two tiers of dormers and an ornamented wooden tower.
- Tower ornamented with a clock, weather vane and balconies.
- Gables decorated with shingles and ornamental Flemish style detailing on the window surrounds.
- Projecting wings and front bays.
- Red brick with stone and wood trim, sash windows and colored shingles.
- Cast iron detailing used in elements such as the roof ridges, balconies and weather vane.

## **Old Number One Fire Hall**

## **Evaluation Form**

HERITAGE ASSESSMENT		Α	В	С	D	Total
Architecture (Maximum 30)						
Style		16	8	4	0	
Construction/Mat	terials	8	4	2	0	
Age		12	6	3	0	
Architect/Builder		8	4	2	0	
Exterior Details		4	2	1	0	
Interior Details		6	3	1	0	
Massing/Plan		4	2	1	0	28
History (Maximum 30)						
Persons		20	10	5	0	
Events/Chronolo	ду	20	10	5	0	
Context	_	25	12	6	0	30
	Total					58
VIABILITY ASSESSMENT		Α	В	С	D	Total
Environment (Maximum 10)						
Continuity/Setting	•	8	4	2	0	
Landscape Qual	•	4	2	1	0	
Landmark/Symbol	olism	10	5	2	0	10
Usability (Maximum 15)						
Zoning / Land Us Compatibility	se /	8	4	2	0	
Adaptability		10	5	2	0	
Servicing / Utilitie	es	8	4	2	0	
Recycling Costs		10	5	2	0	15
Integrity & Present Condition (Maxim	um 15)					
Site Originality		8	4	2	0	
Alterations		8	4	2	0	
Exterior Conditio	n	5	2	1	0	
Interior Condition	า	5	2	1	0	
Ground Condition	n	5	2	1	0	15
	Total					40
	GRAND TOTAL					98

#### **Oral Presentation to City Council - Frontenac Apartments Heritage Designation**

#### **Introduction**

Good evening, my name is Courtney Keith and I am appearing on behalf of the Frontenac Apartments ownership group of which Nicor Developments is a part. We are very pleased to be pursuing heritage designation for this property and to have the opportunity to speak to our application tonight.

This building is located at 2022 Lorne Street in Regina and was built in 1929. It is a four-storey, brick apartment building designed by the well-known architectural firm of Van Egmond and Storey. It is an excellent example of the Spanish Colonial Revival Style. It remains to this day a multi-unit residential apartment building and has housed some prominent residents over the years, including Stanley Storey himself.

We understand that, at this stage of the application process, the sole issue for consideration is the heritage value of the property. In the interests of time, I won't be speaking to anything that is already outlined in the April 11, 2016 Report from Development Services other than to say that we support the recommendations set out in that Report and to commend to you the statement of significance and the supporting documentation we commissioned and submitted with our application (and which are appendices to the Report). In particular, you will also note that the heritage value of this property was assessed by the Administration at 99 out of 100 (as set out in Appendix A-5).

#### Plans for the Frontenac's Physical Integrity

Although *The Heritage Property Act* does not require an assessment of the property's financial viability or the owner's plan to undertake work on a property at this stage, I would like to take this opportunity to briefly elaborate on the intentions of the owners of the Frontenac Apartments with respect to the property if and when it is designated in order to provide some further context for the Council's decision.

In the immediate future, we plan to undertake significant conservation work to preserve the physical integrity of the building. The building has been continually cared for since it was built in 1929, but now requires some serious structural improvements to ensure that it is sustainable. Our conservation plans include a complete replacement of the sewer lines, an underpinning of the north wing of the building to address issues with the foundation and a major electrical upgrade. Internally, we also plan to return the amenities facilities to the original footprint as well as potentially add the elevators that were abandoned after the shafts alone were installed during the depression era and funds ran out.

We do also intend to submit an application under the Heritage Incentive Policy and have engaged Barry McGinn, an architect specializing in heritage preservation out of Vancouver, to prepare a conservation plan for this property. We will be submitting all of the necessary documentation to the City Administration by the end of next month.

## Plans for the Frontenac's Relationship with the Community

Returning to the value of this building as a heritage property to the community, we also wish to advise the Council of several initiatives we plan to take to enhance the role of the Frontenac Apartments in the City's culture going forward:

- We plan to work together with Regina Downtown's Doors Open Regina event to ensure that Frontenac Apartments can be part of that experience.
- We would also like to work with organizations, such as Heritage Regina, who develop heritage walking tours throughout the City.
- We hope to support, and work with, the Regina Civic Museum's "Ecomuseum", or "museum without walls" initiative should "in situ" interpretation of the City's living heritage become part of that initiative.
- We also plan to commission a professionally developed oral history (supervised by Heritage Saskatchewan and the Sask History and Folklore Society) which would focus on extensive interviews with residents and former residents of the building. Once this story is captured, we propose to tell it permanently in the building by virtual and display means.

## <u>Summary</u>

In summary, we are very proud of this project and are looking forward to making sure that it becomes not just a heritage property but an integral part of the storytelling of our City. Our City's built heritage is a key piece of its cultural fabric and we intend to do our part to make sure that it remains alive and well.

Our company has a long track record of working with heritage properties in the downtown area, such as the Balfour Apartments on Victoria Avenue, the Leader Building on Hamilton Street, the Donahue Building, the Armstrong Smythe Building (Scarth Street), the Willoughby Duncan Building (Scarth), the Mitchell Building (also on Scarth Street), the Bartlemen Apartments, the Patton Residence/Nicol Court on Scarth St and College Avenue and our own Nicor Group's office building on Cornwall Street.

We are very pleased with the direction that Design Regina, The Official Community Plan, has taken the downtown area, particularly with respect to the importance of heritage preservation, and we plan to continue to work collaboratively with the City in relation to both Design Regina and The Regina Cultural Plan, which Nicor Group also supports.

Thank you again for the opportunity to present to you tonight.

To: His Worship the Mayor and Members of City Council

Re: Heritage Designation Application (16-H-02) Frontenac Apartments - 2022 Lorne Street

### **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

- 1. That the application to designate the Frontenac Apartments, located at 2022 Lorne Street and including the lands legally described as Lot 42, Block 369, Plan No. 98RA28309, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- That Schedule A of the Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912 (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 3.16 (Frontenac Apartments) upon designation.

## REGINA PLANNING COMMISSION - MAY 11, 2016

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

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Administration:

RECOMMENDATION OF THE MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

1. That the application to designate the Frontenac Apartments, located at 2022 Lorne Street and including the lands legally described as Lot 42, Block 369, Plan No. 98RA28309, as

Municipal Heritage Property be approved.

- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- That Schedule A of the Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912 (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 3.16 (Frontenac Apartments) upon designation.
- 4. That this report be forwarded to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

## MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

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

Councillor John Findura (non-voting), Joseph Ralko (Chairperson), Ken Lozinsky, and Ray Plosker were present during consideration of this report by the Municipal Heritage Advisory Committee.

The Municipal Heritage Advisory Committee, at its meeting held on April 11, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the application to designate the Frontenac Apartments, located at 2022 Lorne Street and including the lands legally described as Lot 42, Block 369, Plan No. 98RA28309, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."

- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 3.16 (Frontenac Apartments) upon designation.
- 4. That this report be forwarded to the May 11, 2016 Regina Planning Commission meeting for a recommendation and to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

## CONCLUSION

The Administration has determined that the Frontenac Apartments, built in 1929, is of heritage value as a Municipal Heritage Property. The building is of high architectural and historical value for its:

- Spanish Colonial Revival architectural style.
- Association with the local architecture firm of Van Egmond and Storey.
- Construction during one of Regina's boom periods being built for General Motors of Canada workers.

The designation of the Frontenac Apartments as a Municipal Heritage Property is consistent with the heritage policy objectives of *Design Regina: The Official Community Plan Bylaw No. 2013-* 48 (Official Community Plan).

Accordingly, the Administration recommends approval.

## BACKGROUND

The Administration has received an application to designate the Frontenac Apartments at 2022 Lorne Street as a Municipal Heritage Property. The subject property is listed under Schedule "A" to the Heritage Holding Bylaw.

Applications for designation as Municipal Heritage Property are considered in accordance with Section 11 of *The Heritage Property Act*.

The owner intends to submit a corresponding application under the Heritage Building Rehabilitation Program, which would be considered separately by the Finance and Administration Committee and City Council.

#### **DISCUSSION**

## Municipal Heritage Designation Application

The owner of the Frontenac Apartments located at 2022 Lorne Street proposes to designate the property as a Municipal Heritage Property. The Frontenac Apartments is listed as Item 3.16 on Schedule A to the Heritage Holding Bylaw. The Heritage Holding Bylaw was adopted by City Council on September 11, 1989, pursuant to the requirements of Section 28 of *The Heritage* 

*Property Act.* The Heritage Holding Bylaw contains a list of buildings (Schedule A) that have been identified as having potential heritage value and that City Council may wish to designate as municipal heritage properties. In the process of designating a property City Council approval is also required to remove the subject property listed from the Heritage Holding Bylaw.

The subject property is identified in Appendix A-1 and A-2 of this report. In addition, photographs of the building are provided in Appendices A-3.1 to A-3.4.

When an application for municipal heritage designation is received, the Administration assesses the heritage value of the property and prepares the necessary decision items for the Regina Planning Commission and City Council. Typically, key activities undertaken include:

- Prepare a Statement of Significance on the heritage value of the property.
- Score the heritage value of the property using evaluation criteria.
- Advise stakeholders of the application.

## Statement of Significance

A Statement of Significance documents the reasons why a property has heritage value and what elements must be retained in order to protect the heritage value of the property. The Statement of Significance guides how the City of Regina will apply the Standards and Guidelines for the Conservation of Historic Places in Canada. The Statement of Significance must form part of a Conservation Plan, which is a requirement of an application under the Heritage Building Rehabilitation Program. The Statement of Significance for this property is attached to this report in Appendix A-4.

The Frontenac Apartments was built in 1929 and is a four-storey, buff-coloured brick apartment building that is set back from the street with formal plantings. The building is distinguished by its H-shaped plan, architectural detailing and red tile roof. It is of aesthetic value as an excellent example of the Spanish Colonial Revival Style and its design by well-known local architects Van Egmond and Storey.

It is of historic value for its association with the late 1920s construction boom and its connection with the establishment of the General Motors of Canada car manufacturing plant on 8th Avenue. A group of local businessmen formed a joint-stock company to construct this building; specifically, in response to the City's promise to meet the housing needs of the workers transferred from Oshawa and other cities to work in the plant.

It is also of historic value for its association with many prominent tenants such as Stanley E Storey of Van Egmond and Storey, the architectural firm that designed this building, the Hon. Howard McConnell, member of the Saskatchewan Legislative Assembly (1927-34), the Hon. J.H. Sturdy, member of the Saskatchewan Legislative Assembly (1944-1960 and Minister of Reconstruction and Rehabilitation in Tommy Douglas's first Cabinet), Dr. William Riddell, who made Officer of the Order of Canada in 1974 and George Porteous, Saskatchewan's Lieutenant Governor (1976-78).

## Heritage Evaluation

The Administration has undertaken an evaluation of the property using criteria to identify the architectural and historic value of the subject property. The Administration's evaluation is

attached to this report in Appendix A-5. The property is of high architectural and historic value and for viability due to its context within the downtown near Victoria Avenue and land use. The Frontenac Apartments has a total evaluation score of 99 out of 100.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The property owner intends to apply for tax exemption under the Heritage Building Rehabilitation Program. The financial implications of the application will be addressed in a report to the Finance and Administration Committee.

#### **Environmental Implications**

Heritage designation of the subject property, as well as its conservation, will enhance the building's long-term economic viability and protect its character-defining elements. Designation will also ensure the building's continued contribution to the historical and architectural character of the downtown Regina neighbourhood.

Further, conservation of the building contributes to the City's broader policy objective under Official Community Plan of promoting environmentally sustainable development.

#### Policy and/or Strategic Implications

One of the goals in the Official Community Plan is to support cultural development and cultural heritage including the protection, conservation, and maintenance of historic places. The Official Community Plan also establishes the City's role in this goal area to encourage property owners to voluntarily designate properties through the availability of incentive programs. In 2014, the Heritage Building Rehabilitation Program was updated to provide up to ten years of property tax exemption for approved conservation work. Since the update, three applications have been approved under the new Program by City Council.

This approach is consistent with the following policies within the Official Community Plan:

- Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sector to encourage cultural development opportunities and conserve historic places.
- Encourage owners to protect historic places through good stewardship and voluntary designation.
- Leverage and expand funding, financial incentive programs and other means of support to advance the conservation of historic places.

#### Other Implications

According to *The Heritage Property Act*, City Council's decision to designate a property as a Municipal Heritage Property should be based on an assessment of its heritage value. *The Heritage Property Act* does not require an assessment of the property's financial viability or the owner's plan to undertake work on a property.

If City Council wishes to proceed with designation and consider the matter at a subsequent meeting, the owners would have an opportunity to object to the proposed designation according to the process outlined in *The Heritage Property Act*.

Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

The Administration provided information on this application to the Regina Downtown Business Improvement District (RDBID), Centre Square Community Association and heritage advocacy groups including Heritage Regina and the Architectural Heritage Society of Saskatchewan for comment.

Heritage Regina and the Centre Square Community Association indicated that they support the application. Comments have not been received from the Architectural Heritage Society of Saskatchewan. The (RDBID) declined to respond as the subject property is not within their jurisdictional boundaries.

The applicant and other interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving written notification of City Council's decision.

In accordance with *The Heritage Property Act*, notice of City Council's intention to consider a designation bylaw will be:

- Served on the registrar and the property owner.
- Published in a least one issue of the Leader-Post.
- Registered in the Saskatchewan Land Registry against the title(s) for the parcel of land.

#### DELEGATED AUTHORITY

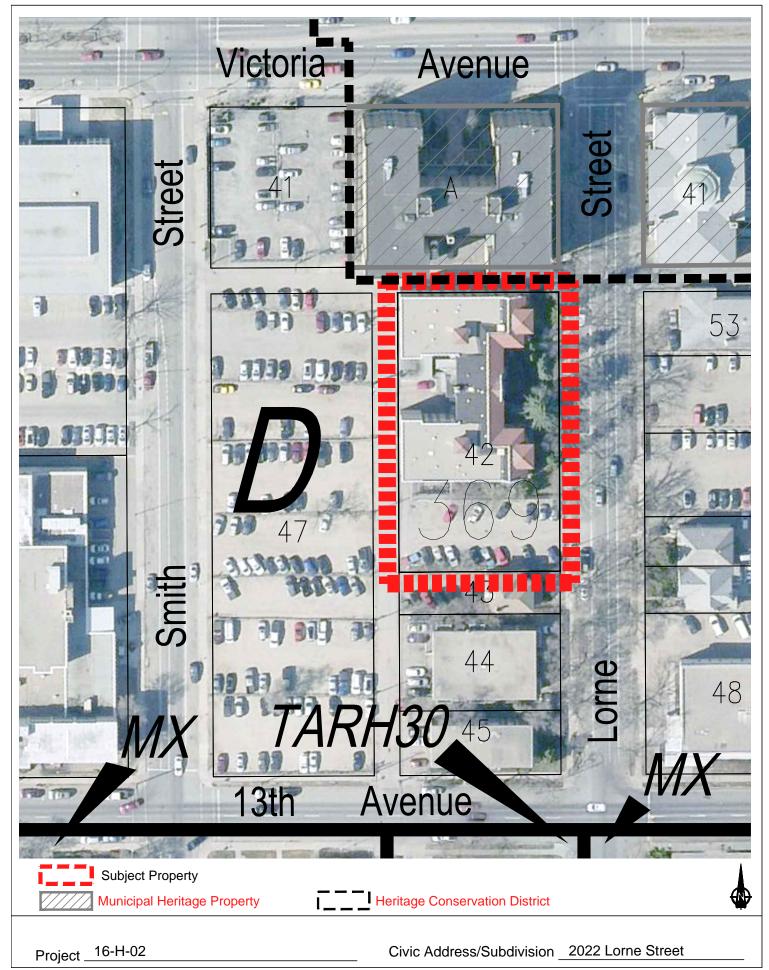
City Council's approval is required, pursuant to Section 11 of The Heritage Property Act.

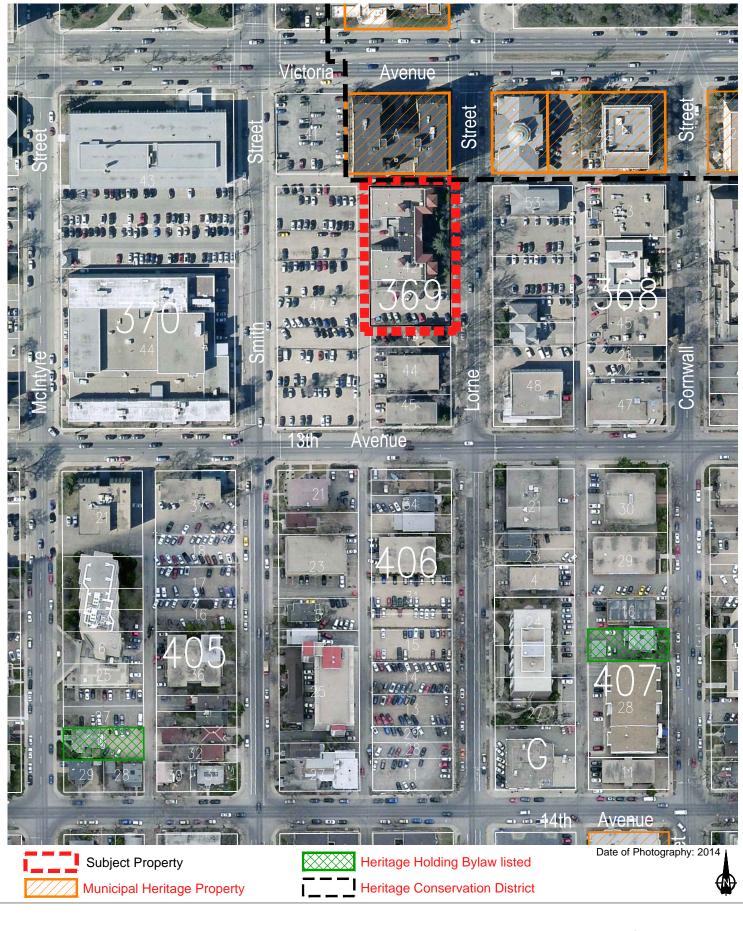
Respectfully submitted,

**REGINA PLANNING COMMISSION** 

Elaine Golilke

Elaine Gohlke, Secretary





Project <u>16-H-02</u>

Civic Address/Subdivision 2022 Lorne Street

## Appendix A- 3.1



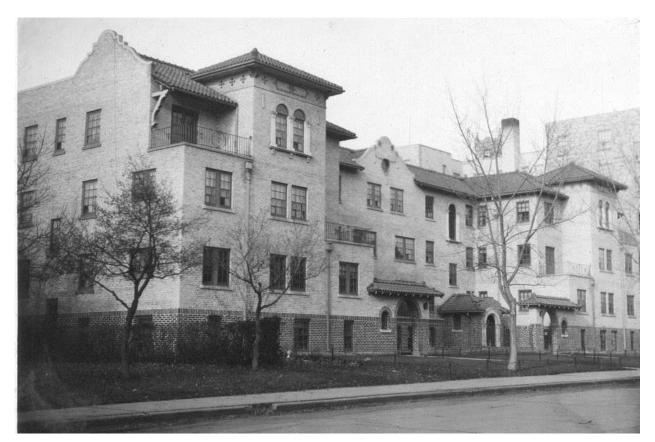
Project \_\_\_\_\_

Planning Department Civic Address/Subdivision

## Appendix A- 3.2



Frontenac Apartments (1948) Image R78-84 Credit: Saskatchewan Archives Board



Frontenac Apartments (c. 1930) Image SAB R-A 33,690 Credit: Saskatchewan Archives Board

Project 16-H-02

Planning Department Civic Address/Subdivision



Frontenac Apartments (2015)



Frontenac Apartments (1981) Image CORA-RPL A-076 Credit: City of Regina Archives

Project 16-H-02

Planning Department Civic Address/Subdivision



Frontenac Apartments (1977) Image CORA-RPL A-816 Credit: City of Regina Archives



Frontenac Apartments (1970) Image CORA-A-1359 Credit: City of Regina Archives

Project \_\_\_\_\_

Planning Department Civic Address/Subdivision

# Statement of Significance Frontenac Apartments

# **Description of Historic Place**

The Frontenac Apartments, located at 2022 Lorne Street, southwest of Regina's Victoria Park, is a four-storey, buff-coloured brick apartment building. The building is distinguished by its H-shaped plan, Spanish Colonial Revival Style architectural detailing and red tile roof.



# **Heritage Value**

Designed by Van Egmond and Storey, this building was constructed in 1929 by Smith Bros. & Wilson. The aesthetic value of the building resides in its Spanish Colonial Revival style. This type of architecture was popular throughout North America from the 1910s to the 1940s. The Frontenac Apartments exhibits many of the stylistic influences that are often rich with detail, such as the red tile roof, curvilinear false end gables, central front gable with round vent and Tyndall stone accents and garlands, and staggered balconies with large eave brackets and ornamental metal railings. Other features include the rounded-arch doors and window openings with inset decorative tile pattern and pilaster-like carved window surrounds and stone sills with brackets. A wide stucco band which is decorated with tile patterns is prominent below the front eaves. In addition, the property has a stylized flag pole and tower-like projections which punctuate the north and south wings.

The historical value of the property also resides in its construction during one of Regina's boom periods. A significant feature of the 1926-29 construction boom was the completion of many modern apartment blocks in Regina, such as The Balfour, Frontenac, Mayfair and Qu'Appelle, which catered to middle and high-income tenants. Over 500 new suites were added to Regina's inventory between 1926 and 1929. A group of local businessmen formed a joint-stock company, Provincial Apartments Ltd., in the fall of

1928 to construct the Frontenac and Mayfair apartments specifically in response to the city's promise to General Motors of Canada to meet the expected housing needs of workers transferred from Oshawa and other cities to work in the new GM car manufacturing plant on 8<sup>th</sup> Avenue. The Frontenac has enjoyed high occupancy rates over the years, with many long-term tenants.

The Frontenac Apartments is also of historic value for its association with many prominent tenants such as Stanley E Storey of Van Egmond and Storey, the architectural firm that designed this building, the Hon. Howard McConnell, member of the Saskatchewan Legislative Assembly (1927-34), the Hon. J.H. Sturdy, member of the Saskatchewan Legislative Assembly (1944-1960 and Minister of Reconstruction and Rehabilitation in Tommy Douglas's first Cabinet), Dr. William Riddell, who made Officer of the Order of Canada in 1974, and George Porteous, Saskatchewan's Lieutenant Governor (1976-78).

# **Character-Defining Elements**

Elements related to the design and construction of this apartment block, such as:

- Free-standing, four-storey building height and H-shaped massing, allowing for greater access to natural light in each suite.
- Set-back from the street, with formal planting in the area between the two main entrances.
- Steeply pitched, red tile roof.
- Curvilinear false end gables.
- Central front gable with round vent and Tyndall stone accents and garlands.
- Staggered balconies with large eave brackets and ornamental metal railings.
- Rounded-arch doors.
- Rounded-arch window openings with inset decorative tile pattern and pilaster-like carved window surrounds and stone sills with brackets.
- Wide stucco band below the front eaves which is decorated with tile patterns.
- Tower-like projections which punctuate the north and south wings.
- Single-hung sash windows with clear glazing.
- Stylized flag pole.

Elements which speak to the connection of the Frontenac with a significant period of construction activity in Regina, such as:

- Continued use of the apartment block for its original purpose.
- Proximity to the Balfour Apartments as part of an historic apartment block streetscape.
- The "Frontenac" sign above the main Lorne Street entrance.

# Frontenac Apartments

# **Evaluation Form**

HERITAGE ASSESSMENT			Α	В	С	D	Total
Architecture (Maxi	mum 30)						
	Style		16	8	4	0	
	Construction/Materials		8	4	2	0	
	Age		12	6	3	0	
	Architect/Builder		8	4	2	0	
	Exterior Details		4	2	1	0	
	Interior Details		6	3	1	0	
	Massing/Plan		4	2	1	0	
History (Maximum	-						
	Persons		20	10	5	0	
	Events/Chronology		20	10	5	0	
	Context		25	12	6	0	
		Total					60
VIABILITY ASSESSMENT			А	В	С	D	Total
Environment (Max	imum 10)						
	Continuity/Setting		8	4	2	0	
	Landscape Quality		4	2	1	0	
	Landmark/Symbolism		10	5	2	0	
Usability (Maximu							
	Zoning / Land Use / Compatibility		8	4	2	0	
	Adaptability		10	5	2	0	
	Servicing / Utilities		8	4	2	0	
	Recycling Costs		10	5	2	0	
Integrity & Present	t Condition (Maximum 15)						
	Site Originality		8	4	2	0	
	Alterations		8	4	2	0	
	Exterior Condition		5	2	1	0	
	Interior Condition		5	2	1	0	
	Ground Condition	-	5	2	1	0	
		Total					39
	GRAND	TOTAL					99

#### **Oral Presentation to City Council - Somerset Building Heritage Designation**

#### **Introduction**

Good evening, my name is Courtney Keith and I am appearing on behalf of the Somerset Building ownership group, of which Nicor Developments is a part. We are very pleased to be pursuing heritage designation for this property and to have the opportunity to speak to our application tonight.

The Somerset Building was built in 1929 and is a two-storey, brown-coloured brick commercial building at the corner of Smith Street and 11th Avenue. The building is distinguished by its continuous store fronts along 11<sup>th</sup> Avenue and Smith. The aesthetic value of the building resides in its small-scale commercial design and it is an excellent example of the pedestrian-oriented retail storefront design that was typical of the early twentieth century.

We understand that, at this stage of the application process, the sole issue for consideration is the heritage value of the property. Most of the relevant points with respect the Somerset Building's heritage value were already addressed in the April 11, 2016 Report from Development Services. In the interests of time, I won't be speaking to anything that is already outlined in the April 11 Report other than to say that we support the recommendations set out in that Report and to commend to you the statement of significance and the supporting documentation we commissioned and submitted with our application (and which are appendices to the Report).

# Plans for the Somerset Building

Although *The Heritage Property Act* does not require an assessment of the property's financial viability or the owner's plan to undertake work on a property at this stage, I would like to take this opportunity to briefly elaborate on the intentions of the owners of the Somerset Building with respect to the property if and when it is designated in order to provide some further context for the Council's decision.

We do intend to submit an application under the Heritage Incentive Policy and have engaged Barry McGinn, an architect specializing in heritage preservation out of Vancouver, to prepare a conservation plan for this property. It will be completed shortly and we plan to submit all of the necessary documentation to the City Administration by the end of next month with respect to that next stage.

We won't have a full appreciation of the scope of the work that is required in relation to the Somerset Building until we receive that conservation plan, but we do plan to undertake conservation work in the near future. In particular, we plan to remedy some previous unsympathetic alterations, in part in relation to the windows, and hope to be able to engage in that work soon.

# Plans for the Somerset's Relationship with the Community

Returning to the value of this property as a heritage property to the community, we also wish to advise the Council of several initiatives we plan to take to enhance the role of the Somerset Building in the City's downtown culture going forward:

- We plan to work together with Regina Downtown's Doors Open Regina event to ensure that the Somerset Building can be part of that experience.
- We hope to support, and work with, the Regina Civic Museum's "Ecomuseum", or "museum without walls" initiative should "in situ" interpretation of the City's living heritage become part of that initiative.
- We would also like to work with organizations, such as Heritage Regina, who develop heritage walking tours throughout the City and in the downtown area, in particular.

# <u>Summary</u>

In summary, we are really looking forward to making sure that this building is and remains part of the cultural heritage of Regina's downtown. As noted in the Regina Cultural Plan, the character defining elements of neighbourhoods are what create attractive and vibrant spaces. As such, the City must preserve downtown Regina's heritage of historic places to maintain its distinct sense of place.

Not only is the Somerset Building physically representative of late 1920s architecture in the City, but the retail space element of this property also makes it a place that the public interacts with, to this day, on a daily basis. The nature of the property's use therefore puts the Somerset Building in a unique position to deliver on the concept of interactive living heritage and enhance the cultural aspects of the downtown area. We think the designation of this building as a heritage property is consistent with both the Regina Cultural Plan and Design Regina, The Official Community Plan, and we hope to continue to work to help deliver on the goals outlined in both.

Our company has a long track record of working with heritage properties in the downtown area, such as the Balfour Apartments on Victoria Avenue, the Leader Building on Hamilton Street, the Donahue Building, the Armstrong Smythe Building (Scarth Street), the Willoughby Duncan Building (Scarth), the Mitchell Building (also on Scarth Street), the Bartlemen Apartments, the Patton Residence/Nicol Court on Scarth St and College Avenue and our own Nicor Group's office building on Cornwall Street.

Once again, we are very pleased with the direction that Design Regina has taken the downtown area and, as noted, we plan to continue to work collaboratively with the City in relation to both Design Regina and The Regina Cultural Plan.

Thank you again for the opportunity to present to you tonight.

- To: His Worship the Mayor and Members of City Council
- Re: Heritage Designation Application (16-H-03) Somerset Block - 1806 Smith Street

#### **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

- 1. That the application to designate the Somerset Block, located at 1806 Smith Street and including the lands legally described as Lot 41, Block 310, Plan No. 00RA12095, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 1.34 (Somerset Block) upon designation.

# REGINA PLANNING COMMISSION - MAY 11, 2016

The Commission adopted a resolution to concur in the recommendation of the Municipal Heritage Advisory Committee. Recommendation #4 does not require City Council approval

Councillors: Mike O'Donnell (Chairperson), Jerry Flegel and Barbara Young; Commissioners: Pam Dmytriw, Phil Evans, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Municipal Heritage Advisory Committee:

RECOMMENDATION OF THE MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

1. That the application to designate the Somerset Block, located at 1806 Smith Street and including the lands legally described as Lot 41, Block 310, Plan No. 00RA12095, as Municipal Heritage Property be approved.

- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 3. That Schedule A of the *Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912* (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 1.34 (Somerset Block) upon designation.
- 4. That this report be forwarded to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

# MUNICIPAL HERITAGE ADVISORY COMMITTEE - APRIL 11, 2016

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

Councillor John Findura (non-voting), Joseph Ralko (Chairperson), Ken Lozinsky, and Ray Plosker, were present during consideration of this report by the Municipal Heritage Advisory Committee.

The Municipal Heritage Advisory Committee, at its meeting held on April 11, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the application to designate the Somerset Block, located at 1806 Smith Street and including the lands legally described as Lot 41, Block 310, Plan No. 00RA12095, as Municipal Heritage Property be approved.
- 2. That the City Solicitor be instructed to prepare the necessary bylaw to:
  - a. Designate the subject property as Municipal Heritage Property.
  - b. Identify the reasons for designation and character-defining elements as stated in Appendix A-4 to this report.
  - c. Provide that any subsequent alterations to the property be consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."

- 3. That Schedule A of the Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties No. 8912 (commonly known as the Heritage Holding Bylaw) be amended to remove the property listed as Item 1.34 (Somerset Block) upon designation.
- 4. That this report be forwarded to the May 11, 2016 Regina Planning Commission meeting for a recommendation and to the May 30, 2016 City Council meeting for approval, to allow sufficient time for the service of the required notice of intention to pass the necessary bylaw and for advertising of the required public notice for the respective bylaw.

# CONCLUSION

The Administration has determined that the Somerset Block, built in 1929, is of heritage value as a Municipal Heritage Property. The building is of high architectural and historical value for its:

- Pedestrian-oriented retail storefront design that was typical of the early twentieth century.
- Connection with the commercial and retail history of downtown Regina.
- Connection with original owners and contractors Hipperson Construction, a well-known local leader in the construction sector in Regina.

The designation of the Somerset Block as a Municipal Heritage Property is consistent with the heritage policy objectives of *Design Regina: The Official Community Plan Bylaw No. 2013-48* (Official Community Plan).

Accordingly, the Administration recommends approval.

# BACKGROUND

The Administration has received an application to designate the Somerset Block at 1806 Smith Street as a Municipal Heritage Property. The subject property is listed under Schedule "A" to the Heritage Holding Bylaw.

Applications for designation as Municipal Heritage Property are considered in accordance with section 11 of *The Heritage Property Act*.

The owner intends to submit a corresponding application under the Heritage Building Rehabilitation Program, which would be considered separately by the Finance and Administration Committee and City Council.

#### DISCUSSION

# Municipal Heritage Designation Application

The owner of the Somerset Block located at 1806 Smith Street proposes to designate the property as a Municipal Heritage Property. The Somerset Block is listed as Item 1.34 on Schedule A to the Heritage Holding Bylaw. The Heritage Holding Bylaw was adopted by City Council on September 11, 1989, pursuant to the requirements of Section 28 of *The Heritage Property Act*. The Heritage Holding Bylaw contains a list of buildings (Schedule A) that have

been identified as having heritage value and that City Council may wish to designate as Municipal Heritage Properties. In the process of designating a property City Council approval is also required to remove the subject property listed from the Heritage Holding Bylaw.

The subject property is identified in Appendix A-1 and A-2 of this report, In addition, a photograph of the building is provided in Appendix A-3.1.

When an application for Municipal Heritage Designation is received, the Administration assesses the heritage value of the property and prepares the necessary decision items for the Regina Planning Commission and City Council. Typically, key activities undertaken include:

- Prepare a Statement of Significance on the heritage value of the property.
- Score the heritage value of the property using evaluation criteria.
- Advise stakeholders of the application.

# Statement of Significance

A Statement of Significance documents the reasons why a property has heritage value and what elements must be retained in order to protect the heritage value of the property. The Statement of Significance guides how the City of Regina will apply the "Standards and Guidelines for the Conservation of Historic Places in Canada." The Statement of Significance must form part of a Conservation Plan, which is a requirement of an application under the Heritage Building Rehabilitation Program. The Statement of Significance for this property is attached to this report in Appendix A-4.

The Somerset Block was built in 1929 and is a two-storey, brown-coloured brick commercial building at the corner of Smith Street and 11th Avenue. The building is distinguished by continuous store fronts along 11th Avenue and Smith Street. The aesthetic value of the building resides in its small-scale commercial design. It is an excellent example of pedestrian-oriented retail storefront design that was typical of the early twentieth century. The historic value of the property resides in its location. When the construction of the building was contemplated in the late 1920s, Regina's main retail and business area was centered along 11th Avenue and Scarth Street.

The building is also of historic value for its association with Hipperson Construction. Hipperson Construction was the original owners and contractors and maintained their office there from the early 1950s until recently. Hipperson Construction became a well-known local leader in the construction sector and responsible for constructing many of Regina's heritage buildings such as the Ackerman Building, the Qu'Appelle Apartments and many churches and schools.

# Heritage Evaluation

The Administration has undertaken an evaluation of the property using criteria to identify the architectural and historic value of the subject property. The Administration's evaluation is attached to this report in Appendix A-5 and indicates that the property is of moderately high architectural and historic value and for viability due to its context in downtown Regina. The Somerset Block has a total evaluation score of 81 out of 100.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The property owner intends to apply for tax exemption under the Heritage Building Rehabilitation Program. The financial implications of the application will be addressed in a report to the Finance and Administration Committee.

#### **Environmental Implications**

Further, conservation of the building contributes to the City's broader policy objective under the Official Community Plan of promoting environmentally sustainable development.

#### Policy and/or Strategic Implications

One of the goals in the Official Community Plan is to support cultural development and cultural heritage including the protection, conservation, and maintenance of historic places. The Official Community Plan also establishes the City's role in this goal area to encourage property owners to voluntarily designate properties through the availability of incentive programs. In 2014, the Heritage Building Rehabilitation Program was updated to provide up to ten years of property tax exemption for approved conservation work. Since the update, three applications have been approved under the new Program by City Council.

This approach is consistent with the following policies within the Official Community Plan:

- Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sector to encourage cultural development opportunities and conserve historic places.
- Encourage owners to protect historic places through good stewardship and voluntary designation.
- Leverage and expand funding, financial incentive programs and other means of support to advance the conservation of historic places.

Heritage designation of the subject property, as well as its conservation, will enhance the building's long-term economic viability and protect its character-defining elements. Designation will also ensure the building's continued contribution to the historical and architectural character of the downtown Regina neighbourhood.

#### Other Implications

According to *The Heritage Property Act*, City Council's decision to designate a property as a Municipal Heritage Property should be based on an assessment of its heritage value. *The Heritage Property Act* does not require an assessment of the property's financial viability or the owner's plan to undertake work on a property.

If City Council wishes to proceed with designation and consider the matter at a subsequent meeting, the owners would have an opportunity to object to the proposed designation according to the process outlined in *The Heritage Property Act*.

#### Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

The Administration provided information on this application to the Regina Downtown Business Improvement District (RDBID) and heritage advocacy groups including Heritage Regina and the Architectural Heritage Society of Saskatchewan for comment.

Heritage Regina and the RDBID indicated that they support the application. Comments have not been received from the Architectural Heritage Society of Saskatchewan.

The applicant and other interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving written notification of City Council's decision.

In accordance with *The Heritage Property Act*, notice of City Council's intention to consider a designation bylaw will be:

- Served on the registrar and the property owner.
- Published in a least one issue of the Leader-Post.
- Registered in the Saskatchewan Land Registry against the title(s) for the parcel of land.

#### DELEGATED AUTHORITY

City Council's approval is required, pursuant to Section 11 of The Heritage Property Act.

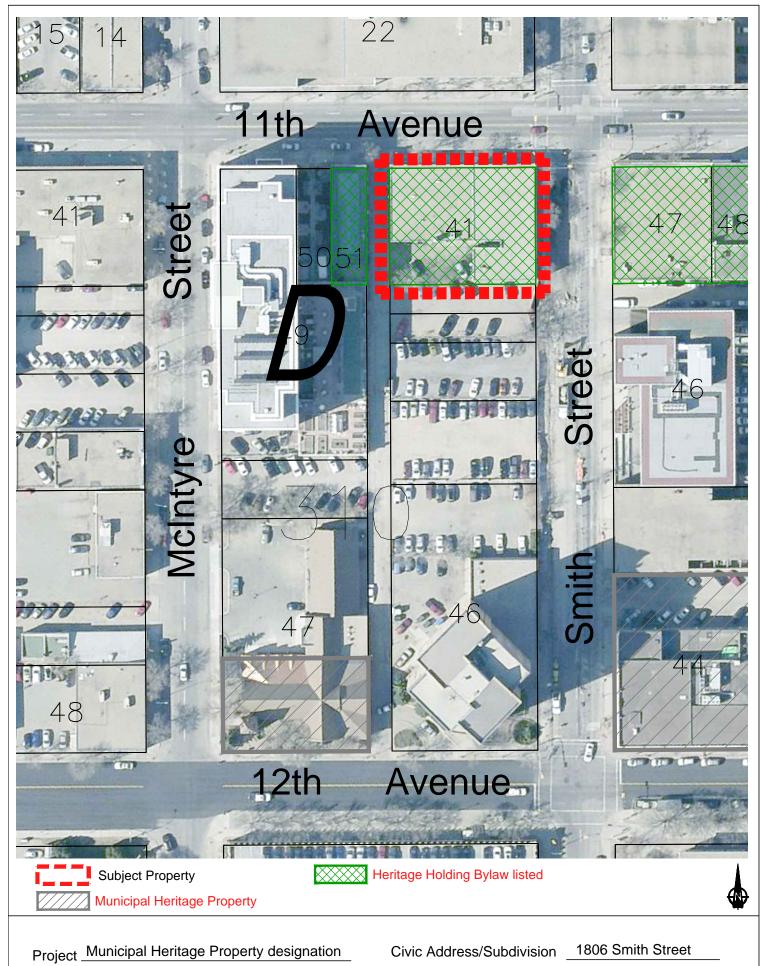
Respectfully submitted,

# REGINA PLANNING COMMISSION

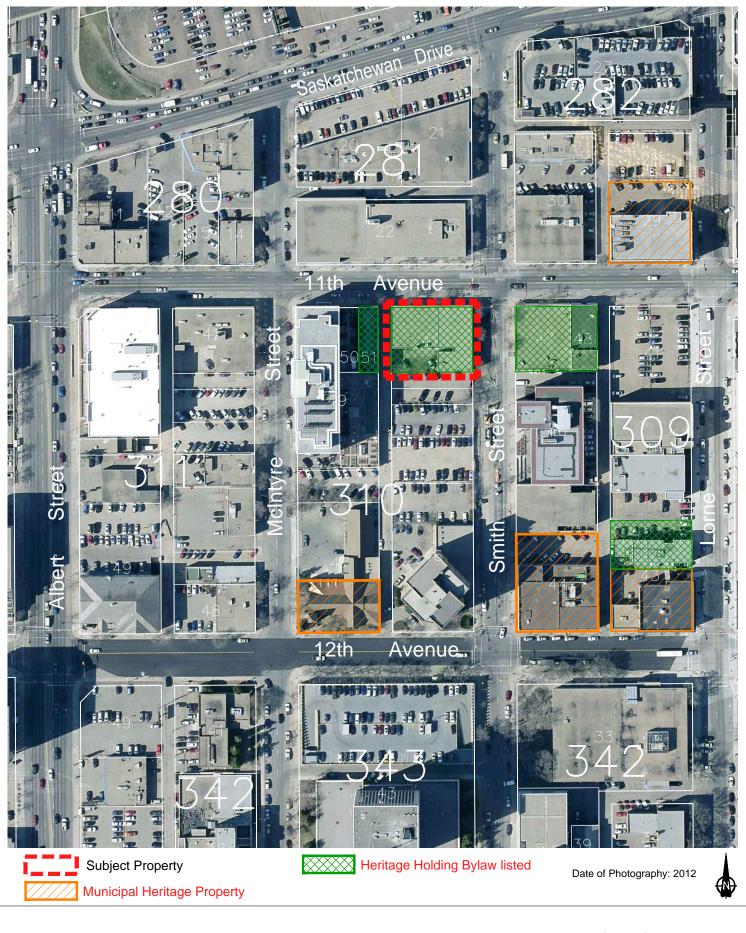
Elaine Golilke

Elaine Gohlke, Secretary

# Appendix A-1



# Appendix A-2



Project 16-H-03

Civic Address/Subdivision 1806 Smith Street



Somerset Block c.1961 Image: CORA E-5\_2410001) Credit: City of Regina Archives Note: image is looking north along Smith Street

Project 16-H-03

Planning Department Civic Address/Subdivision 1806 Smith Street Somerset Block

# Appendix A-4

# Statement of Significance Somerset Block

#### **Description of Historic Place**

The Somerset Block, located in downtown Regina at 1806 Smith Street, is a two-storey, brown brick commercial building. The building is distinguished by continuous store fronts along 11<sup>th</sup> Avenue and Smith Street.



#### **Heritage Value**

Designed in 1929 by the Regina firm of Reilly, Warburton & Reilly and constructed by the Hipperson Construction Company, the Somerset Block has value as a good example of pedestrian-friendly storefront design from the early twentieth century. The use of brick pilasters, entries and storefronts establish a pedestrian scale and rhythm. Constructed during Regina's 1926-29 building boom, the Somerset Block, along with the Lloyds Building (1929), Gray-Campbell Building (1926) and Yaeger Block (1928), contributes to an intact 11th Avenue streetscape centered on Smith Street. The use of a similar type of Claybank brick, stone accents and decorative tiles, particularly in the case of the Lloyds Building and Somerset Block, and the physical connection between the Lloyds and Gray-Campbell buildings, results in a visually-integrated landscape.

The value of the property also resides in the history of use of the building. Like many downtown commercial buildings from this period, the Somerset Block has experienced many changes in tenancy over the years. The ground floor has attracted various commercial tenants, and with the exception of Peerless Printing Ltd. which occupied the Smith Street site from about 1932 to 1965, most of the tenants have been short-term. The

second floor was mostly occupied by apartment suites until the mid-1950s. The building owners and original contractors, Hipperson Construction, has maintained their office here since the early 1950s.

# **Character-Defining Elements**

Elements related to the design of this commercial building, such as:

- Two-storey, small-scale horizontal massing.
- Commercial form defined by continuous store fronts, contributing to a typical inter-war low-rise commercial streetscape.
- Brown-coloured brick.
- Brick pilasters accented with Tyndall stone blocks and decorative glazed tiles.
- Second floor windows outlined by a continuous brick soldier course with stone corner accents and sills.
- Semi-circular brick soldier course entrance with central keystone above the Smith Street entrance.
- Carved Tyndall stone building name panels.
- Lower façade defined by decorative stone banding, large display windows with clear glazing, recessed entryway, and base plates below the windows.
- Regular arrangement of second floor windows.

Elements which reflect the contribution of the building to a significant 11<sup>th</sup> Avenue streetscape, such as:

• Similar Claybank brick, Tyndall stone accents and decorative tiles.

# Somerset Block

# **Evaluation Form**

HERITAGE ASSESSMENT		А	В	С	D	Total
Architecture (Maximum	n 30)					
St	<i>y</i> le	16	8	4	0	
Co	onstruction/Materials	8	4	2	0	
Ag	e	12	6	3	0	
Ar	chitect/Builder	8	4	2	0	
Ex	terior Details	4	2	1	0	
Int	erior Details	6	3	1	0	
Ma	assing/Plan	4	2	1	0	
History (Maximum 30)						
Pe	rsons	20	10	5	0	
Ev	ents/Chronology	20	10	5	0	
Co	ontext	25	12	6	0	
	Tota					46
VIABILITY ASSESSMENT		А	В	С	D	Total
Environment (Maximur	n 10)					
Co	ontinuity/Setting	8	4	2	0	
La	ndscape Quality	4	2	1	0	
La	ndmark/Symbolism	10	5	2	0	
Usability (Maximum 15						
	ning / Land Use / ompatibility	8	4	2	0	
Ad	laptability	10	5	2	0	
Se	rvicing / Utilities	8	4	2	0	
Re	cycling Costs	10	5	2	0	
Integrity & Present Cor	ndition (Maximum 15)					
Sit	e Originality	8	4	2	0	
Alt	erations	8	4	2	0	
Ex Ex	terior Condition	5	2	1	0	
Int	erior Condition	5	2	1	0	
Gr	ound Condition	5	2	1	0	
	Total					35
	GRAND TOTAL					81

#### BYLAW NO. 2016-29

#### BYLAW TO DESIGNATE THE SOMERSET BLOCK AT 1806 SMITH STREET AS MUNICIPAL HERITAGE PROPERTY

WHEREAS sections 11 and 12 of *The Heritage Property Act* authorize City Council to enact bylaws to designate real property, including all buildings, features and structures thereon, to be of heritage value and to establish guidelines and controls to conserve and develop the heritage characteristics of designated property; and

WHEREAS City Council has determined that the property known as "The Somerset Block" and located at: 1806 Smith Street, Regina, Saskatchewan is a site of architectural, historical, cultural and aesthetic value; and

WHEREAS not less than thirty (30) days prior to consideration of this bylaw, City Council has:

- a. Served a Notice of Intention on the Registrar of Heritage Property and all owners of property included in the proposed bylaw;
- b. Published a Notice of Intention in at least one issue of a newspaper in general circulation in the municipality; and
- c. Registered an interest in the Land Titles Registry against all titles for the parcels of land included in the proposed bylaw; and

WHEREAS no Notice of Objection to the proposed designation has been served on City Council;

THEREFORE, COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1. **Designation.** The real property commonly known as "The Somerset Block" located at 1806 Smith Street, Regina, situate on lands legally described as:

Surface Parcel #107280840 Reference Land Description: Lot 41, Blk/Par 310, Plan No 00RA12095, Extension 0

is hereby designated as Municipal Heritage Property.

- 2. **Reasons for Designation.** The reasons for the designation as Municipal Heritage Property are as follows:
  - a. The Somerset Block is of value for its connection with the commercial and retail history of downtown Regina.

Approved as to form this \_\_\_\_\_ day of

City Solicitor

- b. Built in 1929, it is of value for its construction by original owners and contractors Hipperson Construction, a well-known local leader in the construction sector in Regina. Hipperson Construction maintained their office in the building for approximately sixty years starting in the early 1950s.
- c. It was constructed during one of Regina's boom periods being built for commercial and retail use. Its pedestrian-oriented storefront design with continuous small-scale retail storefronts was typical of the early twentieth century. The use of brick pilasters, entries and storefronts establish a pedestrian scale and rhythm.
- 3. **Character Defining Elements.** The designation set forth in section 1 shall apply to the property in its entirety and shall include the following character-defining elements which embody the heritage value of the building, such as:
  - a. Elements related to the commercial building design:
    - i. two-storey, small-scale horizontal massing;
    - ii. commercial form defined by continuous store fronts, contributing to a typical inter-war low-rise commercial streetscape;
    - iii. brown-coloured brick;
    - iv. brick pilasters accented with Tyndall stone blocks and decorative glazed tile;
    - v. second floor windows outlined by a continuous brick soldier course with stone corner accents and sills;
    - vi. semi-circular brick soldier course entrance with central keystone above the Smith Street entrance;
    - vii. carved Tyndall stone building name panels;
    - viii. lower façade defined by decorative stone banding, large display windows with clear glazing, recessed entryway, and base plates below the window; and
    - ix. regular arrangement of second floor windows.
  - b. Elements which reflect the contribution of the building to a significant 11<sup>th</sup> Avenue streetscape:
    - i. Claybank brick, Tyndall stone accents and decorative tiles.

#### 4. **Guidelines and Controls.**

- a. Subject to subsection 4b, no person shall alter, restore, repair, disturb, transport, add to, move in any way, in whole or part, or remove any fixtures from the designated property, without the written approval of the Council of the City of Regina.
- b. The Council delegates to the Executive Director, City Planning and Development, or his/her delegate, the power to approve proposed alterations, repairs and restoral of the designated property, including as necessary replacement of building materials, in a fashion consistent with the existing architectural elements, appearance, colours and building materials, provided the same are consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 5. This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS <u>30th</u> DAY	OF May	2016
READ A SECOND TIME THIS <u>30th</u> DAY	OF May	2016
READ A THIRD TIME AND PASSED THI	S <u>30th</u> DAY OF <u>May</u>	2016

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

# ABSTRACT

# BYLAW NO. 2016-29

# BYLAW TO DESIGNATE THE SOMERSET BLOCK AT 1806 SMITH STREET AS MUNICIPAL HERITAGE PROPERTY

PURPOSE:	To designate as Municipal Heritage Property the property known as Somerset Block, located at 1806 Smith Street, Regina, Saskatchewan.
	The bylaw also deletes reference to the property from <i>Bylaw No. 8912</i> , commonly referred to as The Heritage Holding Bylaw.
ABSTRACT:	The bylaw designates the property known as Somerset Block, located at 1806 Smith Street, Regina, Saskatchewan, as Municipal Heritage Property and will apply specifically to the identified components of the exterior of the building.
STATUTORY AUTHORITY:	Sections 11 and 12 of <i>The Heritage Property Act</i> .
MINISTER'S APPROVAL:	Not required.
PUBLIC HEARING:	Not required as no objections to the proposed designation were received pursuant to section 13 of <i>The Heritage Property Act</i> .
PUBLIC NOTICE:	Required, pursuant to subsection 11(2) of <i>The Heritage Property Act.</i>
REFERENCE:	Municipal Heritage Advisory Committee Meeting, April 11, 2016, MHAC16-4; Regina Planning Commission, May 11, 2016, RPC16-27.
AMENDS/REPEALS:	Amends Bylaw No. 8912 (The Heritage Holding Bylaw).
CLASSIFICATION:	Regulatory
INITIATING DIVISION: INITIATING DEPARTMEN	Community Planning and Development T: Planning

#### BYLAW NO. 2016-30

#### BYLAW TO DESIGNATE THE FRONTENAC APARTMENTS AT 2022 LORNE STREET AS MUNICIPAL HERITAGE PROPERTY

#### THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

WHEREAS sections 11 and 12 of *The Heritage Property Act* authorize City Council to enact bylaws to designate real property, including all buildings, features and structures thereon, to be of heritage value and to establish guidelines and controls to conserve and develop the heritage characteristics of designated property; and

WHEREAS City Council has determined that the property known as "The Frontenac Apartments" and located at: 2202 Lorne Street, Regina, Saskatchewan is a site of architectural, historical, cultural and aesthetic value; and

WHEREAS not less than thirty (30) days prior to consideration of this bylaw, City Council has:

- a. Served a Notice of Intention on the Registrar of Heritage Property and all owners of property included in the proposed bylaw;
- b. Published a Notice of Intention in at least one issue of a newspaper in general circulation in the municipality; and
- c. Registered an interest in the Land Titles Registry against all titles for the parcels of land included in the proposed bylaw; and

WHEREAS no Notice of Objection to the proposed designation has been served on City Council;

THEREFORE, COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1. **Designation.** The real property commonly known as "The Frontenac Apartments" located at 2202 Lorne Street, Regina, situate on lands legally described as:

Surface Parcel #111401974 Reference Land Description: Lot 42, Blk/Par 369, Plan No 98RA28309, Extension 101

is hereby designated as Municipal Heritage Property.

- 2. **Reasons for Designation.** The reasons for the designation as Municipal Heritage Property are as follows:
  - a. The Frontenac Apartments is an excellent example of the Spanish Colonial Revival architectural style;

Approved as to form this \_\_\_\_\_ day of

City Solicitor

- b. Built in 1929, it is of value for its design by the prominent local architecture firm of Van Egmond and Storey;
- c. It was constructed during one of Regina's boom periods being built for General Motors of Canada workers; and
- d. It is of historic value for its association with many prominent tenants such as Stanley E. Storey of Van Egmond and Storey, the architectural firm that designed this building, the Hon. Howard McConnell, member of the Saskatchewan Legislative Assembly (1927-34), the Hon. J.H. Sturdy, member of the Saskatchewan Legislative Assembly (1944-1960) and Minister of Reconstruction and Rehabilitation in Tommy Douglas's first Cabinet, Dr. William Riddell, who made Officer of the Order of Canada in 1974, and George Porteous, Saskatchewan's Lieutenant Governor (1976-78).
- 3. **Character Defining Elements.** The designation set forth in section 1 shall apply to the property in its entirety and shall include the following character-defining elements which embody the heritage value of the building, such as:
  - a. Elements related to the design and construction of this apartment block:
    - i. free-standing, four-storey building height and H-shaped massing, allowing for greater access to natural light in each suite;
    - ii. set-back from the street, with formal planting in the area between the two main entrances;
    - iii. steeply pitched, red tile roof;
    - iv. curvilinear false end gables;
    - v. central front gable with round vent and Tyndall stone accents and garlands;
    - vi. staggered balconies with large eave brackets and ornamental metal railings;
    - vii. rounded-arch doors;
    - viii. rounded-arch window openings with inset decorative tile patterns and pilaster-lie carved window surrounds and stone sills with brackets;
    - ix. wide stucco band below the front eaves which is decorated with tile patterns;
    - x. tower-like projections which punctuate the north and south wings;

- xi. single-hung sash windows with clear glazing; and
- xii. stylized flag pole.
- b. Elements which speak to the connection of the Frontenac Apartments with a significant period of construction activity in Regina:
  - i. continued use of the apartment block for its original purpose;
  - ii. proximity to the Balfour Apartments as part of an historic apartment block streetscape; and
  - iii. the "Frontenac" sign above the main Lorne Street entrance.

#### 4. **Guidelines and Controls.**

- a. Subject to subsection 4b, no person shall alter, restore, repair, disturb, transport, add to, move in any way, in whole or part, or remove any fixtures from the designated property, without the written approval of the Council of the City of Regina.
- b. The Council delegates to the Executive Director, City Planning and Development, or his/her delegate, the power to approve proposed alterations, repairs and restoral of the designated property, including as necessary replacement of building materials, in a fashion consistent with the existing architectural elements, appearance, colours and building materials, provided the same are consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 5. This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 30th	DAY OF	May	2016.	
READ A SECOND TIME THIS 30th	DAY OF	May	_2016.	
READ A THIRD TIME AND PASSE	D THIS <u>30</u>	th DAY OF May		2016

Mayor
-------

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

# ABSTRACT

# BYLAW NO. 2016-30

# BYLAW TO DESIGNATE THE FRONTENAC APARTMENTS AT 2022 LORNE STREET AS MUNICIPAL HERITAGE PROPERTY

PURPOSE:	To designate as Municipal Heritage Property the property known as Frontenac Apartments, located at 2022 Lorne Street, Regina, Saskatchewan.
	The bylaw also deletes reference to the property from <i>Bylaw No. 8912</i> , commonly referred to as The Heritage Holding Bylaw.
ABSTRACT:	The bylaw designates the property known as Frontenac Apartments, located at 2022 Lorne Street, Regina, Saskatchewan, as Municipal Heritage Property and will apply specifically to the identified components of the exterior of the building.
STATUTORY AUTHORITY:	Section 11 and 12 of The Heritage Property Act.
MINISTER'S APPROVAL:	Not required.
PUBLIC HEARING:	Not required as no objections to the proposed designation were received pursuant to section 13 of <i>The Heritage Property Act</i> .
PUBLIC NOTICE:	Required, pursuant to subsection 11(2) of <i>The Heritage Property Act.</i>
REFERENCE:	Municipal Heritage Advisory Committee Meeting, April 11, 2016, MHAC16-3; Regina Planning Commission Meeting, May 11, 2016, RPC16-26.
AMENDS/REPEALS:	Amends Bylaw No. 8912 (The Heritage Holding Bylaw).
CLASSIFICATION:	Regulatory
INITIATING DIVISION: INITIATING DEPARTMEN	Community Planning and Development T: Planning

#### BYLAW NO. 2016-31

#### BYLAW TO DESIGNATE THE WESTON BAKERY BUILDING AT 1377 HAMILTON STREET AS MUNICIPAL HERITAGE PROPERTY

WHEREAS sections 11 and 12 of *The Heritage Property Act* authorize City Council to enact bylaws to designate real property, including all buildings, features and structures thereon, to be of heritage value and to establish guidelines and controls to conserve and develop the heritage characteristics of designated property; and

WHEREAS City Council has determined that the property known as "The Weston Bakery Building" and located at: 1377 Hamilton Street, Regina, Saskatchewan is a site of architectural, historical, cultural and aesthetic value; and

WHEREAS not less than thirty (30) days prior to consideration of this bylaw, City Council has:

- a. Served a Notice of Intention on the Registrar of Heritage Property and all owners of property included in the proposed bylaw;
- b. Published a Notice of Intention in at least one issue of a newspaper in general circulation in the municipality; and
- c. Registered an interest in the Land Titles Registry against all titles for the parcels of land included in the proposed bylaw; and

WHEREAS no Notice of Objection to the proposed designation has been served on City Council;

THEREFORE, COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1. **Designation.** The real property commonly known as "The Weston Bakery Building" located at 1377 Hamilton Street, Regina, situate on lands legally described as:

Surface Parcel #1107005643, 107287207, 107005654, 107005665, 107005676, 107005687, 107287218, 107005698, 107005700 and 107005867 Reference Land Description: Lots 11-20, Blk/Par 182, Plan No OLD33, Extension 0

is hereby designated as Municipal Heritage Property.

2. **Reasons for Designation.** The reasons for the designation as Municipal Heritage Property are as follows:

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

City Solicitor

- a. The Weston Bakery Building is a good example of the Spanish Colonial Revival architectural style;
- b. Built in 1929, it is of value for its design by the prominent local architecture firm of Van Egmond and Storey who worked as associate architects to Montreal architect Sydney Comber. Comber was the leading Canadian authority on the design of industrial bakeries and dairy production facilities;
- c. It was constructed during one of Regina's boom periods being built for the production of baked goods and was in continual use as a bakery until it closed in 2012; and
- d. It is of historic value for its association with Weston Foods which became a pioneer and leader in the Canadian baking market.
- 3. **Character Defining Elements.** The designation set forth in section 1 shall apply to the property in its entirety and shall include the following character-defining elements which embody the heritage value of the building, such as:
  - a. the free-standing, three and two-storey building and rectangular massing;
  - b. the short set-back from the street;
  - c. those elements that are reflective of the Spanish Colonial Revival and Italianate style of architecture including the location and height of the towers located at each corner of the building;
  - d. the alternation of semicircular and rectangular windows and the symmetrical pattern of fenestration;
  - e. the Tyndall stone accents including such as keystones, sills and the belt course dividing the first and second storey help accentuate the building's scale and massing;
  - f. the red tile roof, cornice and bracketing details which highlights the distinction between the varying roof heights;
  - g. those elements which reflect the function of the building to the production of baked goods as reflected in the ghost signs still evident on the exterior faces of the building;
  - h. the connection of the building with George Weston Inc. and the company's distribution of fresh baked goods across Canada; and
  - i. the association with architects Sydney Comber of Montreal and local architects Van Egmond and Storey.

# 4. **Guidelines and Controls.**

- a. Subject to subsection 4b, no person shall alter, restore, repair, disturb, transport, add to, move in any way, in whole or part, or remove any fixtures from the designated property, without the written approval of the Council of the City of Regina.
- b. The Council delegates to the Executive Director, City Planning and Development, or his/her delegate, the power to approve proposed alterations, repairs and restoral of the designated property, including as necessary replacement of building materials, in a fashion consistent with the existing architectural elements, appearance, colours and building materials, provided the same are consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 5. This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS <u>30th</u>	DAY OF May	_2016.
READ A SECOND TIME THIS 30th	DAY OF May	2016.
READ A THIRD TIME AND PASSEI	DTHIS <u>30th</u> DAY OF <u>May</u>	2016.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

# ABSTRACT

# BYLAW NO. 2016-31

# BYLAW TO DESIGNATE THE WESTON BAKERY BUILDING AT 1377 HAMILTON STREET AS MUNICIPAL HERITAGE PROPERTY

PURPOSE:	To designate as Municipal Heritage Property the property known as the Weston Bakery Building, located at 1377 Hamilton Street, Regina, Saskatchewan.
	The bylaw also deletes reference to the property from <i>Bylaw No. 8912</i> , commonly referred to as The Heritage Holding Bylaw.
ABSTRACT:	The bylaw designates the property known as the Weston Bakery Building, located at 1377 Hamilton Street, Regina, Saskatchewan, as Municipal Heritage Property and will apply specifically to the identified components of the exterior of the building.
STATUTORY AUTHORITY:	Section 11 and 12 of <i>The Heritage Property Act</i> .
	Section 11 and 12 of the fieldage 1 topolity fiel.
MINISTER'S APPROVAL:	Not required.
PUBLIC HEARING:	Not required as no objections to the proposed designation were received pursuant to section 13 of <i>The Heritage Property Act.</i>
PUBLIC NOTICE:	Required, pursuant to subsection 11(2) of <i>The Heritage Property Act.</i>
REFERENCE:	Municipal Heritage Advisory Committee Meeting, April 11, 2016, MHAC16-5; Regina Planning Commission Meeting, May 11, 2016, RPC16-24.
AMENDS/REPEALS:	Amends Bylaw No. 8912 (The Heritage Holding Bylaw).
CLASSIFICATION:	Regulatory
INITIATING DIVISION: INITIATING DEPARTMEN	Community Planning and Development T: Planning

#### BYLAW NO. 2016-32

#### BYLAW TO DESIGNATE THE OLD NO. 1 FIRE HALL (CENTRAL FIRE HALL) AS MUNICIPAL HERITAGE PROPERTY

WHEREAS sections 11 and 12 of *The Heritage Property Act* authorize City Council to enact bylaws to designate real property, including all buildings, features and structures thereon, to be of heritage value and to establish guidelines and controls to conserve and develop the heritage characteristics of designated property; and

WHEREAS City Council has determined that the property known as "Old No. 1 Fire Hall (Central Fire Hall)" and located at:  $1654 - 11^{\text{th}}$  Avenue, Regina, Saskatchewan is a site of architectural, historical, cultural and aesthetic value; and

WHEREAS not less than thirty (30) days prior to consideration of this bylaw, City Council has:

- a. Served a Notice of Intention on the Registrar of Heritage Property and all owners of property included in the proposed bylaw;
- b. Published a Notice of Intention in at least one issue of a newspaper in general circulation in the municipality; and
- c. Registered an interest in the Land Titles Registry against all titles for the parcels of land included in the proposed bylaw; and

WHEREAS no Notice of Objection to the proposed designation has been served on City Council;

THEREFORE, COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

 Designation. The real property commonly known as "Old No. 1 Fire Hall (Central Fire Hall)" located at 1654 – 11<sup>th</sup> Avenue, Regina, situate on lands legally described as:

Surface Parcel #111930904, Reference Land Description: Blk/Par 289 Plan No.101160391, Extension 32

is hereby designated as Municipal Heritage Property.

2. **Reasons for Designation.** The reasons for the designation as Municipal Heritage Property are as follows:

Approved as to form this \_\_\_\_\_ day of

City Solicitor

- a. The heritage value of the Old No. 1 Fire Hall lies in its architectural, historical and contextual significance;
- b. Constructed between 1920 and 1921, Old No. 1 Fire Hall is of architectural value as an excellent example of the Queen Anne Revival architectural style. It is of value as a major work by the locally prominent architectural firm of Clemesha and Portnall. The building's heritage value also lies in the character defining elements noted in section 2;
- c. Old No. 1 Fire Hall is of historic value for its association with the Regina Riot of July 1, 1935; and
- d. The building represents an important part of the social history of Regina. As a fire hall since 1921, it represents a major civic public work for the period and was the third fire hall to be constructed in Regina. It is also a civic landmark and part of an historic area in the City, Regina's Market Square.
- 3. **Character Defining Elements.** The designation set forth in section 1 shall apply to the property in its entirety and shall include the following character-defining elements which embody the heritage value of the building, such as:
  - a. Clock tower topped with a weather vane depicting a fireman putting out a fire;
  - b. Its connection to the prominent architectural firm of Clemesha and Portnall;
  - c. Its role as a civic landmark and contribution to an important historic area of the City;
  - d. Its association with the Regina Riot;
  - e. Existing structure incorporates portions of the former Regina Market Building (1908), including the foundations, basement and segments of the first storey walls;
  - f. Differing wall textures a variety of materials are used on the different stories as seen in the shingles used on the second and third storey over the brick on the first storey;
  - g. Asymmetrical elevation with a steeply-pitched Dutch gable roof punctuated by two tiers of dormers and an ornamented wooden tower;
  - h. Tower ornamented with a clock, weather vane and balconies;
  - i. Gables decorated with shingles and ornamental Flemish style detailing on the window surrounds;

- j. Projecting wings and front bays;
- k. Red brick with stone and wood trim, sash windows and colored shingles; and
- 1. Cast iron detailing used in elements such as the roof ridges, balconies and weather vane.

#### 4. **Guidelines and Controls.**

- a. Subject to subsection 4b, no person shall alter, restore, repair, disturb, transport, add to, move in any way, in whole or part, or remove any fixtures from the designated property, without the written approval of the Council of the City of Regina.
- b. The Council delegates to the Executive Director, City Planning and Development, or his/her delegate, the power to approve proposed alterations, repairs and restoral of the designated property, including as necessary replacement of building materials, in a fashion consistent with the existing architectural elements, appearance, colours and building materials, provided the same are consistent with the "Standards and Guidelines for the Conservation of Historic Places in Canada."
- 5. This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS <u>30th</u>	DAY OF	May	2016.	
READ A SECOND TIME THIS 30th	DAY OF	May	2016.	
READ A THIRD TIME AND PASSE	D THIS 30	th DAY OF	May	2016.

Mayor
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City Clerk

(SEAL)

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City Clerk

# ABSTRACT

# BYLAW NO. 2016-32

# BYLAW TO DESIGNATE THE OLD NO. 1 FIRE HALL (CENTRAL FIRE HALL) AS MUNICIPAL HERITAGE PROPERTY

PURPOSE:	To designate as Municipal Heritage Property the property known as Old No. 1 Fire Hall, located at $1654 - 11^{\text{th}}$ Avenue, Regina, Saskatchewan.
	The bylaw also deletes reference to the property from <i>Bylaw No. 8912</i> , commonly referred to as The Heritage Holding Bylaw.
ABSTRACT:	The bylaw designates the property known as the Old No. 1 Fire Hall, located at $1654 - 11^{\text{th}}$ Avenue, Regina, Saskatchewan, as Municipal Heritage Property and will apply specifically to the identified components of the exterior of the building.
STATUTORY	
AUTHORITY:	Sections 11 and 12 of <i>The Heritage Property Act</i> .
MINISTER'S APPROVAL:	Not required.
PUBLIC HEARING:	Not required as no objections to the proposed designation were received pursuant to section 13 of <i>The Heritage Property Act</i> .
PUBLIC NOTICE:	Required, pursuant to subsection 11(2) of <i>The Heritage Property Act.</i>
REFERENCE:	Municipal Heritage Advisory Committee Meeting, April 11, 2016, MHAC16-2; Regina Planning Commission Meeting, May 11, 2016, RPC16-25.
AMENDS/REPEALS:	Amends Bylaw No. 8912 (The Heritage Holding Bylaw).
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	Community Planning and Development

INITIATING DEPARTMENT:

Planning

#### BYLAW NO. 2016-33

#### THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 7)

# 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 5, Part 5B, Table 5.7 is amended by striking out the following row:

"	MINIMUM FRONT YARD SETBACK	7.5 <sup>5</sup>	7.5	6	6	nil <sup>3</sup>	nil	7.5	nil	5	5	"
	(m)											

and substituting:

"	MINIMUM FRONT YARD SETBACK (m)		7.5 <sup>5</sup> nil <sup>7</sup>	7.5	6	6	nil <sup>3</sup>	nil	7.5	nil	5	5	"
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- 3 Chapter 5, Part 5B, Table 5.7 is amended by adding, in sequential order, the following under the section "**Notes**":
  - "7 Where this zone applies to lands identified for Main Street Retail configuration within secondary or concept plans."
- 4 Chapter 19 Zoning Maps (Map No. 2691) is amended by rezoning the lands in Regina, Saskatchewan, as outlined on the map as Appendix "A", legally described as:

Legal Address:NW & NE 21-17-20-W2M, Lot B & E, Surface Parcels<br/>109553801 and 111601695Civic Address:8201 Dewdney AvenueCurrent Zoning:MAC – Major Arterial CommercialProposed Zoning:DSC – Designated Shopping Centre



City Solicitor

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

READ A FIRST TIME THIS 30thDAY OFMay2016.READ A SECOND TIME THIS 30thDAY OFMay2016.READ A THIRD TIME AND PASSED THIS30thDAY OFMay2016.

Mayor

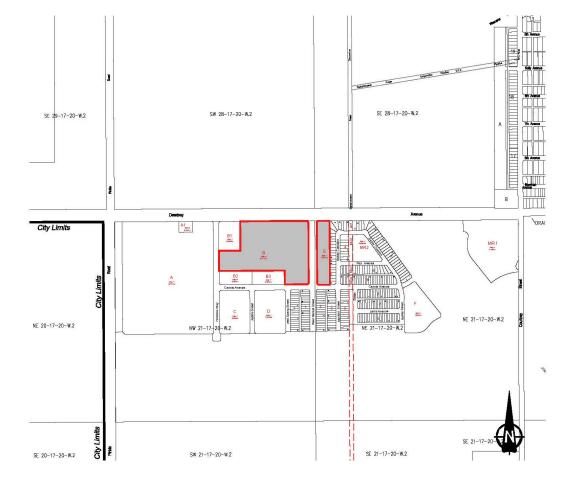
City Clerk

(SEAL)

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City Clerk

# **APPENDIX "A"**



O:\UP\DWGS\DEVELOP\Z\2016\Area Maps\16-Z-04.dwg

# ABSTRACT

# BYLAW NO. 2016-33

# THE REGINA ZONING AMENDMENT BYLAW (No. 7)

PURPOSE:	To amend Regina Zoning Bylaw No. 9250.
ABSTRACT:	The proposed rezoning will allow the applicant to develop a Shopping Centre.
STATUTORY AUTHORITY:	Section 46 of The Planning and Development Act. 2007.
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Required, pursuant to section 207 of <i>The Planning and Development Act, 2007</i> .
PUBLIC NOTICE:	Required, pursuant to section 207 of <i>The Planning and Development Act, 2007</i> .
REFERENCE:	Regina Planning Commission, May 11, 2016, RPC16-22.
AMENDS/REPEALS:	Amends Regina Zoning Bylaw No. 9250.
CLASSIFICATION:	Regulatory
INITIATING DIVISION: INITIATING DEPARTMEN	Community Planning and Development T: Planning

## BYLAW NO. 2016-34

# THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 8)

## 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. 2689) is amended by rezoning the lands in Regina, Saskatchewan, as outlined on the map attached as Appendix "A", legally described as:

Legal Address:	Lots 11-20, Block 182, Plan No. OLD33 Lots 28 & 30, Block 181, Plan OLD33, Ext. 0 Lot 29, Block 181, Plan OLD33, Ext. 74 Lot 41, Block 181, Plan 101186131, Ext. 75
Civic Address:	1350 Hamilton Street 1377 Hamilton Street
Current Zoning:	IA1 – Light Industrial (1350 Hamilton Street) IA – Light Industrial (1377 Hamilton Street)
Proposed Zoning:	Contract Zone

- 3 The City Clerk is authorized to execute under seal the Contract Zone Agreement annexed as Appendix "B" and forming part of this Bylaw.
- 4 This Bylaw comes into force on the date an interest based on the Contract Zone Agreement is registered in the Land Registry and Information Services Corporation.

READ A FIRST TIME THIS 30thDAY OFMay2016READ A SECOND TIME THIS 30thDAY OFMay2016.READ A THIRD TIME AND PASSED THIS30thDAY OFMay2016.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

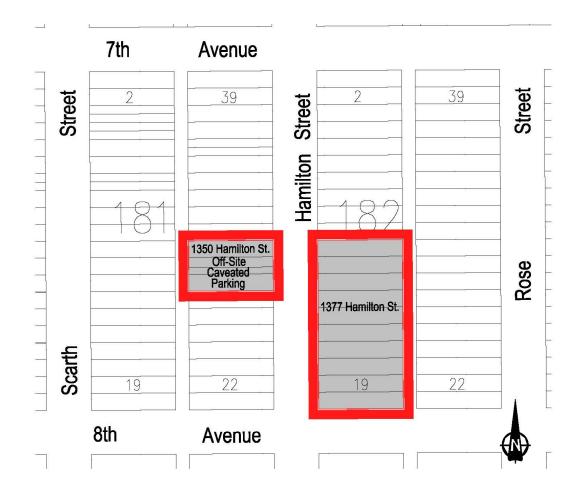
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**City Solicitor** 

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Bylaw No. 2016-34

APPENDIX "A"



#### **APPENDIX "B"**

THIS AGREEMENT made as of this 27 day of Mary, 2016.

BETWEEN:

THE CITY OF REGINA

in its capacity as approving authority pursuant to *The Planning and Development Act, 2007* (the "City")

- and -

WAREHOUSE PROPERTIES LTD. (the "Owner/Applicant")

#### CONTRACT ZONE AGREEMENT

#### WHEREAS:

- A. The City has an approved official community plan as contemplated in section 69 of *The Planning* and Development Act, 2007 that contains guidelines respecting the entering into of agreements for the purpose of accommodating requests for the rezoning of lands to permit the carrying out of a specific proposal, referred to as "contract zoning"; and
- B. The Owner is or is entitled to become the registered owner of the lands and buildings (if any) located at 1377 Hamilton Street, Regina, Saskatchewan, and legally described as:

Surface Parcel(s): Parcel #107005643, 107287207, 107005654, 107005665, 107005676, 107005687, 107287218, 107005698, 107005700, and 107005867. Reference Land Description: Lot 11-20, Block 182, Plan Old 33, Extension 0

And

The Owner is or is entitled to become the registered owner of the lands and buildings (if any) located at 1350 Hamilton Street, Regina, Saskatchewan, and legally described as:

Surface Parcel(s): Parcel #107003663, 112250393, 107003641, and 112249807. Reference Land Description: Lots 28-30, Block 181, Plan Old 33, Extension 0, 74 and Lot 41, Block 181, Plan 101186131, Extension 75.

C. The Owner/Applicant has applied to the City to have the Property rezoned from IA (1377 Hamilton Street) and IA1 (1350 Hamilton Street) – Light Industrial to C-Contract to permit the use of the Property for the carrying out of a specific proposal described as: mixed-use market and off-site caveated parking lot (the "Proposal").

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#### NOW THEREFORE, the Parties agree as follows:

- 1. **Preamble.** The preamble forms an integral part of this Agreement.
- Establishment of the Contract Zone. The City hereby agrees that the zoning of the Property shall be a contract zone (C-Contract) pursuant to the provisions of *The Planning and Development Act, 2007* and *Design Regina: The Official Community Plan Bylaw No. 2013-48* to accommodate the Applicant's Proposal ("Contract Zone").
- 3. **Effective Date.** The effective date of this Agreement shall be the date of passage of the bylaw by City Council authorizing the Contract Zone (the "Effective Date"), it being understood by the Owner/Applicant that the relevant amendments to the Zoning Bylaw shall not take effect until an interest based on this Agreement is registered against the affected title(s) to the Property at the Saskatchewan Land Titles Registry.
- 4. **Permitted Development and Use.** The development and use of the Property permitted within the Contract Zone shall be as follows:
  - (a) Existing and proposed use and development on the Property as it relates to 1377 Hamilton Street shall permit a mixed use market facility, which may include any of the following as permitted uses:
    - (i) Licensed Beverage Room
    - (ii) Licensed Cocktail Room
    - (iii) Licensed Dining Room
    - (iv) Licensed Restaurant
    - (v) Night Club
    - (vi) Office, General (restricted to 450 square metres on main/2<sup>nd</sup> floors)
    - (vii) Restaurant
    - (viii) Retail (not restricted to any article or commodity for which the warehousing, storage, sale at retail/wholesale, fabrication, or processing/manufacture is allowed in the zone)
    - (ix) School, Vocational
    - (x) Art Gallery or Museum
    - (xi) Bakery Shop
    - (xii) Dwelling Unit, in a Reconstructed Building
    - (xiii) Grocery Store

- 3
- (b) Existing and proposed use and development on the Property as it relates to 1350 Hamilton Street shall only permit Parking, Off-site (30 parking stalls).
   (c)
- Site Layout and External Design. The site layout and design of existing and proposed development on the Property shall be consistent with the plans prepared by Alton Tangedal Architect Ltd. and dated February 23 and 25, 2016, which are attached to this Agreement as Appendix "A-3.1, A-3.1a, and A-3.1b";
- (d) Landscaping. Landscaping for the Property shall comply with the applicable development standards for landscaped areas pursuant to Chapter 15 of *the Regina Zoning Bylaw, No. 9250* and shall be generally consistent with Appendix "A-3.1a and A-3.1b";
- (e) Parking. Parking requirements for the Property shall comply with applicable development standards for parking areas pursuant to Chapter 14 of *the Regina Zoning* Bylaw, No. 9250 except that the number of required stalls at 1377 Hamilton Street be reduced to 7 parking stalls, the parking at 1350 Hamilton Street shall include 30 parking stalls and shall be designated as Off-Site Caveated Parking, and both shall be generally consistent with Appendix "A-3.1, A-3.1a, and A-3.1b";
- (f) Signage. Signage on the Property shall comply with applicable development standards for signage in Special Zones pursuant to Table 16.1 in Chapter 16 of the Regina Zoning Bylaw, No. 9250 and that the Special Zone standards shall apply regardless of the reference to a Contract Zone agreement;
- (g) Access. Vehicle entry and exit from the Property shall comply with applicable development standards pursuant to the Regina Zoning Bylaw No. 9250; and
- (h) Other. Except as expressly modified or otherwise stated herein, the Property shall be subject to and comply with the applicable requirements and provisions of the Regina Zoning Bylaw No. 9250.

**Conditions.** The Contract Zone and this Agreement shall be conditional on the following:

- (a) The applicant is required to apply for and obtain the necessary permits prior to the commencement of any development;
- (b) The property at 1377 Hamilton Street shall be designated as a Municipal Heritage Property prior to the issuance of a building permit;
- (c) Any zoning related detail not specifically addressed in this Agreement shall be subject to the applicable provisions of the *Regina Zoning Bylaw No. 9250*;
- (d) This agreement shall be registered as an interest in the Saskatchewan Land Titles at the applicant's cost on each surface parcel;
- (e) None of the land or buildings comprising the Property shall be developed or used except in accordance with this Agreement.

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#### 5. Time Limits.

- (a) The City's approval to initiate the proposed development on the Property shall be valid for a period of two years from the Effective Date.
- (b) The term of this Agreement and the Contract Zone provided for herein shall be in effect from the Effective Date until such time as the use permitted herein as been discontinued by the Owner/Applicant for a period of more than 12 consecutive months..
- 6. Compliance with Laws Other than Zoning. The Owner/Applicant agrees to comply with and to conform to the requirements of every applicable statute, law, bylaw, code and order in connection with its development, use or occupancy of the Property, which govern the Property and not to use either the land or building for any unlawful purpose.
- 7. **Termination.** Subject to the requirements of *The Planning and Development Act, 2007*, this Agreement may be terminated or declared void by the City if:
  - (a) the Property is developed or used contrary to the provisions of this Agreement; or
  - (b) the development fails to meet a time limit prescribed in this Agreement.
- Re-Zoning on Termination. In the event that this Agreement is declared void or otherwise terminated or expires, the zoning of the Property shall revert to the following:
  - (a) IA as it relates to 1377 Hamilton Street and IA1 as it relates to 1350 Hamilton Street.
- Liability on Termination and Indemnity. In the event that this Agreement is declared void or otherwise terminated, the City shall not be liable to the Owner/Applicant for any compensation, reimbursement or damages or account of profit or account of expenditures in connection with the Profit.
- 10. Departure or Waiver. Departure from or waiver of the terms of this Agreement shall be deemed not to authorize any prior or subsequent departure or waiver and the City shall not be obligated to suffer any continued departure or grant further waiver(s). No alteration or modification of any of the provisions of this Agreement shall be binding unless the same is in writing and signed by the parties.
- 11. **Severability.** If any covenant or provision of this Agreement is deemed to be void or unenforceable in whole or in part, it shall not be deemed to affect or impair the validity of any other covenant or provision of this Agreement.
- 12. **Governing Jurisdiction.** This Agreement shall be governed and interpreted exclusively in accordance with the laws of the Province of Saskatchewan.

#### 13. Amendment of Agreement.

- (a) Pursuant to *The Planning and Development Act, 2007*, the council of the City may, on the application by the Owner/Applicant or any subsequent owner of the Property:
  - (i) vary this Agreement;

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- (ii) enter into a new agreement; or
- (iii) extend any time limit established in this Agreement.
- (b) Notwithstanding clause (a), the provisions hereof may not otherwise be modified, unless design modifications are approved by the Development Officer, in his/her sole discretion, pursuant to that certain policy document approved by the Council of the City on or about March 25, 1991 and entitled *Guidelines for Changes to Contract Zones*.
- 14. **Notice.** Any notice required to be given by the parties under the terms hereof shall be in writing and may be delivered personally or mailed in a properly stamped and addressed envelope to the party to be notified at the address as follows:
  - (a) to the City at: Director of Planning City of Regina P. O. Box 1790 Regina, SK S4P 3C8
  - (b) to the Owner/Applicant at: Client #130968175 WAREHOUSE PROPERTIES LTD. 5G South Plains Road West Emerald Park, SK, S4L 1C6

15. Registration of Agreement. The parties acknowledge and agree that:

- (a) this Agreement is made pursuant to section 69 of *The Planning and Development Act*, 2007;
- (b) the City shall register an interest against the title(s) to the Property based on the terms of this Agreement and, upon such registration, this Agreement shall be binding on and run with the Property as against the Owner/Applicant and the Owner/Applicant's heirs, executors, administrators, successors and assigns; and
- (c) the interest mentioned in clause (b) shall register in preference to all other encumbrances against the Property save and except those acceptable to the City.

IN WITNESS WHEREOF the Parties have here unto affixed their hand and seal on the day and year first above written.

(seal)

#### THE CITY OF REGINA

City Clerk

6 WAREHOUSE PROPERTIES LTD. Fred Mehl U.P. Rect Estate. Per: Per:

(seal)

7

#### AFFIDAVIT VERIFYING CORPORATE SIGNING AUTHORITY

CANADA PROVINCE OF SASKATCHEWAN TO WIT: I, <u>Fred Wehl</u>, of Regina, Saskatchewan, (Name of Corporate Officer) MAKE OATH AND SAY THAT:

1. I am an Officer of <u>Warehouse Properfies</u> <u>Hol</u>named in the within agreement; and

))))

2. I am authorized by the corporation to execute the document without affixing a corporate seal.

\_\_day

(Signature of Quater Applicant)

A COMMISSIONER FOR OATHS in and for the Province of Saskatchewan. My Commission expires

# ABSTRACT

# BYLAW NO. 2016-34

# THE REGINA ZONING AMENDMENT BYLAW, 2016 (No. 8)

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PURPOSE:	To amend Regina Zoning Bylaw No. 9250.
ABSTRACT:	The proposed rezoning will allow the applicant to develop a mixed-use market building and off-site caveated parking lot.
STATUTORY AUTHORITY:	Section 69 of The Planning and Development Act, 2007.
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Required, pursuant to section 207 of <i>The Planning and Development Act, 2007.</i>
PUBLIC NOTICE:	Required, pursuant to section 207 of <i>The Planning and Development Act, 2007.</i>
REFERENCE:	Regina Planning Commission, May 11, 2016, RPC16-23.
AMENDS/REPEALS:	Amends Regina Zoning Bylaw No. 9250.
CLASSIFICATION:	Regulatory
INITIATING DIVISION: INITIATING DEPARTMEN	Community Planning and Development T: Planning

# The RRLIP Project: Support for Regina's Cultural Plan (Presented by Carol Brouwers, RRLIP Project Manager)

Today I will:

- Provide project information about the Regina Region Local Immigration Partnership (RRLIP)
- Align the RRLIP with Regina's Cultural Plan
- Provide support for the Cultural Plan

# <u>The Project:</u>

The Regina Region Local Immigration Partnership (RRLIP) is a **community initiative** designed to improve the **integration of newcomers**, guided by the vision of Regina as a welcoming, inclusive community where immigrants fully benefit from and contribute to the social, cultural and economic fabric of the city (the cultural plan echoes some of this language). The RRLIP was formed by September, 2014 and its major funder is IRCC. The initiative is guided by a multi-sector Partnership Council, a soon to be established Immigrant Advisory Table, and supported by 2 full-time staff members.

# <u>Objectives:</u>

- Examine current newcomer resources and services to identify the community's assets, gaps and opportunities (an ongoing component of LIPs)
- Identify local priorities for successful newcomer settlement and integration
- Develop a 'Made in Regina' strategy and action plan, with key community stakeholders, to address the local priorities

# <u>Goals:</u>

To engage with key community stakeholders, in a multi-sector approach, to implement the "Made in Regina' Strategy that will...

- Improve access, coordination and linkages to resources and services that facilitate newcomer settlement and integration
- Enhance awareness of newcomer needs and strengths
- Strengthen local collaboration and capacity to foster a more welcoming, inclusive Regina

All of these are also included in the Cultural Plan – but covering an even broader area of focus.

# RRLIP's Initial Activities Included:

High level community scan (asset mapping) and Community Forum consultations.

# The Activities Provided Opportunity for ...

- Immediate engagement with community
- Initial identification of local priorities for successful newcomer settlement and integration
- Informed membership to a broad-based Partnership Council (formed in the Fall/2015)

Community was highly engaged and excited about possibilities – which the Cultural Plan research also identified.

**<u>Results</u>**: Local Priorities to Successful Newcomer Settlement and Integration

- Housing 11.5 %
- Education 11.7%
- Healthcare 10.7%
- Employment 10.4%
- Food security 7.2%
- Public Transportation 5.4%
- Newcomer Services 5.2%

748 Community forum Participants (675 Newcomers)

# Other Notable Findings:

Forum participants also noted the importance of Social Belonging

- Community groups
- Welcoming schools
- Neighborhoods
- Church groups

This 'social belonging' priority area, which keeps newcomers in communities, and enhances their positive experiences, also came to the forefront in the Cultural Plan consultations.

# Newcomers in Regina:

Regina receives many newcomers each year - GAR's (Government Assisted Refugees); SINP employees; families; privately-sponsored immigrants and refugees; international students, etc. In 2016, Regina is expected to receive almost 550 GAR's (385 Syrians arrived in Jan/Feb, while others have come from Ethiopia, Eritrea, Congo, Sierra Leone, Sudan, Iraq, Bhutan, Jordan. Economic, family and humanitarian class immigrants are also arriving.

Canada is increasing its level of immigration, expecting 30,000 newcomers - all needing to belong and be part of community.

Aligning with components of the Cultural Plan and the RRLIP identified 'social belonging' priority area, many of Regina's newcomers have expressed the need for large 'Gathering Places', suggesting it is of great importance for cultural cohesiveness. Many have come from communities and cultures where people gather together regularly, rather than remain isolated as individuals. These large gathering places are mainly desired for cultural festivals and large community events (ie: Ramadan for the Muslim Population). Newcomers have also identified the need for 'places to gather' to be local and easily accessed, as transportation challenges represent key obstacles to participation.

Similarly, the Cultural Plan pinpointed the need for utilizing resources at the neighbourhood level and developing a 'balanced community' concept with each neighbourhood being complete and sustainable.

# Supporting Community:

The RRLIP project supports the community in its support of newcomers by:

- Highlighting community organizations, activities and services in project newsletters, the website and news blog
- Developing local resources (Ethnic Grocery Stores list, Conversation Circles list, etc.)
- Connecting and supporting local initiatives (facilitating networks)
- Coordinating initiatives/involvement (Syrian initiative, Welcoming Event)
- Conducting research on newcomer needs and strengths and the community's assets and challenges, when welcoming and settling newcomers

In conclusion, the RRLIP sees great value in implementing a collaborative, cooperative community Cultural Plan, and is willing support the plan by promoting and sharing the vision and content with the community. The Cultural Plan will be an important component of the 'vision of Regina becoming Canada's most vibrant, inclusive, attractive and sustainable community where people live in harmony and thrive in opportunity' stated in the Cultural Plan.





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

Members of City Council:

Thank you for this opportunity to speak to the City of Regina's Cultural Plan. The Board of Heritage Regina would like to congratulate the City of Regina administration and Council for finalizing the Cultural Plan.

Heritage Regina is pleased to see that the Cultural Plan supports our vision, which states, "Regina's heritage includes buildings, history, landscapes, streetscapes, and the cultural inheritance of the community. ... The vision of Heritage Regina is to raise awareness and appreciation of the value of heritage and its importance to sustaining the culture and identity of the city.

We are encouraged that "Commemorate and Celebrate the City's Cultural Heritage" is one of the three main goals of the Regina Cultural Plan, including supports for both tangible and intangible heritage.

An important part of developing and implementing the plan is <u>community involvement in</u> <u>developing monitoring and evaluation tools</u> – we hope that Heritage Regina will be informed when this process is underway.

With regard to the definition of Regina's cultural heritage assets, of the 387 resources identified, a large number are listed on the <u>Heritage Holding Bylaw</u>, however this list has not been recently revisited. **Resources need to be identified by the City for reviewing the terms of the Heritage Holding Bylaw and evaluate the properties listed**.

While Heritage Regina supports Designation as a way to protect Heritage, we also agree that appropriate zoning and development standards can be very effective in retaining the existing character of an area. We support using the "Standards and Guidelines for the Conservation of Historic Places in Canada" adding that success will be based on having bylaws that support this guidelines and resources to ensure compliance.

We agree that in order to have successful growth within the City of Regina, the 5 pre-conditions for success of any Intensification strategy listed in Section 5.1.3 of the Cultural Heritage Management Strategy (CHMS) must be given full attention. Fostering a "Culture of Conservation" is critical to facilitate and further guide the intensification that is already underway and is necessary for the success of any Intensification Strategy the city intends to adopt.

Regina's heritage includes buildings, history, landscapes, streetscapes, and the cultural inheritance of the community. The vision of Heritage Regina is to raise awareness and appreciation of the value of heritage and its importance to sustaining the culture and identity of the city.

With regard to building a culturally vibrant downtown, the Regina Downtown Neighbourhood Plan has identified districts that require special conservation efforts due to their distinctiveness, such as the 11<sup>th</sup> avenue corridor in the Heritage Neighbourhood. In order to <u>protect the unique</u> <u>character of Regina's older neighbourhoods</u>, the Cultural Plan must address the **development of a strong neighbourhood planning framework which incorporates values for heritage structures and places**. Although the role of Cultural heritage resources in revitalizing and enhancing existing neighbourhoods is recognized in Design Regina, it is unclear how this has been addressed in the current planning process as <u>more heritage assets continue to be</u> <u>destroyed by new developments</u>.

Under the Cultural Plan's Implementation and Monitoring section, the investments identified for <u>Commemorate and Celebrate Regina's Cultural Heritage</u>, \$265,000 to \$330,000 over 10 <u>years</u>, covers eleven separate initiatives. This does not seem adequate to begin to address the necessary actions outlined, however updating the list of Historic Places would be particularly valuable.

In demonstrating a <u>leadership role for City Council in overseeing a comprehensive Heritage</u> <u>Conservation Program to conserve, protect and support Regina's historic places</u>, we hope that **City Council will commit further resources for capital investments in restoring and conserving municipal heritage properties.** Unless action is taken soon to proactively identify these resources and protect them from demolition, there won't be many left. For example, the <u>Municipal Justice Building, owned by the City of Regina</u> with tremendous significance for Regina's history is currently slated for sale without any guarantee for its protection. This building was the site of trials during the 1935 Regina Riot and is significant cultural heritage landmark in the former 'Germantown' neighbourhood. It **should be protected as one of the last intact buildings from that era.** 

The <u>Heritage Building Rehabilitation Program</u> has provided new life for a number of buildings but it **needs to be more broadly promoted** to ensure more property owners are aware of the potential benefits.

With regard to the broader Heritage Conservation Approaches outlined in the Cultural Plan and in the City's Cultural Heritage Management Strategy (CHMS), we agree that there are already a range of planning tools available to the City that can assist in meeting the objectives of the Cultural Plan. Tools that assist with advancing Cultural Heritage Appreciation are essential to ensure the success of the Cultural Plan. In order to meet the goal of *A Rich and Diverse Cultural Heritage*, efforts to engage the community and build an appreciation of the tangible and intangible culture of our city are essential.

Unfortunately even with these available policy tools, there have been recent examples where bylaws that are intended to preserve the existing character of neighbourhoods are overturned and new developments take precedent over heritage buildings. This was the case with the recent Watchler residence. Other examples of significant heritage buildings that need

Regina's heritage includes buildings, history, landscapes, streetscapes, and the cultural inheritance of the community. The vision of Heritage Regina is to raise awareness and appreciation of the value of heritage and its importance to sustaining the culture and identity of the city.

protection are the Sears Warehouse Building and the Travellers Building. We were pleased that the McGavin Building is being considered for municipal designation.

We also wish to emphasize the <u>need to maintain the Municipal Heritage Advisory Committee</u>. This committee plays an essential role in providing arms-length advice to the City on heritage designation and other topics that require a specialized heritage knowledge. The City has indicated that a program review is underway to consider the MHAC and other citizen-based committees. It is hoped that this process will involve public input and will soon be concluded.

Finally, with respect to the Outcome Clusters, under the Creating Wealth cluster, we would add "preserved heritage structures and neighbourhoods attract investment". Under Creating Quality Places, we would add "measured by heritage preservation, cultural facilities and spaces ...".

We are looking forward to the final release of this important document that will guide the City in its decisions on culture and heritage for the next ten years.

Thank you for the opportunity to comment.

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Sincerely, Jackie Schmidt, President



May 26, 2016

City of Regina, 2476 Victoria Avenue PO Box 1790 Regina, SK S4P 3C8

Mayor Michael Fougere and Members of Council,

#### **Re: Regina Cultural Plan**

I am writing to strongly support the adoption of the proposed Cultural Plan for the City of Regina which is being presented to you on May 30, 2016.

We are particularly familiar with the sections of the plan dealing with the Celebration of Regina's Cultural Heritage. This plan, taken together with other recent heritage related initiatives you have adopted, puts our City at the leading edge of best practice in Canada.

You are to be commended for the comprehensive plan preparation, for the review of best practice in Canada which was undertaken by you, and for the exceptional public input process which was conducted.

As a Regina business which is very much involved in heritage related activities, and as a long-time member of the Regina Chamber of Commerce we wish to stress how important this plan is, not only for the cultural benefits in themselves but also for the economic benefits which will flow directly from the leadership which is being provided by the City through adoption of this plan.

We look forward to being an active participant in the 10 year implementation process contemplated by the plan. It is particularly fitting that this plan is being adopted at the same time as the Regina Civic Museum is being reborn as a "museum without walls". This is very timely and you can be assured that the Museum and the City's heritage department will have our full cooperation in this effort to use cultural resources to the fullest in bringing added life to our City and particularly to our Downtown.

Adoption of this plan is a milestone of major significance to our City.

Thank you for this exciting initiative.

**NICOR GROUP** 

Per: Ross Keith - President



Ministers: Rev. Robert Kitchen Rev. Cameron Fraser

# Knox-Metropolitan United Church 2340 Victoria Avenue Regina, Sask. (Treaty 4 Territory) S4P 0S6 Phone: 360-525-9128 Fax: 306-522-7651 www.knoxmetregina.org



# Letter of Support for the City of Regina Cultural Plan

May 26, 2016

To Mayor Michael Fougere & The Members of City Council:

As Minister at Knox-Metropolitan United Church (your neighbor along Victoria Ave.) I am pleased to write this letter in support of the City of Regina Cultural Plan currently being considered.

I believe that there is quite a bit in the Cultural Plan that will benefit our downtown neighbourhood, and our organization; but our support for this plan also lies in the fact that we believe this will place Regina in a position to be a more exciting, inclusive and understanding community as a while. We commend the goal to *Strengthen the Artistic and Cultural Community* and its focus on increasing the promotion and awareness of the Arts and cultural resources through building partnerships, as well as supporting Artists and the Arts, and the important contributions made to our city already in these areas.

The goal to *Commemorate and Celebrate the City's Cultural Heritage* – certainly resonates for us here at Knox-Metropolitan United Church. The focus on a sense of place, preserving identity and uniqueness is certainly important to us, not only with a grand building but a whole range of cultural activities such as performances, events, celebrations that contribute to the cultural life in our neighbourhood. We seek to play a role in providing education about the historical and cultural life of the downtown community – and provides opportunities to participate in this community life, and we believe that the plan offers space for this to increase, both by our organization and by others.

We also look forward to seeing what stories, and what different histories might be told as a result of the ideas put forth in this plan. We certainly hope that this plan will be part of bringing forward stories and histories of this land's first peoples, and provide opportunities to ponder together how we have come to be living together here upon these lands of Treaty 4 Territory, explore the difficult stories and histories, and what right relationships might look like moving forward.

We believe that the City of Regina Cultural Plan does position the city to move forward in an exciting direction, and we are pleased to write in support of this endeavor.

Sincerely,

Cameron Fraser Minister - Knox-Metropolitan United Church Treaty 4 Territory – Regina, SK 306-581-9454 (cell) camfraser@knoxmetregina.org



#### CANADIAN ARTISTS REPRESENTATION/LE FRONT DES ARTISTES CANADIENS

1734 A Dewdney Ave. Regina, SK. S4R 1G6 203, 416 - 21st St E. Saskatoon, SK. S7K OC2 www.carfac.sk.ca

T: 306-522-9788 T: 306-933-2053

May 25, 2016

City of Regina **City Council** 

**Re: Regina Cultural Plan** 

To whom it may concern,

On behalf of CARFAC Saskatchewan, I would like to take this opportunity to express our support for the proposed Regina Cultural Plan, which will be presented to Council for review on May 30<sup>th</sup> 2016.

We are pleased that the City has its first Cultural Plan in consultation with the community. We see it as a wonderful frame work upon which to build informed policy for the future of our city. CARFAC SASK and many of our members took part in the community/stakeholder consultations, roundtables and surveys that were used to form the goals of the plan. We would be happy to take part in future consultations.

The Regina Cultural Plan's Three Goals of; Embrace Cultural Diversity, Strengthen the Artistic and Cultural Community, and Commemorate and Celebrate the City's Cultural Heritage, and their objectives and outcomes align with the objectives and mandates of ourselves and many of the community cultural organizations.

CARFAC SASK (Canadian Artist' Representation/Le front des artistes canadiens Saskatchewan) is a nonprofit, provincial organization representing visual artists in Saskatchewan. CARFAC SASK fulfills its mandate through professional development workshops, networking opportunities, mentorship programs, information resources, artist distress funds, legal and financial advisory services and advocacy for the arts. Our mandate enables advocacy and outreach programming that focuses on the creation of a greater understanding of the value of artist in and to the community. We believe in the visual arts as a profession and we value and respect all artists, their rights, their art forms and their cultural diversity. Information on the organization may found at our website www.carfac.sk.ca.

We believe the Regina Cultural Plan is a good first step towards achieving the vibrant, inclusive and sustainable community we all seek to create.

Sincerely,

Wendy Nelson **Executive Director CARFAC SASK** 



**CP16-7** 



May 26<sup>th</sup>, 2016

Jeff Erbach Manager, Community & Cultural Development Community Services Department City Services Division

Dear Jeff,

Firstly I would like to formally thank you for the work you have done in pursuing this initiative designed to support and promote the cultural development of Regina. Following our staff's review of Regina's 10-year Cultural Plan, we strongly feel that our mandate to positively impact the quality of life in the city —as well as the culture and arts community in the province as a whole— is well supported by this plan.

The RFF applauds the city's consultation with all stakeholders —residents, local community and municipality— in gathering concrete information to develop this plan. Many issues that the plan seeks to address are consistent with our values at RFF Inc.; unity within our community, cultural diversity, and artistic, economic and social development. The Cultural Plan's vision "*To be Canada's most vibrant, inclusive, sustainable, attractive community where people live in harmony and thrive in opportunity*" is a vision that we, at the RFF, can share and work towards collectively to further the development of the City of Regina.

All of us at the RFF believe that the goals and objectives established in the Cultural Plan have long been supported by our programming – the RFF Concert Series, the annual Regina Folk Festival and The RFF Workshop Series outreach program. We believe that all of our programming serves as a great vehicle to "*Strengthen the Artistic and Cultural Community* " the Cultural Plan's second goal. For over 47 years we have worked tirelessly to advance artistic development in the city. We join the City of Regina in your desire to develop additional opportunities for individuals to contribute to this development. This may be the artists themselves, employees of organizations in the arts and cultural community, sponsor and funder partners and/or volunteers at cultural events. RFF Inc. fully supports the goals/objectives and action items outlined in the Regina 10-Year Cultural Plan, and we hope to not only be a resource in developing Regina's culture, but also to continue to be an integral part of its heritage and history. RFF Inc. is open to all opportunities that are aligned with the goals and objectives of this Cultural Plan; especially those opportunities centered around strengthening the artistic and cultural community.

Thank you for always taking the time to ask all of us at RFF Inc for input into your planning and for recognizing us as a strong supporter of the advancement of culture, history and heritage in the City of Regina. We look forward to many years of working alongside the City of Regina and other local organizations to expand and bring further awareness to the arts, culture, diversity and heritage that the City of Regina encompasses. Together we can contribute to making Regina a much better and more inclusive place to live.

Sincerely,

Sandra Butel Artistic Director & CEO

**CP16-8** 

Raymond Plosker, Member SAA 2847 Queen Street Regina, Sk

May 26, 2016

To Mayor Michael Fougere and City Councillors,

I am writing this letter in support of the proposed City of Regina Cultural Plan. Firstly, kudos to the City of Regina for imagining the Cultural Plan with Design Regina to inform the Official Community Plan and to the planning team for taking an incredibly immense subject and distilling it into graspable parts. It establishes a framework for interweaving of creative and cultural networks to strengthen cultural awareness and sense of place that is Regina.

My background is in architecture. I am one of the principal architects of SEPW Architecture, a firm that has had experience working on a number of heritage buildings in Regina and elsewhere and I have been a member of the Municipal Heritage Advisory Committee since 2012. From my viewpoint the Cultural Plan speaks to the conservation of tangible aspects of our heritage such as buildings but also parks, urban forests, neighbourhoods and districts. These are defining characteristics of our city. It sets the framework through its goals for defining the heritage value of our buildings (which will be an on-going endeavour) but it also recognizes the importance of creating quality places. The Cultural Plan speaks to historic significance but also recognizes that our culture and our city are not only defined only in the past but also the present, and future.

It is important to have the overarching goals of the Cultural Plan form part of the Official Community Plan so that the proper resources and processes can be put in place, which will occur over time, to conserve and develop our culture and built heritage, making Regina a city that celebrates its uniqueness.

One of the benefits of fostering the recognition of our built heritage, and celebration of places and cultural resources is that it makes Regina a great place to live and one that is attracts people, businesses and investments so that culture in Regina can be sustainable.

The City already has in place the recently enhanced Heritage Building Rehabilitation Program to support the conservation of designated heritage buildings in our city. This benefits the community by providing a means through which designated heritage property owners can preserve and restore heritage character defining elements of a building ensuring that those elements, or potentially the building, do not disappear due to neglect. This is an integral element of preserving our past built heritage.

The Cultural Plan sets the stage for the implementation of stewardship and the process of determining the heritage value of its built environment from a tangible as well as intangible historic significance. One aspect of this for example would be an evaluation of buildings on the Heritage Holding list and potential for adding buildings that contribute to the cultural fabric of our city even to 50 years ago.

The Cultural Plan covers a very wide range of aspects of our city that define our heritage, the multicultural make up of our population, the varied arts groups, facilities that support arts and culture, our built environment, neighbourhood planning, etc. As such it has brought together this wide range of discussions that need to happen and sets the framework for linking cultural communities. As such it forms an integral part of and breathes life into the Official Community Plan. Lastly, the plan sets out measurements of its success. One that as an architect I can embrace and one that defines our city is, "the creation of quality places". I hope that we can take pride in our civic buildings those built and yet to be planned. I think the Cultural Plan can speak to that.

I hope that the Mayor and Council will support the implementation of the Cultural Plan.

Sincerely,

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Raymond Plosker, Member SAA

To: His Worship the Mayor and Members of City Council

## Re: Regina Cultural Plan

# **RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – MAY 18, 2016**

- 1 That the Regina Cultural Plan, outlined in Appendix A, be endorsed.
- 2 That Administration report back to Community & Protective Services Committee annually on the progress and implementation of the Plan.
- 3 That CPS14-18 be removed from the list of outstanding items for Community and Protective Services Committee.

# COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – MAY 18, 2016

The following addressed the Committee:

- Deborah Stevens, representing Regina Region Local Immigration Partnership (RRLIP)
- Janine Windolph, representing mispon: A Celebration of Indigenous Filmmaking Inc.
- Ruth Smillie, representing Globe Theatre
- Awelana Akeriwe, representing Regina Afro Fest
- Sandy Baumgartner, representing Saskatchewan Science Centre
- Wendy Nelson, representing CARFAC Saskatchewan

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #4 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 May 18, 2016, considered the following report from the Administration:

# RECOMMENDATION

- 1. That the Regina Cultural Plan, outlined in Appendix A, be endorsed.
- 2. That Administration report back to Community & Protective Services Committee annually on the progress and implementation of the Plan.
- 3. That CPS14-18 be removed from the list of outstanding items for Community and Protective Services Committee.
- 4. That this report be forwarded to City Council on May 30, 2016 for approval.

# CONCLUSION

Through an extensive research and community engagement process, Regina's first cultural plan has been developed to clarify the City of Regina's (City) role in supporting the development of the arts, cultural heritage, cultural industries and inter-culturalism. The focus of the Plan is the achievement of three Goals; to Embrace Cultural Diversity, Strengthen the Artistic and Cultural Community and to Commemorate and Celebrate Regina's Cultural Heritage.

The Regina Cultural Plan's (the Plan) Goals each come with Objectives and detailed Actions for implementation over the course of the 10 year Plan. Development of monitoring and evaluation tools for the Plan is the first step in implementation to be determined through a collaborative process involving impacted City departments and the community, who share responsibility for the Plan's successes.

Adoption of the Regina Cultural Plan provides Administration with strategic directions and implementation plans for building community partnerships to achieve strong community Outcomes of Fostering Creativity, Creating Wealth, Creating Quality Places, Strengthening Social Cohesion and Promoting Organizational Change within the City. Further, the Plan will aid Council in their decision making on a range of capital and operating investments related to the work of Administration and the community.

## BACKGROUND

In 2009 Council adopted the *Regina Downtown Neighbourhood Plan* (RDNP), which identified a need for the City to develop its first Cultural Plan to address a range of issues in built form heritage. In the RDNP, the Regina Cultural Plan, as part of implementation of the RDNP, was intended to have social, cultural and economic outcomes city-wide, and would also secure Downtown Regina as the cultural hub of the city:

"A Cultural Plan will be an important direction-setting tool that will guide the development of Downtown's cultural role and infrastructure"<sup>1</sup>

This statement was later confirmed through the consultation process to develop the official community plan, *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). In the OCP, a range of cultural policies further elaborated on the need to strategize and support a wide range of cultural activities.

Appendix A: Regina Cultural Plan includes the high level summaries of its development along with the Goals, Objectives and information on Implementation, Resourcing and Monitoring.

Appendix B: Regina Cultural Plan Appendix, includes the more detailed information on community engagement, research, Regina history and the full Guidebook used for monitoring the Plan.

<sup>&</sup>lt;sup>1</sup> City of Regina Downtown Neighbourhood Plan 2009

## DISCUSSION

In developing its first cultural plan, the City will join dozens of other municipalities across the country that have endorsed strategies for cultural development. These plans address a wide range of municipal issues, including urban growth, regional competition to attract and retain events, talent and businesses, and citizen's expectations for a quality of life. The Regina Cultural Plan has incorporated national best practices in cultural planning to establish new innovation in Regina, while looking to local expertise in order to address the unique challenges in our community and to honour the rich cultural life of the city.

Initially launched in early 2013, the Plan has taken a phased approach to its development. This included a Research phase, Community Engagement, and inventory of Community Resources.

## Research

The Plan was considered against a range of other planning and policy documents. Firstly, other regional plans including from Saskatoon, Edmonton and Winnipeg were scoped along with additional significant plans from cities like Mississauga, Victoria and Guelph for best practices in cultural planning.

Secondly, Provincial policy, mainly the *Pride of Saskatchewan: A Policy where Culture, Community and Commerce Meet* document was analyzed for Provincial direction in support for the arts and culture. The Regina Cultural Plan was aligned with the vision and direction in this document. Other significant plans that were considered in developing the Plan were the Regina Downtown Business Improvement District's strategic plan, the still developing Wascana Centre Authority Master Plan and a variety of strategic plans, outlining the future direction, of Industry Associations and arts organizations.

Other City plans and policies were analyzed for their guidance and relation to the development of the Plan. This included the OCP (2013), Regina Downtown Neighbourhood Plan (2010), Recreation Master Plan (2010), Municipal Art Policy (1993), and Community Investment Grants Program (2013).

Lastly, a study of Regina's cultural economy was a strong source of information for the need to further support arts organizations and cultural industries.

## Community engagement

From 2013 through the spring of 2016, extensive and consistent engagement with the community guided the development and ongoing refinement of the Plan. In the early stages, the Plan's direction was guided by a community-based Cultural Plan Advisory Group. That Group provided initial input as to how to undertake the important community engagement activities, and how to refine the Plan's direction based on principles and best practices from other municipalities.

As the community engagement phasing began, the Plan was developed with input from individual artists, cultural workers, select engineering firms, consultants, developers and the general public. It is also included engagement with the following;

- Arts organizations
- Heritage groups and Museums
- Tourism Saskatchewan and Tourism Regina
- Economic Development agencies
- Multicultural groups
- Festivals and Events
- Interfaith community
- Regina Police Service
- School Boards
- Post-secondary institutions
- Regina Qu'Appelle Health Region
- Business Improvement Districts

These organizations, and individual members of the public, participated in providing feedback to the Plan via;

- 95 meetings and interviews
- 7 roundtable meetings with Indigenous community
- 3 online surveys
- 2 public engagement sessions
- 2 stakeholder engagement sessions
- Roundtables with cultural industries, youth, seniors, interfaith community
- Symposium on Performing Arts; music, theatre and dance
- Multiple presentations to the Arts Advisory and Municipal Heritage Advisory Committees (2013 – 2014, when they were meeting and before the current review of Advisory Committees)

At each stage of engagement, the public and stakeholders were provided the opportunity to comment on the Plan's direction and to refine the Goals, Objectives and contribute to the list of detailed Actions. Survey results from the past two years confirm that there is strong public and stakeholder support for the Plan;

From 2015 to 2016 = 81 per cent of 171 survey respondents either Agreed or Strongly Agreed with the Plan's direction.

The community also assisted in shaping the implementation of the Plan, and will further be engaged in developing the menu of indicators for measuring the Plan's success (see 'Monitoring' below in this report).

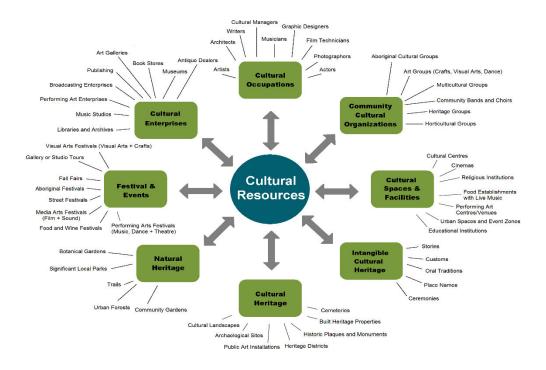
## Community Resources

Along with Research and Community Engagement, developing an understanding of the current state of city-wide resources was an important input to the development of the Plan. By using a Cultural Resource Framework to categorize assets, occupations and activities, Administration can better understand how to plan and support the arts, cultural heritage, cultural industries and inter-cultural dialogue.

The range of categories in the Cultural Resource Framework included the following (also outlined in Diagram 1);

- Cultural Enterprises
- Cultural Occupations
- Community Cultural Organizations
- Cultural Spaces and Facilities
- Intangible Cultural Heritage
- Cultural Heritage
- Natural Heritage
- Festivals and Events

Diagram 1: Cultural Resource Framework



Through mapping the assets, organizations, activities and types of occupations in these categories<sup>2</sup>, a number of important details specific to Regina emerged, including;

- More than 1,000 arts, heritage and other cultural resources and assets were identified;
- 59 Cultural Spaces and Facilities emerged, independent of Community Cultural Organizations;
- Cultural Enterprises were mostly centred in the Downtown, Warehouse District and Cathedral neighbourhood

The data is a valuable tool in helping to illuminate Regina's story and a range of detailed Actions in the Plan speak to the continuation of mapping exercises.

<sup>&</sup>lt;sup>2</sup> There are limitations to the data based on the source materials, outlined and explained in Appendix A: Regina Cultural Plan

# Vision/Values/Goals and Objectives

The three key phases of Research, Community Engagement and Community Resources led to the development, and regular refinement, of the Regina Cultural Plan. The first and guiding statement for the Plan's development was to relate to the City's Vision statement – "Canada's most vibrant, inclusive, attractive, sustainable community where people live in harmony and thrive in opportunity".

This Vision for the City can be realized by supporting the Regina Cultural Plan Values, achieving the Regina Cultural Plan Goals and Objectives and is upheld by the delivery of the Regina Cultural Plan Outcomes

## Values – the Guiding Principles

The Regina Cultural Plan's Values served to guide the creation of the Plan's focus. These values reflect best practices in cultural planning on a national scale, and the realities of planning here at home in Regina. The development of the Plan's Goals and other elements were considered against these three sets of Principles:

- Accessibility and Inclusion ensure learning opportunities, resources and activities are accessible to all residents regardless of ethnicity, age, gender, ability, sexual orientation and identification or socio-economic status.
- Innovation and Responsiveness strive for continuous innovation in art and cultural policies and programs to respond to the changing needs of the community.
- Financial Viability and Accountability ensure the most efficient and effective use of City resources through continuous management and monitoring.

## Goals - the Plan's Focus

Prolonged community engagement involving members of the public, stakeholders and the arts and cultural sector led to the development of the three main goals of the Regina Cultural Plan:

- Embrace Cultural Diversity The city's growing diversity dominated discussion and engagement during the development of the Regina Cultural Plan. An overriding message was the need for the Plan to foster intercultural dialogue and exchange across all communities in order to combat racism and to raise awareness of Regina's rich and diverse past, present and collective future.
- Strengthen the Artistic and Cultural Community One of the strongest messages heard throughout the community engagement process was the need to boldly support the arts, artists, creativity and innovation in Regina. Expanded opportunities for the community to create, collaborate and promote artistic work and cultural activity was a hallmark in the creation of the Plan.
- Commemorate and Celebrate the City's Cultural Heritage Community engagement confirmed a desire for the Regina Cultural Plan to address cultural heritage on both a city-wide, and neighbourhood level, scale. Supports for both tangible (e.g., historic places) and intangible (e.g., language, tradition) forms of cultural heritage were identified as key measures of celebrating the uniqueness of the city and building community pride and spirit.

Objectives – How to Achieve the Plan's Focus

The three main Goals capture the overarching direction of the Plan, while the Objectives are the actionable descriptions of how to meet the promise and opportunity that is outlined. The 11 Objectives of the Plan, organized into their respective Goals, are;

- Goal Embrace Cultural Diversity
  - Strengthen the Indigenous Community's Cultural Presence in Regina
  - Address the Cultural Needs of Newcomers
  - Ensure Resources are Supportive of Regina's Immigrant History
  - Promote Intercultural Relations
- Goal Strengthen the Artistic and Cultural Community
  - Build Community through Partnerships and Collaboration
  - $\circ$   $\;$  Improve Awareness and Access to the Arts and Cultural Resources
  - Support the Growth of Regina's 'Cultural Industries'
  - Support Artists and the Arts
- Goal Commemorate and Celebrate the City's Cultural Heritage
  - Demonstrate Leadership through the Management of the Heritage Conservation Program
  - Conserve Cultural Heritage Resources
  - Ensure New Development Contributes to Sense of Place

Detailed Actions connected to the Objectives further describe the tangible steps to making the Plan a reality. In all, there are 47 of these Actions.

The Regina Cultural Plan should not be considered a finished document. Instead, it should be viewed as a thoughtful starting point based on an assessment of where Regina finds itself today and what it hopes to become in the future. The Plan must be dynamic and continually respond to changing needs and opportunities. New actions will therefore necessarily emerge throughout the lifespan of the Plan.

# Implementation

The Plan includes detailed timetables for implementing the 47 Actions over the 10 year timeframe of the Plan. The Plan will move forward in phases of three year increments, thus the Actions have initially been prioritized based on the following inputs;

- Community need
- Complexity of the Action
- Range of partners required

Actions will always be subject to a recasting of their priority based on emerging issues or new opportunities, but the starting point for Administration undertaking the set of Actions is;

- Near Term, 2016-2019: 18 Actions
- Mid Term, 2020-2023: 23 Actions
- Long Term, 2024-2026: 6 Actions

Each Action requires resources that are categorized according to the following;

- Influence where City Administration work to raise awareness of a need with another agency or level of government
- Financial where an Action requires an anticipated range of funding. Those funds will be sourced via grants and other sources before being put through the City's annual budget process for support
- Personnel where the Action requires Administration to make time available to see it through

Each Action includes a list of the possible partners and collaborators who can assist the City, or who have a special interest, in seeing its success; i.e., post-secondary institutions, museums and galleries. While the partnerships may materialize over time, this first list is critical in the Plan's implementation, highlighting where the initial conversations on each Action can take place and confirming again that the Regina Cultural Plan is a shared document with community.

The detailed Actions, and costs for implementation, anticipated to be from \$530,000 to \$720,000, are not a commitment for future investment. The strategies that are outlined in the Plan will help inform decisions that are made by City Council as part of the municipal budget process and over the course of their ongoing deliberations. And while the main sources of municipal funds are from taxes, reserves and development charges, there are a range of grants and funds from foundations and other levels of government available to the municipality and the City's partners. For each Action, Administration will identify possible sources of revenue as part of the process for financially supporting the Plan.

## Outcomes - the community benefits of the Plan

The Outcomes demonstrate the benefits to the community in pursuing the Regina Cultural Plan and offer a category for measuring and evaluating success. These Outcomes were selected based on significant best practices exhibited in Ontario, where dozens of municipalities have developed cultural plans over the past two decades. Their plans have been measured and analyzed, resulting in this refined list of Outcomes which capture the significant outcomes expected from pursuing cultural planning.

- Foster Creativity refers to the capacity to create the conditions for creativity to flourish
- Create Wealth refers to the ability of Regina, via the Plan, to generate wealth for the community
- Create Quality Places refers to the resources and policies in the Plan that foster sustainable quality of life for all citizens
- Strengthen Social Cohesion refers to cultural activities and experiences in Regina that bring people together and promote the well-being of individuals
- Promote Organizational Change refers to the integration of cultural planning across all facets of municipal decision making

Performance indicators are available for measuring each of the Outcomes, as outlined below in the 'Monitoring' section of this report.

## Monitoring

The Cultural Plan recommends that Administration make use of the Canadian Urban Institute's Municipal Cultural Planning Guidebook on Indicators and Performance, which includes a selection of success indicators categorized for each community's tailored approach. This Guidebook is in wide circulation in Ontario, where dozens of municipalities make use of the indicators for monitoring and measuring their plans. Also in use from Ontario is the Ontario Municipal Benchmarking Initiative (OMBI). This includes measures in the arts, heritage and other cultural activity. The City recently adopted the OMBI framework to make direct comparisons with other municipalities. Those measures will be added to the selection of Cultural Plan indicators to create a comprehensive list.

For each of the five Outcomes for the Regina Cultural Plan there are a range of indicators to select from, 65 in all. Not all available indicators match a community's Cultural Plan and there are steps to take in identifying how to Benchmark the Plan and monitor its success. First, it's important to determine the story Regina would like to tell. That will be determined collaboratively with relevant City Departments and the community. From there, Administration can categorize a range of inputs and processes that are in place which help to tell the story; i.e., number of festivals, amount of investments to cultural organizations.

Next, relevant City Departments and the community select the indicators from the Guidebook which best tell the Regina story. In selecting indicators, there are several factors that will be considered, including;

- Is this data that the City already collects?
- Is this data that others in the community, like Statistics Canada, already collect?
- Is this data that the City would like to begin collecting?

Once a menu of indicators is selected, the first data sets can be created and Benchmarks can be set in each Outcome. Administration would report annually to Council on the implementation of the Regina Cultural Plan using the indicators and Outcomes as a way to illustrate the successes of the Plan and to communicate the rich culture that was part of the city's history, establishes the city's present, and puts vision to the city's future.

# **RECOMMENDATION IMPLICATIONS**

# **Financial Implications**

An anticipated range of financial support for the implementation of the Plan over 10 years is \$530,000 to \$720,000. However, the implementation model and anticipated resource needs are not a commitment for future investment. The strategies that are outlined in the Plan will help inform decisions that are made by City Council as part of the municipal budget process and over the course of their ongoing deliberations. Individual Actions and projects in the Plan that require municipal support will be brought forward as part of the City's annual budget process and only after Administration have exhausted other avenues of financial support.

# Environmental Implications

The Plan addresses the strategic initiatives the City can take, through a cultural development approach, to environmental sustainability. Objectives include the appropriate rehabilitation or adaptive re-use of heritage buildings.

# Policy and/or Strategic Implications

The development of a Cultural Plan was an identified implementation item as part of the *Regina Downtown Neighbourhood Plan*. Furthermore, the creation of the Regina Cultural Plan, simultaneous to the formation of *Design Regina: The Official Community Plan Bylaw No. 2013-* 48, enables the plan to operationalize the cultural and specific heritage policies set out in the following chapter areas of the City's OCP; Culture, Land Use/Built Environment, Social Development, Complete Neighbourhoods, Regional Context, Environment and Economic Development

## Other Implications

The Plan fundamentally supports city growth while contributing to the social and physical attractiveness of our community.

## Accessibility Implications

Accessibility and Inclusion were a set of driving Values in the Plan by which the Goals and Objectives were measured. As well, a host of detailed Actions in the Cultural Plan indicate the necessity to further increase both the physical and interpretive accessibility to wide ranges of cultural resources.

## COMMUNICATIONS

The Cultural Plan will be posted online on the *Design Regina* website and communicated directly to stakeholders. The Plan will be communicated to the public via social media and in print through an informational brochure. Where possible, the Plan will include passages of translation to other languages spoken in our community.

## DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

Ashley Thompson, Secretary

# **Regina Cultural Plan**



City of Regina

### **Regina Cultural Plan**

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# **Regina Cultural Plan**



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## 1. Regina's Future: The Effect of the 10-year Plan

In 2026, Regina has emerged on the national stage as one of Canada's most culturally vibrant cities, a magnet for the arts and creativity.

The City of Regina is recognized for its achievement in weaving cultural resources and opportunities into all facets of planning and decision-making. The City has forged a collaborative approach to cultural development, working closely with arts and cultural groups, other levels of government, and the private and voluntary sectors. These new and meaningful relationships are tangible, ongoing and result in aligned future policies and guidelines for the arts and culture sector.

Regina is known nationally for its success in sustained and meaningful engagement with the city's First Nations and Métis communities regarding cultural needs and aspirations. Cultural programs and services offered throughout the city reflect and respond to the needs of newcomers, Indigenous people, and all citizens, breaking down cultural divides. Opportunity for cultural participation is accessible to all citizens regardless of ethnicity, age, ability, sexual orientation, or socio-economic status.

Regina's vibrant cultural scene is supported by a strong and collaborative arts and cultural community. The fragmentation that had once characterized the community – between arts (e.g., visual, performing) and heritage (e.g., historic places), between not-for-profit and for-profit groups – has been transcended. Symposium, conferences and other networking opportunities have become common place and have resulted in stronger organizations and a flourish of festivals and new programs. Ongoing communication and community outreach by cultural organizations has resulted in Regina's cultural life continuously evolving and responding to changing community needs and circumstances. Cultural resources have become an important driver in a prosperous and diverse economy. Artists and creators are essential sources of new ideas, innovation, and technologies important to the city's future and actively participate in businesses, events, education systems, neighbourhood centres and more. Cultural industries and enterprises have formed a healthy economic sector supported by strong clusters and cross-industry collaboration. Regina's reputation as a cosmopolitan centre of diversity, natural beauty, attractiveness, and aesthetic appeal has become a draw, attracting professional talent and investment measured with strong new economic data. The depth and breadth of its cultural and entertainment offerings attract tourism from across Canada and around the world, measured in new visits, hotel stays and dollars spent locally.

The City's progressive cultural heritage policies and programs conserve and enhance its cultural heritage resources. Historic places enhance the quality of life that Regina offers to its residents, and those places are a strong source of civic pride. Innovative educational and interpretive programs are now more common, and they honour the city's living heritage, linking past and present, celebrating the tangible and intangible cultural heritage of the city's diverse population.

Finally, cultural resources of all kinds contribute to a city characterized by a strong public realm, one that is enriched by public spaces, animated by cultural activity, and the City's commitment to public art, architecture and urban design. Regina's downtown has become a vibrant cultural hub defined by a vital arts scene, new monuments and art installations, celebrated heritage, and dynamic creative cultural enterprises. In 2026, residents, planners and decision-makers alike recognize cultural resources as essential ingredients in building complete communities with unique character and identity.

## 2. Acknowledgements

#### The City of Regina acknowledges the following firms and their contributions to the development of the Regina Cultural Plan:



millierdickinsonblais

Archaeological Services Inc.

#### With additional support from:

Carl Bray & Associates Ltd.

The City would also like to recognize the elders, individual artists, cultural workers and members of the public who shared their thoughts through the development of the Regina Cultural Plan. Special thanks go to the following organizations and agencies for their continued input and on-going support throughout the process:

#### Afrofusion Entertainment

Buffalo Peoples Arts Institute

- Civic Museum of Regina
- The Circle Project
- Dream Agreement Dunlop Art Gallery

Economic Development Regina

First Nations University of Canada

Gabriel Dumont Institute

The Globe Theatre

Heritage Regina

**Curtain Razors** 

Knox Metropolitan United Church

Mackenzie Art Gallery

Multicultural Council of Sask

New Dance Horizons

Nicor Development

Regina Downtown Business Improvement District Regina Folk Festival

**Regina Chamber** 

of Commerce

Regina Hotels Association Regina Multicultural Council

Regina Open Door Society Regina Police Service,

Cultural & Community Diversity Unit

Regina Public Library Regina Ou'appelle

Health Region Regina Symphony Orchestra

Regina Treaty Status Indian Services

RCMP Heritage Centre

Sâkêwêwak Artists' Collective Inc.

Saskatchewan Arts Alliance

Saskatchewan Crafts Council

Saskatchewan Fashion Week

Saskatchewan Interactive Media Assoc. Saskatchewan Motion Picture Industry Assoc.

Saskatchewan Science Centre Saskatchewan

Writer's Guild SaskBooks

SaskGalleries

SaskMusic

SEPW Architecture

Silverfox Studios

Stantec

Tourism Regina

Tourism Saskatchewan Ukrainian Canadian

Congress

University of Regina

Warehouse Business Improvement District

Wascana Centre Authority Windhover Artists

and Events

WSP Architects

Funding assistance for the creation of the Regina Cultural Plan was provided by Saskatchewan Lotteries and SaskCulture, for which the City remains grateful. Special thanks also goes to SaskCulture, Creative Saskatchewan, Saskatchewan Arts Board, the City of Saskatoon and the Ministry of Parks, Culture and Sport, who provided invaluable insight in the development of the Plan.

#### **Photo Credits**

Cover: Downtown Regina

Photo credit: Regina Hotel Association

Executive Summary (page 8):

Legislative Gardens, Wascana Centre

Photo Credit: GJ Photography – Look Matters

Setting the Stage (page 16): "Regina Lace" Sculpture, City Hall

**Defining the Regina Cultural Plan (page 24):** The Mackenzie Art Gallery

Shaping the Plan: The Community's Resources and Voices (page 30): Regina Folk Festival

Photo credit: Rae Graham

**The Regina Cultural Plan (page 40):** First Nations University of Canada

**Implementation and Monitoring (page 46):** Canada Day, Legislature grounds

Photo credit: Eric Lindberg



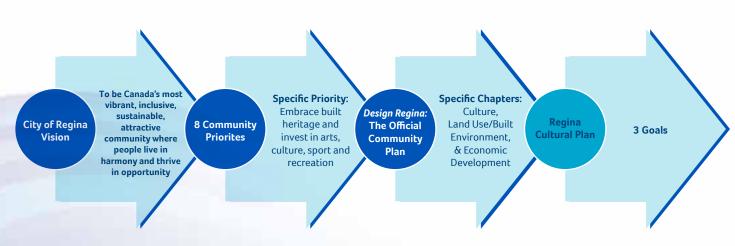
# **Executive Summary**

to the plan

## **3. Executive Summary**

The City of Regina joins leading municipalities in Canada in developing a cultural plan, and it recognizes that Regina is rich in cultural resources. The development of the Regina Cultural Plan affords the City a unique opportunity to strategize around the Arts, interculturalism, and other cultural assets in meeting its vision to be Canada's most vibrant, inclusive, sustainable, attractive community where people live in harmony and thrive in opportunity. The initial development of the Plan was set forward in conjunction with Design Regina, the City's 25 year Official Community Plan. The Official Community Plan, adopted by City Council in December 2013, was guided by a set of 8 Community Priorities, determined through extensive consultation. One of those key priorities, seen in Figure 1, speaks to the community's interests in furthering the development of the Arts, heritage, and cultural sector. Taking its cue from this priority, the Official Community Plan contains a dedicated 'Culture' chapter, along with dozens of cultural policy statements spread throughout the document.

In focussing on three main Goals, the Regina Cultural Plan expands on the policy statements from the Official Community Plan, laying the strategic direction for the development of the city's artistic and cultural community for the next 10 years.

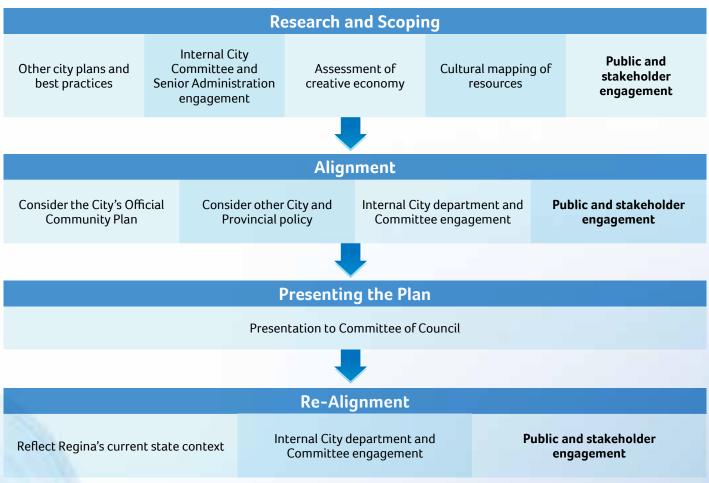


#### FIGURE 1: PLANNING EVOLUTION OF THE REGINA CULTURAL PLAN

#### **The Planning Process**

The Regina Cultural Plan was developed through extensive community consultation to ensure the Plan's directions and priorities reflected local community, as well as municipal, needs and opportunities. Prior to launching the community engagement process, there was an extensive background research and assessment of city plans and other municipal best practices. This also involved initial presentations to the Community & Protective Services Committee of Council and the formation of a Cultural Plan Advisory Group, populated with a cross section of community cultural leaders who would oversee the general direction of the Plan in the initial stages. As part of the 'Research and Scoping' phase of the Plan, a process called "cultural mapping" was undertaken, which is a systematic approach to identifying and documenting our city's multifaceted cultural resources. Also, a statistical analysis of Regina's cultural economy was undertaken to establish a clear understanding of the number of cultural organizations, enterprises, and occupations that comprise Regina's cultural community, and how these figures compare with other occupations and national averages. This analysis provides a benchmark against which to assess future change. Public and stakeholder engagement sessions, taking the shape of roundtable conversations, one on one interviews, surveys and other methods were underway.

#### FIGURE 2: PLANNING PROCESS FOR REGINA CULTURAL PLAN



#### FIGURE 3: SUMMARY OF REGINA CULTURAL PLAN PUBLIC AND STAKEHOLDER ENGAGEMENT



Next, a phase of 'Alignment' was undertaken to ensure that the direction of the Regina Cultural Plan was considering the City's other existing policies and plans as well as the direction of the Province. City departments were engaged to ensure that the Plan was consistent with their work, and public and stakeholder engagement practices continued.

Finally, in October of 2014, the Plan was presented both to the Community & Protective Services Committee of Council and the public for their further review, and to undertake the necessary adjustments to best capture the hopes and desires of the City and the community. Further alignment was encouraged, to best capture the current state of Regina's robust arts and cultural community, and new engagement activities and revisions began. Through 2015 and into the Spring of 2016, special stakeholder and public sessions affirmed the development of a simpler, bolder vision for the Plan. Figure 2 maps the planning process. Figure 3 outlines the high level summary of community engagement practices that were critical to the development of the Regina Cultural Plan. In the initial stages and leading to the first presentation of the Plan, a Cultural Plan Advisory Group was formed to guide the Plan's development. Comprised of community and cultural leaders from a broad cross section of the arts and cultural sector, the Advisory Group met on an as-needed basis to provide community reflection on the Plan's content and engagement strategies. Details of the Advisory Group can be found in Appendix B.

#### Vision/Values/Goals and Outcomes

The Vision for the City of Regina (Canada's most vibrant, inclusive, attractive, sustainable community where people live in harmony and thrive in opportunity) can be realized by supporting the Regina Cultural Plan Values, achieving the Regina Cultural Plan Goals and Objectives and is upheld by the delivery of the Regina Cultural Plan Outcomes.

The Regina Cultural Plan's Values served to guide the creation of the Plan's focus. These values reflect best practices in cultural planning on a national scale, and the realities of planning here at home in Regina. The development of the Plan's Goals and other elements were considered against these three sets of Principles:

- Accessibility and Inclusion ensure learning opportunities, resources and activities are accessible to all residents regardless of ethnicity, age, gender, ability, sexual orientation and identification or socio-economic status.
- Innovation and Responsiveness strive for continuous innovation in art and cultural policies and programs to respond to the changing needs of the community.
- Financial Viability and Accountability ensure the most efficient and effective use of City resources through continuous management and monitoring.

#### The 3 Regina Cultural Plan Goals – The Plan's Focus

Prolonged community engagement involving members of the public, stakeholders and the arts and cultural sector (see section 6 – Shaping the Plan: The Community's Resources and Voices) is what led to the development of the three main goals of the Regina Cultural Plan:

- Embrace Cultural Diversity The city's growing diversity dominated discussion and engagement during the development of the Regina Cultural Plan. An overriding message was the need for the Plan to foster intercultural dialogue and exchange across all communities in order to combat racism and to raise awareness of Regina's rich and diverse past, present and collective future.
- Strengthen the Artistic and Cultural Community One of the strongest messages heard throughout the community engagement process was the need to boldly support the Arts, artists and creativity and innovation in Regina. Expanded opportunities for the community to create, collaborate and promote artistic work and cultural activity was a hallmark in the creation of the Plan.
- Commemorate and Celebrate the City's Cultural Heritage - Community engagement confirmed a desire for the Regina Cultural Plan to address cultural heritage on both a city-wide, and neighbourhood level, scale. Supports for both tangible (e.g., historic places) and intangible (e.g., language, tradition) forms of cultural heritage were identified as key measures of celebrating the uniqueness of the city.



FIGURE 4: CONNECTING VISION TO OUTCOMES

#### The 11 Objectives – How to Achieve the Plan's Focus

The three main Goals capture the overarching direction of the Plan, while the Objectives are the actionable descriptions of how to meet the promise outlined. Detailed actions connected to each objective further describe the tangible steps to making the Plan a reality (see section 8 – Implementation and Monitoring).

- Embrace Cultural Diversity
- Strengthen the Indigenous Community's Cultural Presence in Regina
- Address the Cultural Needs of Newcomers
- Ensure Resources are Supportive of Regina's Immigrant History
- Promote Intercultural Relations
- Strengthen the Artistic and Cultural Community
  - Build Community through Partnerships and Collaboration
- Improve Awareness and Access to the Arts and Cultural Resources
- Support the Growth of Regina's 'Cultural Industries'
- Support Artists and the Arts
- Commemorate and Celebrate the City's Cultural Heritage
- Demonstrate Leadership through the Management of the Heritage Conservation Program
- Conserve Cultural Heritage Resources
- Ensure New Development Contributes to Sense of Place

The Regina Cultural Plan should not be considered a finished document. Instead, it should be viewed as a thoughtful starting point based on an assessment of where Regina finds itself today and what it hopes to become in the future. The Plan must be dynamic and continually respond to changing needs and opportunities. New actions will therefore necessarily emerge throughout the lifespan of the Plan, which will be reported on annually back to Council.

#### The 5 Regina Cultural Plan Outcomes – The Plan's Benefits

The Outcomes demonstrate the benefits to the community in pursuing the Regina Cultural Plan and offer a category for measuring and evaluating success. Performance indicators are available for measuring each of the following anticipated Outcomes:

- Foster Creativity refers to the capacity to create the conditions for creativity to flourish
- Create Wealth refers to the ability of Regina, via the Plan, to generate wealth
- Create Quality Places refers to the resources and policies in the Plan that foster sustainable quality of life for all citizens
- Strengthen Social Cohesion refers to cultural activities and experiences in Regina that bring people together and promote the well-being of individuals
- **Promote Organizational Change** refers to the integration of Regina cultural planning across all facets of municipal decision making



# Setting the Stage

## 4. Setting the Stage

The cultural characteristics, tangible and intangible, that define cities are rooted in their histories. Regina's unique histories make it a special place and help set the stage for the City's first Cultural Plan. A fuller description of the area's history is found in Appendix A.

#### 4.1 The Pre-European Contact Period

Prior to the arrival of European explorers and settlers, Indigenous peoples inhabited Saskatchewan for at least 12,000 years. As climate changed in response to deglaciation of the continent, these Indigenous peoples adapted to this transition through changes in their technologies and cultures. These peoples shifted from hunting megafauna like mammoths to the communal hunting of buffalo, an adaptation that first becomes prominent about 5,000 years ago. At about this time the first evidence of cultural patterns arose that continue on through contact with Europeans.

People moved with the seasons to take advantage of resources that were available seasonally. The first monuments, such as the earliest medicine wheels, date to this period. Evidence points to extensive trade networks that connected to as far away as the Gulf of Mexico. Petroglyphs and pictographs share many elements with the Indigenous art documented by Europeans at the time of contact. Archaeological remains suggest a rich and complex set of cultures were present in Saskatchewan when Europeans first arrived.

The Indigenous peoples throughout what is now known as Saskatchewan are made up of distinct nations with diverse languages, cultures, and social and governance structures. When European and Euro-North American settlers began to trade, engage in diplomacy, and settle in this region, many of the lifestyles of the First Nations were impacted by these exchanges. However, through the oral transmission of knowledge and continued practices, many of the key features of these cultures, languages, and social/ governance structures have been maintained. Today, Indigenous peoples of this region, the First Nations and Métis peoples, continue to have a strong presence in Regina based on the cultural heritages of their ancestors, as well as by expressing continued cultural change.

#### 4.2 Establishing the City of Regina – Diversity and Cultural Heritage

From its beginning, and before official proclamation as a town, the City of Regina has been a municipality steeped in cross-cultural exchange. In 1857, Captain John Palliser witnessed the piling of buffalo bones near a hunting camp. He termed this 'Wascana', an English use of the Cree phrase for this special place, oskana kâ-asastêki "where the bones are piled." Thus, the first settlement site near what is now Regina is sometimes referred to as "Pile O' Bones." Explorers, fur traders, surveyors and settlers, both of English and French heritage, passed through this "Pile O' Bones" area as it was one of very few locations on the Plains where there were resources, like the named 'Wascana Creek.'

Much of the cultural heritage of Regina has been shaped by the exchanges between Indigenous peoples and Euro-North American settlers. Several Indigenous leaders remain historically significant for the roles they played in protecting the interests and rights of the First Nations and Métis peoples. Louis Riel was a Métis leader who led the Red River Resistance against Canadian settlement of Métis lands in Manitoba and together with Gabriel Dumont, a Métis leader, led the Northwest Resistance in 1885 against such settlement in Saskatchewan. Treaty 4, the area on which Regina sits, was negotiated with the leadership and interpretative skills of various Indigenous leaders including Métis leader Pascal Breland, Cree-Assiniboine leader Askenootow (Charles Pratt), Saulteaux Chief Keeseekoowenin, Cree Chief Ka-Kiwistahaw, Cree/ Sauteaux Chief Kiwisance (Cowessess), Saulteaux Chief Mimiy (Gabriel Cote), Cree Chief Necanete, Cree/Saulteaux Chief Pasqua, Cree/Assiniboine Chief Payipwat (Piapot), and Saulteaux Chief Waywaysacapo (the Gambler)<sup>1</sup>. Treaty Four covers the vicinity of Regina and further expands across southern Saskatchewan, Alberta, and Manitoba. In these negotiations, these Indigenous leaders represented their peoples as they worked to protect their ancestral lands against the encroachment of Euro-Canadian settlers and the Canadian Government. Many other Indigenous leaders have contributed to cultural heritage during this era that predates the birth of Regina, and many more continue to shape and influence Regina's contemporary culture.

In 1882, Princess Louise, the wife of the Governor General of Canada, named the city after Queen Victoria, the reigning monarch of the time. She chose 'Regina', Latin for 'Queen', and so the city is often referred to as the 'Queen City'. In the newly minted Regina, the earliest community organizations, established in the mid to late 1880s, were generally comprised of immigrants of British or German heritage. Immigrants were relocating from British colonies, the Austro-Hungarian empire and other German speaking communities in Europe, bringing with them their language, customs and beliefs. Also, a significant wave of migration was fueled by the 1885 completion of the East-West transcontinental railway, which enabled settlers from Eastern Canada, many of them of British, Scottish, Jewish, German, Ukrainian, Hungarian, Russian, Romanian and other Eastern European heritages, to work their way west to fertile agricultural land and burgeoning industries in need of a labour force. Schools, churches, government institutions and clubs sprung up in the new city, strengthening the community network and establishing some of the oldest infrastructure, institutions and social organizations in Western Canada.

Built in 1902, St. Nicholas Romanian Orthodox Church is the second oldest building in Regina's downtown area and the oldest Romanian church in North America. The population boom of the early 20th century saw a significant increase in Regina's population over a tenyear period. Due to its prominent location serving the agricultural industry and its increasing size, Regina was named the Provincial capital of Saskatchewan in 1906. The influx of migrants and newly minted status as the Provincial capital gave rise to the development of industry and growth strategies and plans for the City. This early work formed the basis for Regina's vibrant and extensive open space and parks system, central commercial development in the downtown and adjacent neighbourhood development.

#### 4.3 Contemporary Life – Thriving Culture

Shaped by its earliest history, from the first and ongoing habitation by Indigenous people to the migration of European traders and then settlers, Regina now boasts rich cultural amenities and continued cultural diversity, a hallmark of its formation. As Regina's population rapidly increases, so does the impact and importance of culture and creativity. Culture is the lifeblood of Canadian cities; it is a major reason why people gravitate to them – to live, work or visit. The city's diverse and impressive number of artists, community cultural organizations, libraries, museums, galleries, cultural spaces, natural heritage sites and other cultural amenities enriches the city's vitality and intellectual life, bringing tremendous opportunity to attract newcomers and investment.

A brief overview of Regina's artistic and broader cultural community serves to celebrate a small fraction of this vibrant sector and paints the picture of Regina as a community that values creativity and diversity.<sup>2</sup>

#### The Arts

There are over 150 arts and cultural organizations in Regina. Dedicated to supporting artists in launching festivals, exhibitions, performances, and supporting a wide range of other activities and community services, they establish a robust and important network enriching quality of life issues for the city. When combined with 'cultural enterprises' (institutions whose work contributes to the culture of a place) such as libraries, archives, digital design firms, architectural services and the notable Saskatchewan Science Centre, this number swells to over 450.

Some of the largest of these institutions are those dedicated to art, historical and archival collections, public engagement and artistic innovation. These museums and galleries total 41 public and private organizations. Among them is the Royal Canadian Mounted Police (RCMP) Heritage Centre, a museum dedicated to telling the storied history of what began as the Northwest Mounted Police (1883/85), which later became the RCMP. Regina served as the headquarters and training base for the national police unit from the start. The Mackenzie Art Gallery, one of only a few national galleries with full-time Indigenous curatorial staff, boasts 100,000 square feet of space.

The performing arts is a vital strength of Regina's cultural community, built out of a rich history and boasting both quality and uniqueness. The Regina Symphony Orchestra, the longest continually presenting orchestra in Canada, presented its first concert in Regina in 1908. The Regina Little Theatre, established in 1926 following the decline of early century touring companies, is the oldest continuously producing, English-speaking amateur theatre company in Western Canada. Regina's Globe Theatre is a national centre of excellence and fosters the development and work of Saskatchewan artists. Its theatre-in-the-round mainstage is the most significant stage of this type in Canada. In addition to an impressive range of music and theatre, Regina boasts 16 dance companies and studios.

The Globe Theatre is the most significant theatrein-the-round in Canada. Main stage productions attract over 60,000 people each year. Offering strong opportunities for community participation, local vendors to sell their products, and the presentation of music, dance, media and literary arts, festivals and events support Regina's artists, economy and overall quality of life. They range from smaller neighbourhood-level events and street fairs to major city-wide events attracting large audiences, like the Regina Folk Festival and Mosaic: a Festival of Cultures. They further express the diversity of community cultural practices and celebrate traditions, identity and spirit as seen with Sâkêwêwak Nation Artist Collective's Aboriginal Storytellers' Festival, Queen City Pride Festival and the First Nations University of Canada annual Pow Wow.

The literary arts are well represented as Regina is home to the Saskatchewan Writers Guild, a provincial arts organization known for innovative programming and development opportunities for writers of all disciplines and levels of achievement.

Part of a robust cultural sector includes types of 'cultural industries' which create products for mass culture; publishing, music, media art and design. Upwards of 50 graphic and interior design, film production and digital media studios in Regina provide a range of services to individuals and other arts and cultural organizations, adding contemporary practice and context to an already robust network and contributing to a strong local economy. Coteau Books, a relatively small publishing company, boasts achieving multiple Governor General Awards nominations for their writers, a rarity for an organization of their size. Similarly, local musicians continue to excel on the national stage, supported at home by festivals, venues and emerging policies and funding for their work.

The first movie theatre in Regina was a tent. In 1906, Barney Groves set up a black tent at Broad Street and 10th Avenue. The City of Regina owns and maintains valuable community assets in the arts, showcasing the City's dedication to the sector. The Neil Balkwill Civic Arts Centre (NBCAC) is the City's dedicated centre for community arts learning. On average, over 65,000 people visit the NBCAC annually for programs, lessons, festivals and other functions. The Regina Civic Art Collection (CAC), with 356 pieces, was established in 1983 with a mandate to beautify public spaces, benefit local artists and preserve civic history and identity. The collection includes the City's 23 public art pieces.

#### **Cultural Heritage**

The city's 'cultural heritage' is distinguished by its buildings and natural environments, artifacts and intangible heritage like languages, stories and traditions<sup>3</sup>. Heritage in this sense is the living context in which individuals and communities live their lives. In being continuously shared, recreated and reinterpreted, living heritage also serves as a source of inspiration for contemporary city building and creative expression.

There are 196 properties listed on the City of Regina's Heritage Property registry.

For more than 30 years, the City has taken an active lead in recognizing the heritage value of historic places. Regina's rich cultural heritage improves the quality of life offered to its residents. A range of City programs are in place to ensure that historic places are protected and that standard cultural resource management practices are followed in municipal decision making around heritage buildings. Further, the City has 73 monuments and public art pieces reflecting civic history and creative expression. In order to better promote civic pride and sense of history, the City of Regina Historical Collection provides access to public records of historical value. The Community Investment Grants Program supports programs and festivals that maintain traditions and languages<sup>4</sup>, enabling museums, galleries and community organizations to protect civic identity and engage the broader public.

#### **Cultural Diversity**

Many organizations in Regina can trace their origins back to the first inhabitants, ancestors of the early settlement period of the late 19th century, or at least to the heritage of the people who migrated to the Plains from Europe and Eastern Canada. They vary from small to mid-sized nonprofit arts organizations, like Sâkêwêwak First Nations Artist Collective, to large cultural organizations like the Conseil Culturel Fransaskois, which provides cultural support to the francophone community. The Regina Multicultural Council, with 70 cultural groups as its base membership, holds the annual Mosaic: Festival of Cultures event. First Nations University of Canada's annual Spring Powwow is a fixture on the powwow circuit, unifying drummers and dancers by the many hundreds. The Gabriel Dumont Institute, named after famed buffalo hunter and influential Métis leader of the North-West Resistance forces at the time of Louis Riel, is a key institution in the renewal and development of Métis culture.

Newly established and emerging organizations continue to surface. The 2006-2011 migration boom saw a tripling of international immigrants compared to the 2001-2006 time frame<sup>5</sup>. Intercultural dialogue is flourishing, from the annual Community Connections neighbourhood event (a positive collaboration between the Regina Open Door Society, Regina Public Library and Dewdney East Community Association) to the Regina Treaty Status Indian Services Inc. (an affiliate of the File Qu'appelle Hills Tribal Council in partnership with the Touchwood Agency Tribal Council) working on dialogues between First Nation and newcomer populations.

#### Attractive Places and Spaces

The character defining elements of neighbourhoods are what create attractive and vibrant spaces. These elements often include residential, commercial and institutional buildings as well as parks, tree-lined streets, views and artworks that define the spaces between the buildings. They also include the activities that animate those spaces, such as events, exhibitions and celebrations, and are undeniable markers of a strongly rooted community character. The Cathedral neighbourhood, a thriving example, is an active community with a mix of housing types and businesses, variety of institutional buildings, all resting under a large canopy of elm trees.

Regina's unique Warehouse District is home to some of the most long-standing, locally owned businesses in Saskatchewan. Many of the historical warehouses have been reclaimed and converted into residential lofts. In Regina's downtown, 25,000 people work<sup>6</sup> amongst the city's most concentrated area of historic buildings, with 67 buildings of heritage value on Regina's Heritage Walking Tours. Festivals and events further attract citizens into historicallysignificant Victoria Park, where the downtown is seeing a major resurgence as unique restaurants and retailers are popping up regularly.

Wascana Centre is three times larger than New York City's Central Park, and one of the largest urban parks in North America.

Uniquely, Regina is home to a very large volume of parks and open space, with 9.9 hectares per 1,000 people<sup>7</sup>. Wascana Centre, a 2,300 acre park, anchored by a large man-made lake connected to the natural flowing Wascana Creek, is of national significance for its design by Thomas Mawson, a key player in the City Beautiful movement of the early 20th century. It is now one of the largest urban parks in North America and has grown to become home to a multitude of cultural and educational facilities, public art, and significant wildlife. For the community, Wascana is an oasis in the city, a place for relaxation and recreation which has inspired thousands of people on beautiful days to walk through its many pathways.

#### Footnotes

- <sup>1</sup> Office of the Treaty Commissioner, http://www.otc.ca/.
- <sup>2</sup> Figures used in the following sections were determined through the Cultural Mapping process undertaken as part of the Regina Cultural Plan and displayed in the Background Research document. Data was collected via the City of Regina Cultural Development Office, including input from a number of stakeholders, City of Regina Cultural Map, Tourism Regina Calendar of Events, City of Regina Heritage Holding Bylaw, City of Regina Heritage Property Register, Canadian Register of Historic Places, Saskatchewan Register of Historic Properties, Web-based searches and infoCanada. The data has limitations and are approximations. Details on organizations, including attendance and history, were sourced via websites and follow up reports to the City's Community Investment Grants Program.
- <sup>3</sup> See Glossary for full definition.
- <sup>4</sup> See Appendix E for a list of cultural heritage programs, incentives and the Community Investment Grants Program.
- <sup>5</sup> Assessment of Community and Demographic Data; McNair Business Development, 2013.
- <sup>6</sup> Regina Downtown Business Improvement District.
- <sup>7</sup> Regina Open Space Management Strategy, 2007.



# **Defining the Plan**

## 5. Defining the Regina Cultural Plan

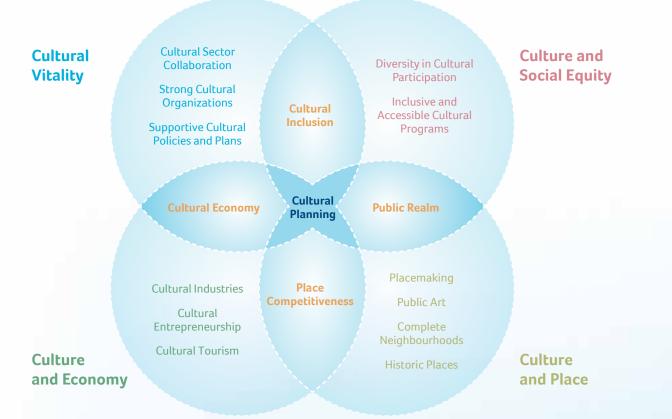
The Pre-European Contact Period and Establishing the City of Regina are the contexts under which the City of Regina was formed and is the basis of its current thriving cultural environment. The city has a vast, rich arrangement of arts and cultural resources which makes clear the need to establish its first ever municipal strategy in culture – a Regina Cultural Plan.

#### 5.1 What is Cultural Planning?

An important 'cultural turn' is happening today in the world's towns and cities. Building on the idea that creativity and

culture can contribute to economic diversity and quality of life for its citizens, local governments are directing strategies towards supporting and enabling their artistic and cultural sectors. A focused strategy for this support is to develop a Regina Cultural Plan.

This reaction is in part a response to the changing role of cities in the twenty-first century. With a shift towards a service and knowledge-based economy, creativity, human capital and innovation have become one means to measure whether a community is regionally and nationally competitive. The quality of our city's spaces, and the amenities that a city has to offer, are a significant factor in attracting people and investment. Figure 5 illustrates some of the broad and significant contributions that cultural plans make to the social and economic fabric of a community.<sup>8</sup>



#### FIGURE 5: CULTURE AND SUSTAINABLE DEVELOPMENT

#### **5.2 The Planning Process and Context**

#### The Regina Cultural Plan and Design Regina

Design Regina, the Official Community Plan adopted in December 2013, is a keystone in defining the City's longterm strategic direction and plan for managing future growth and development. The development of Regina's first Cultural Plan, an integral component of Design Regina, has presented the city with a unique opportunity among Canadian municipalities. A defining feature of Regina cultural planning is the integration of cultural resources and opportunities across a wide range of planning issues. It is rare that the timing of the Regina Cultural Plan coincides with the development of the fundamental planning document Design Regina. The opportunity to embed policy statements related to culture and heritage in Design Regina provides the City with a framework for which ongoing Regina cultural planning and development can be understood. The incorporation of these policy statements also commits the City to continue developing culture, a fundamental planning responsibility.

The Regina Cultural Plan is a key plan for establishing the Complete Neighbourhood concept put forward in Design Regina. Complete neighbourhoods include places and spaces for creativity to flourish, a philosophy expanded upon in this Plan. Additionally, the Regina Cultural Plan sets out the strategies, actions and capacity-building initiatives needed to realize the opportunities that Design Regina presents through its policy statements.

### Culture and Heritage Policy Statements in Design Regina

Culture is the subject of one of 11 chapters dedicated to citywide policies in Design Regina. Policy statements related to culture and heritage in the culture chapter are organized around three overarching goals:

- Goal 1: Support cultural development and cultural heritage
- Enhance quality of life and strengthen community identity and cohesion through supporting cultural development and cultural heritage.

- Goal 2: Inclusion
- Ensure learning opportunities, resources and activities provided by the City are culturally inclusive.
- Goal 3: Accessibility
- Ensure access to cultural resources, learning opportunities and activities.

Not all official community plans have chapters dedicated to "Culture," making Design Regina: the Official Community Plan of particular interest to the cultural community.

Policy statements related to culture and heritage are also found across a range of other city-wide policy chapters in Design Regina. See Appendix C for a full account of culture and heritage-relevant policy statements across all chapters of Design Regina.

Understanding the planning context within which the Regina Cultural Plan is being developed is essential to identifying the opportunities that will link the Plan to other municipal plans and priorities. A more in-depth examination of the planning context and social and demographic trends is found in the Background Research Report.

#### Regina's population growth and development pressures

- Forecasts prepared during the development of Design Regina suggest that Regina's population will reach 300,000 in approximately 2040, representing growth of about 100,000 people from 2011 levels. Projected population growth and resulting development pressures, particularly in the downtown core, will challenge the conservation of valued cultural heritage sites and features in the city. In recent years, population growth has led to rising real estate prices and a shortage of rental units, raising affordability concerns for artists around housing, studio spaces, presentation or performance spaces, and offices.<sup>9</sup> Demographics and population diversity - At 8.9 per cent in 2006, the Regina Central Metropolitan Area had the third-highest proportion of First Nation, Métis and Inuit people among Canadian cities, second only to Winnipeg and Saskatoon. Regina's First Nations, Métis and Inuit population is expected to grow from 9 per cent of the total population to approximately 12 per cent by 2030. Regina's Urban Aboriginal Peoples Study concludes that First Nation, Métis and Inuit people in the city experience discrimination at least some of the time. Social services in Regina have been explicitly criticized for not being responsive enough to these populations' needs. Immigration has become the largest driver of population growth in Regina, with over 2,000 immigrants arriving in 2009 alone. The city's immigrant population is poised to double by 2026, representing approximately 15 per cent of the total population. The need to respond to the cultural needs and aspirations of an increasingly diverse population will be a priority issue for the Regina Cultural Plan.

Support for Natural Heritage – Alongside intangible cultural heritage, and physical cultural heritage, natural heritage is a strong and dynamic pillar of Regina's unique sense of place. Numerous supports are in place to enable natural heritage to flourish. It is supported through a wide range of municipal plans, including the Regina Urban Forest Management Strategy and the forthcoming Open Space Management Strategy. These plans safeguard and support the wide network of parks, open spaces and urban tree-scape that defines much of Regina's neighbourhoods. Wascana Centre Authority, governed by its own Board of Directors and strategic plan, oversees this massive, citydefining multi-use space.

**Downtown revitalization initiative** – The Regina Downtown Neighbourhood Plan establishes the downtown as a priority area for capital investment, for the benefit of all city residents. The goal is to make the downtown a cultural hub where residents and tourists come to meet one another, experience beauty in an urban setting, visit galleries, attend events, access services, shop at specialty retail stores, and dine at local restaurants. The key outcome will be the "clustering" of different amenities into the same geographic areas to encourage focused entrepreneurial activities and a symbiotic partnership between businesses and artists. The location of the new stadium, plans for developing the Canadian Pacific lands, along with other development plans will also create an opportunity for the construction of new commercial and housing developments just north and northwest of the downtown core.

**Regina's culture and the economy** - Canada's cultural sector is a large and expanding component of the economy. In 2009, the Conference Board of Canada published Valuing Culture: Measuring and Understanding Canada's Creative Economy<sup>10</sup>. The report examines the culture sector as a cornerstone of the creative economy, one which plays a vital role in attracting people, business, and investment, and in distinguishing Canada as a dynamic and exciting place to live and work. The Conference Board estimates that the economic footprint of Canada's culture sector was \$84.6 billion in 2007, or 7.4 per cent of Canada's total real GDP, including direct, indirect, and induced contributions<sup>11</sup>. Culture sector employment exceeded 1.1 million jobs in 2007. The research also notes the significant growth trajectory of these industries.

Locally, it is well understood that there is a wealth of private and public arts and cultural enterprises and businesses, but the data confirms cause for areas of concern<sup>12</sup>. There has been a relatively weak performance of Regina's arts, entertainment, recreation and cultural businesses compared to provincial and national averages. Where Regina used to excel in the percentage of labour force working in performing, visual and literary arts<sup>13</sup>, ranking higher than Edmonton or Winnipeg, more recent figures through 2011 signal that the number of artistic and cultural occupations have declined. Opportunities exist for the City, in concert with partnering agencies and the community, to address these issues through consideration of a wide reaching strategic plan that speaks specifically to Regina's artistic and cultural sectors. **City of Regina financial constraints** – A growing population and increased demands for public services present the City with major financial pressures. Regina, like all Canadian municipalities, is also facing a backlog of required infrastructure improvements, imposing further fiscal pressures and constraints.

**Provincial cultural policy direction** – As the Provincial Capital, it's critical to align forward strategies in cultural development and so the development of the Regina Cultural Plan must consider Provincial direction. In 2010, the Province of Saskatchewan released Pride of Saskatchewan: A Policy where Culture, Community and Commerce Meet. The document articulates seven overarching principles and five goals to support culture and cultural development across the province. Goals include:

- Fostering artistic excellence and promoting creative expression
- Promoting shared stewardship by facilitating the conservation and protection of cultural resources for the benefit of present and future generations
- Building understanding of and access to culture
- Strengthening communities and building strong organizations
- Increasing the economic potential of the culture sector by facilitating commercial opportunities

The report emphasizes the need for sustainability in all cultural endeavours, and this will require innovative ways of supplementing public financial support. Private-public partnerships are cited as a primary means to achieve such sustainability. In 2012, the Province of Saskatchewan released Moving Saskatchewan's Creative Industries Forward - Building a Long-term Strategy. The strategy focuses on building the capacity of the creative industries by identifying promising practices in programs and services, facilitating an environment of collaboration among the creative industry sectors, and supporting the production of highquality creative content and services for the purposes of entertainment, education, information and services.

#### Footnotes

- <sup>8</sup> AuthentiCity (2010). Municipal Regina Cultural Planning: A Toolkit for Ontario Municipalities. Adapted by Authenticity from Agenda 21 for Culture (2009). Culture and Sustainable Development.
- <sup>9</sup> City of Regina, Comprehensive Housing Strategy, page 6, 2013.
- <sup>10</sup> http://www.cscd.gov.bc.ca/arts\_culture/docs/aug2008\_ conference\_board\_of\_canada\_valuing\_culture.pdf.
- <sup>11</sup> These impacts exclude ancillary spending (e.g., attendees' spending on hotels, restaurants, transportation, etc. associated with cultural attendance or participation.
- <sup>12</sup> Appendix F includes more detailed economic data, while the full reporting is found in the Background Research Report.
- <sup>13</sup> David Coish, Census Metropolitan Areas as Culture Clusters 2004: 33.



The Community's Resources and Voices

## 6. Shaping the Plan: The Community's Resources and Voices

Beyond the current policy and planning contexts outlined in section 5.2, there are two other significant inputs in the development of the Regina Cultural Plan. One is the current state of Regina's robust cultural assets and resources. The other is what the public, stakeholders, and members of the arts and cultural sector feel are important forward steps for a municipal strategy guiding cultural development.

## 6.1 Regina's 'Cultural Resources' and Cultural Mapping

#### What are 'cultural resources'?

From the City's 25-year Official Community Plan, Design Regina, the following definition of 'culture' helps to shape the scope for the Regina Cultural Plan:

Culture can be defined as the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes creative expression (e.g. oral history, language, literature, performing arts, fine arts and crafts), community practices (e.g. traditional healing methods, traditional natural resource management, celebrations and patterns of social interaction that contribute to group and individual welfare and identity), and material or built forms such as sites, buildings, historic city centres, landscapes, art, and objects.

Within this larger understanding of culture lies a more specific idea of 'cultural resources', defined as:

Any cultural activity or asset that contributes to culture, which includes cultural occupations (e.g. artist, graphic designers, and cultural managers), cultural enterprises (e.g. museums, libraries, and galleries), festivals and events (e.g. fairs, street festivals, and music festivals), natural heritage (e.g. community gardens and significant parks), intangible cultural heritage (e.g. customs, traditions, and ceremonies), cultural heritage (e.g. public art, plaques and monuments, and built heritage properties), cultural spaces and facilities (e.g. cinemas, religious institutions, and urban spaces), and community cultural organizations (e.g. arts groups, and heritage groups).<sup>14</sup>

#### What is Cultural Mapping?

Cultural mapping is not a new idea to Regina. In 2010, the City developed the online Regina Cultural Map (www.regina.ca). One of the outcomes of the cultural mapping undertaken for this plan will be the capacity to build on and extend these early efforts.

Cultural mapping and the creation of cultural maps serves to increase people's awareness of the range of cultural resources and experiences available in the city. Canadian municipalities are also increasingly embracing mapping as an essential planning and economic development tool. As the City works to make cultural mapping part of its regular practice, the following definitions and assumptions are useful. One definition of cultural mapping in use in Canada is the following:

"Cultural mapping is a systematic approach to identifying, recording, classifying and analyzing a community's cultural resources in support of economic and community development agendas."<sup>15</sup>

Cultural mapping focuses on two kinds of cultural resources or assets:

- **Tangible Assets** Identifying and recording tangible cultural resources such as cultural organizations, spaces and facilities, festivals, and events, among others
- Intangible Assets Exploring and recording intangible cultural assets, such as the unique stories and traditions of a community

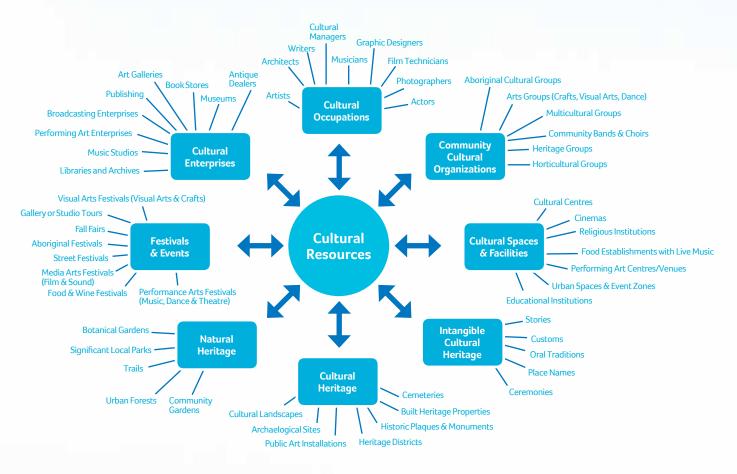
While the focus of the Regina cultural mapping inventory has been on tangible cultural assets, the Regina Cultural Plan makes recommendations on how the City can continue its mapping efforts. The following are three broad categories of cultural mapping application:

- Cultural Mapping as a Planning Tool Identifying and mapping cultural assets strengthens the base of information that informs future planning and decisionmaking by the City. Cultural mapping, for example, helped inform the formulation of policy statements for Design Regina.
- Raising Awareness and Increasing Access to Cultural Assets - As already demonstrated in Regina, building maps and databases of cultural assets supports increased awareness of these assets for both residents and tourists.
- Connecting the Cultural Community A strong theme in the Regina Cultural Plan community engagement process was the need to better network and support collaboration across the community. The creation of a comprehensive database of cultural groups and activities helps support partnerships and capacity-building for individual organizations and the community as a whole. Mapping can also assist in identifying clusters of cultural resources at a neighbourhood level.

## A Cultural Resource Framework for Regina (see Figure 6)

The first step in the extended cultural mapping process for Regina is to define a Cultural Resource Framework (CRF). A CRF is a consistent set of categories within which information on cultural resources is organized. Without it, there may be an extraordinary amount of arts and cultural activity or resources in the community but very little understanding of how to effectively support them.

A preliminary CRF was presented to the City for review in early 2013 and was later adapted to reflect a range of unique cultural features and assets. Figure 6 indicates examples of the types of organizations, occupations, traditions, etc, that are collected in each of the 8 categories. A major guide to the definition of a CRF, particularly in the categories of cultural enterprises and cultural occupations, is Statistics Canada's Canadian Framework for Cultural Statistics, which defines the cultural sector in Canada. The full list is in the Background Research Report.



#### FIGURE 6: CULTURAL RESOURCE FRAMEWORK (WITH EXAMPLES OF WHAT IS MEASURED IN EACH CATEGORY)

## Cultural Mapping Results and Community Strengths

The cultural mapping undertaken during the development of the Regina Cultural Plan, aided by the Cultural Resource Framework, represents a new starting point of cultural mapping in Regina. It is imperative that specific actions exist to enable mapping to continue so that information on cultural resources in Regina can be broadened and deepened over time. Figure 7 illustrates the number of cultural resources in each major category defined in the Cultural Resource Framework identified during the development of the Plan. A range of factors shape and determine a community's cultural resources, such as its unique histories and patterns of development; geography, population size and demographic characteristics; and economic conditions and fiscal realities, among others. Moreover, a community's vision of culture and cultural development evolves over time. For this reason, no two municipalities ever have the same number and mix of cultural resources, or the range of activities or programming.

During the process of cultural mapping, more than 1,000 cultural resources were identified.

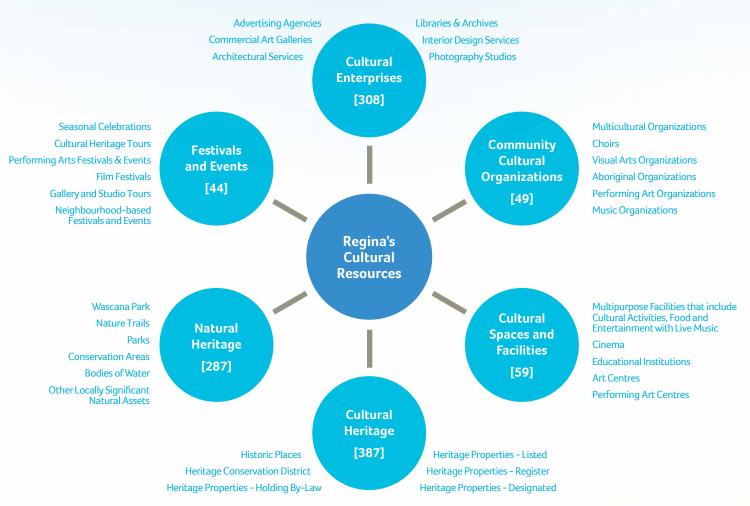


FIGURE 7: TOTAL NUMBER OF REGINA'S CULTURAL RESOURCES BY CATEGORY, 2013

One of the strongest results of the cultural mapping was the identification of 308 cultural enterprises (culturebased businesses and established not-for-profit cultural organizations) in Regina. In terms of spatial concentrations, cultural enterprises are clustered in three distinct areas: the Downtown, Warehouse District, and Cathedral neighbourhoods. Although the Warehouse District is separated by the railway lands, research and findings from the community engagement process showcased interest in better connecting these clusters, which could be accomplished with improved wayfinding signage, partnerships between various agencies and other means. Further scoping reveals that Regina's established non-profit cultural enterprises are clustered predmoninently in the Downtown and Wascana Park areas. The Central Library and Globe Theatre are anchor institutions in the downtown. The area of Wascana Park is home to the MacKenzie Art Gallery, the Saskatchewan Science Centre, the Royal Saskatchewan Museum, the Conexus Arts Centre, and the Legislative Building (one of the city's defining cultural heritage buildings), to name a few. Strong transit connections are a clear factor in the location of cultural enterprises. Mapping of for-profit cultural enterprises, however, diverges from that of the non-profit sector, revealing a stronger presence of organizations outside the core and in a range of neighbourhoods where people live, work and shop. This suggests an interest in artist live/work spaces, where they can meet all of their living and business related needs.

There are two types of for-profit cultural enterprises: cultural businesses (retail businesses, such as commercial galleries and bookstores, that sell cultural products and services directly to residents and visitors) and cultural industries (businesses such as film studios and design firms that create, produce, and distribute cultural goods and services through channels not typically involving street-level encounters with consumers). Cultural businesses, like retail, are more often clustered in the downtown core and along arterial roads, while cultural industries, not providing street level service, are widely distributed throughout the city, including predominantly residential areas.

Regina's rich and diverse cultural heritage assets are a defining feature of the quality of life that Regina offers its residents. These resources are a source of civic pride and contribute to defining Regina's unique identity and sense of place. Cultural mapping identified 387 cultural heritage assets across a range of categories. While the focus of the Regina cultural mapping inventory has been on tangible cultural assets, the importance of the city's intangible heritage resources – its history, traditions and stories – emerged as a powerful theme in community engagement. Those engagement sessions highlighted the powerful role stories can play in opening up intercultural dialogue and exchange, revealing opportunities to further explore these resources.

#### 6.2 Key Issues – Summary of Engagement

The community engagement process for the Regina Cultural Plan sought to engage a wide cross-section of community members and stakeholders in shaping its vision and direction. The engagement process included the following activities:

- **Community interviews** more than 95 interviews were conducted either by phone or in person. Those spoken with represented a wide cross-section of interests or constituencies, including Council members, arts and heritage groups, cultural institutions, creative enterprises, business groups, post-secondary institutions, community organizations, social service agencies and individual artists and community and cultural leaders.
- Roundtable conversations these were conducted with young artists, seniors, cultural industries, the interfaith community and seven special sessions held with the First Nations and Métis community.
- Stakeholder engagement two special engagement sessions were held, a symposium on the performing arts and a Mayor's Luncheon for Creativity, Innovation and Excellence: From Culinary Arts to Design, Publishing and Fashion Industries. There was also early guidance from a Cultural Plan Advisory Group (representative of a diverse range of community).
- Public engagement two special engagement sessions were held, three online surveys about the vision and draft plans, and multiple presentations to the Municipal Heritage Advisory Committee and the Arts Advisory Committee.

A full description of the Plan's engagement can be found in Appendix B.

Stemming from the great variety of engagement sessions, a selection of 'themes', or common threads of conversation emerged which guided and shaped the Plan through its stages of development;

#### Addressing First Nations and Métis People's Aspirations

Culture for these communities exists in a much broader context and is inseparable from larger issues of health and wellbeing. Any actions directed at supporting and celebrating Regina's diverse First Nations and Métis culture and heritage must be based on meaningful and sustained engagement with these communities. The community was very vocal that a Regina Cultural Plan should align itself to addressing the cultural recommendations outlined in the Truth and Reconciliation Commission: Calls to Action. Also, a strong message communicated through the consultations was the desire for ceremonial gathering places in Regina for First Nations and Métis communities, recognizing the centrality of ceremony to culture and heritage for these communities. A sustained commitment to communicating and educating Regina residents about Indigenous peoples is essential to combating racism and building intercultural understanding.

#### **Building a Strong Community**

The view expressed by some engagement participants was that Regina's status as a capital city and "government town" has undercut the emergence of small businesses and creative enterprises. One of the most serious challenges to strengthening the cultural sector is overcoming the possible fragmentation of the sector. Participants identified one source of community fragmentation as a "heritage/ arts" mentality. This is when there is a lack of collaboration or shared vision between heritage organizations that may celebrate and protect cultural heritage, and arts organizations that may be working dominantly through visual, performing, literary, or other artistic disciplines. Another cultural sector issue was too strong of a distinction between for-profit and not-for-profit parts of the sector. Regina lacks sufficient professional development opportunities available for the cultural sector. A specific

knowledge gap related to business and entrepreneurial skills and expertise was identified.

### Increasing Awareness of the Arts and of Cultural Resources

There is a pressing need to better promote Regina's wealth of cultural resources to increase community awareness and participation. This was especially felt around better promoting the importance and significance of the Arts to government, schools and the community. Engagement session participants felt that many residents take for granted the depth and breadth of cultural resources and opportunities in Regina. Lack of access to information leads many residents to the false conclusion that "there is nothing to do" culturally in Regina. The participants recommended the development of a strategic marketing strategy for culture that identifies target audiences, defines key messages and establishes a range of strategies to market cultural opportunities and amenities for residents, as well as tourists. There was also a call for more joint marketing initiatives between cultural organizations. Other specific recommended actions included a centralized calendar of events and expanded cultural mapping to increase awareness around existing cultural resources.

#### Encouraging the work of Artists and Creators

Saskatchewan and Regina-based artists, on the whole, are well educated, hardworking and entrepreneurial, and engage in a diversity of artistic practices<sup>16</sup>. There was a strong call for the City to support community-based, localized and often innovative work by meeting the needs of artists; for space, for opportunities, for resources. A range of tools and strategies should be developed that address each of these key needs. Monitoring their efficacy, both with artists and the community being served, would paint the full picture of how artists contribute to the health, safety, intellectual discourse, sense of belonging and economic vitality of the city.

#### Addressing Diversity and Inclusion

The arrival of large numbers of newcomers from many parts of the world has driven a significant portion of Regina's rapid growth in recent years. Increased ethno-cultural diversity is making Regina a more cosmopolitan urban centre with wider range of cultural traditions and forms of creative expression. This same diversity, however, brings with it a range of social and cultural challenges. Acknowledging that challenges exist is a crucial first step in addressing them. Progress will be incremental and require sustained leadership and education. A strong theme in the Regina cultural planning consultations was the belief that the greatest opportunities for progress involved supporting cultural resources and activities that promote intercultural conversations and exchange. Other specific issues raised included opportunities for celebrating Regina's diversity through new festivals and events, encouraging stronger collaboration among existing cultural organizations in Regina, providing additional community spaces and facilities as venues for engagement, and exploring innovative "incubating" partnerships between established cultural institutions and emerging cultural groups.

#### Conserving and Enhancing Cultural Heritage

The quality of life that Regina offers its residents is heavily influenced by its historic places. The city contains a wide range of historic places that establish a sense of place, community, and continuity with its past. Engagement session participants called for the promotion of broader understanding of our heritage that includes, but extends beyond, buildings. There are other types of historic places and cultural landscapes such as parks, archaeological sites and entire districts, too. The participants also called for a broader understanding of the city's rich, intangible heritage such as the stories and traditions of its diverse communities.

Participants proposed oral history projects as one way to document the city's intangible heritage. They also noted an opportunity to encourage events and festivities connecting intangible heritage, local history and traditions, tourism, and the cultural community. Finally, better conservation of historic places and intangible heritage requires improved integration of heritage conservation practices in the City's land use planning system.

#### Building a Culturally Vibrant Downtown

Many participants noted that part of Regina's appeal is its small-town feel. In the face of anticipated growth and the desire to build a larger and denser urban core, it is important that this small-town quality and sense of community not be lost. The Regina Downtown Neighbourhood Plan already sets out strong recommendations related to building a culturally vibrant downtown. The City must preserve downtown Regina's rich heritage of historic places to maintain its distinctive sense of place. Participants repeatedly called for improved signage and a wayfinding system to build awareness of where arts organizations, events, and other amenities are located. Finally, the need for greater emphasis on quality architecture and urban design, including the establishment of an Urban Design Review Panel, was a prominent theme in the consultations.

#### Advancing Neighbourhood Culture

The need to maintain and preserve the unique character of Regina's collection of neighbourhoods was a strong message heard throughout the engagement process. There was a call for design guidelines that integrate heritage considerations into land use planning policies. Better signage tied to distinct branding initiatives in neighbourhoods would contribute to conserving and promoting unique neighbourhood characters and identity. The Arts have proven to be powerful catalysts for neighbourhood revitalization, but they can also lead to gentrification that ultimately displaces artists and small creative businesses due to development pressures and increased property values. Finally, the Neighbourhood Planning Framework being developed by the City provides a powerful opportunity to embed cultural activity and opportunities as a core planning consideration.

#### Strengthening Festivals and Events

A large part of Regina's cultural vibrancy is tied to its many and diverse festivals and events. These events contribute to a sense of civic pride and cohesion among residents. Regina is home to a variety of well-established festivals and events that bring significant economic benefit to the city. At the same time, there is also a wide range of smaller, neighbourhood events that contribute to community vitality. Festivals represent one of the city's strongest opportunities to be more responsive to diversity. Engagement session participants called for greater collaboration and clear responsibilities for marketing and event delivery through the development of a Festivals and Events Strategy.

## Improving Communication and Collaboration among Arts and Cultural Organizations

One of the strongest messages heard throughout the community engagement process was the need for greater communication, coordination and collaboration among organizations. While there is a tradition of partnerships between individual cultural organizations on individual projects, there are opportunities to broaden these oneto-one partnerships into more strategic and systematic approaches to communication and collaboration across the community. Organizations frequently do not know enough about each other and are missing opportunities for co-operation that could strengthen both them and the community as a whole. To this end, a unifying mechanism to support sustained communication and collaboration across the cultural community should be developed. Social media channels and online discussion forums could become potential tools to support dialogue.

## Defining the City's Role and Strengthening Partnerships

The need for the City's strong support for cultural development in Regina was a consistent message in the consultations. There was a call for the City to play a greater facilitating role without relinquishing important roles in funding and delivering programs. It was recognized that the success in implementing the Regina Cultural Plan will depend on strong cross-departmental collaboration and on forging strong partnerships with cultural, business and community groups. The Regina Cultural Plan must establish a shared vision and recommendations that support these partnerships.

#### Footnotes

<sup>14</sup> See Glossary for Definitions.

- <sup>15</sup> Municipal Regina Cultural Planning Inc. (2010), Cultural Resource Mapping: A Guide for Municipalities.
- <sup>16</sup> Saskatchewan Partnership for Arts Research; Understanding the Arts Ecology from the Artist Perspective: An overview of results from the artist survey, 2014.



# The Regina Cultural Plan

## 7. The Regina Cultural Plan

The Regina Cultural Plan's Values served to guide the creation of the Plan's focus. These values reflect best practices in Regina cultural planning on a national scale, and the realities of planning here at home in Regina. The development of the Plan's Goals and other elements were considered against these 3 sets of Principles;

- Accessibility and Inclusion ensure learning opportunities, resources and activities are accessible to all residents regardless of ethnicity, age, gender, ability, sexual orientation and identification or socio-economic status.
- Innovation and Responsiveness strive for continuous innovation in art and cultural policies and programs to respond to the changing needs of the community.
- Financial Viability and Accountability ensure the most efficient and effective use of City resources through continuous management and monitoring.

The Vision for the City of Regina can be realized by supporting the Regina Cultural Plan Values, achieving the Regina Cultural Plan Goals and Objectives and is upheld by the delivery of the Regina Cultural Plan Outcomes.

## **Vision** – To be Canada's most vibrant, inclusive, sustainable, attractive community where people live in harmony and thrive in opportunity.

- **Goals** the 3 Goals frame the overarching issues to be addressed and establish the Plan's focus.
- **Objectives** the 11 Objectives speak to how to achieve the Plan's focus.
- Actions set out potential initiatives and opportunities to advance agendas related to each objective (see Chapter 8. Implementation and Monitoring for the detailed Actions and their timelines).

• **Outcomes** – the 5 Outcomes describe the anticipated community benefits of pursuing the material found in the Regina Cultural Plan (see Chapter 8. Implementation and Monitoring, for details).

The Regina Cultural Plan is not a finished document; rather, it is a thoughtful starting point based on an assessment of where Regina finds itself today together with expressed needs and aspirations for the future. The Regina Cultural Plan must be dynamic and continue to respond to changing needs and opportunities. New actions will emerge throughout the lifespan of the Plan.

#### 7.1 GOAL - Embrace Cultural Diversity

The city's growing diversity dominated discussion and engagement during the development of the Regina Cultural Plan. An overriding message was the need for the Regina Cultural Plan to foster intercultural dialogue and exchange across all communities in order to combat racism and to raise awareness of Regina's rich and diverse past, present and collective future.

#### First Nations, Métis Communities

Responding to the cultural needs of these communities must begin by acknowledging their diversity. This diversity includes the range of nations, cultures, and home communities from which residents are drawn. It extends to recognizing differing generational perspectives and needs as they relate to various issues, including cultural perspectives and practices. Response must acknowledge the cultural recommendations put forward by the Truth and Reconciliation Commission and its call to address the relationship between Aboriginal and non-Aboriginal people. Also emerging from consultations was a strong message that the entire "narrative" of the First Nations, Métis, and to a smaller extent, Inuit presence in Regina must evolve and become more multifaceted. Without minimizing the serious social, economic and cultural challenges facing Regina's First Nation and Métis populations, it must also be acknowledged that these populations include an expanding number of individuals and families in Regina achieving greater social

and financial security. A recent article addressing issues of planning in Canadian cities called for a shift from "a preoccupation with fixing what is 'lacking' in the Aboriginal community, to a more vital exploration of Aboriginality as an existing civic strength, and a focus for expanding possibilities through planning." <sup>17</sup>

#### Past and Present: Immigration-based Diversity

European immigration has a long history in Regina that has enriched and transformed the city's character and identity through diverse traditions in language, food, clothing, artistic expression and celebrations. What distinguishes the immigration of more recent decades in cities across Canada is the growth in the number of newcomers from others parts of the world, who bring with them religious, political and cultural traditions that pose greater challenges to inclusion and accommodation.

#### **Objectives**

- Strengthen the Indigenous Community's Cultural Presence in Regina
- Ensure Resources are Supportive of Regina's Immigrant History
- Address the Cultural Needs of Newcomers
- Promote Intercultural Relations

#### The City's Role

The City provides resource support to First Nations and Métis non-profit organizations through community engagement practices and direct investment grants. Through its Neil Balkwill Civic Arts Centre and neighbourhood centres, the municipality is able to provide space and deliver educational opportunities and other programs to the community, often in partnership with others. The Objectives and detailed Actions in this Goal look to the City of Regina to formalize engagement practices, to focus on enabling the community to meet their cultural aspirations, to facilitating intercultural conversations, to strengthening the presence of Regina's founding cultures and to ensuring that municipal programs, services and other opportunities honour the city's history, reflect upon the city's present and prepare for the community's future.

## 7.2 GOAL - Strengthen the Artistic and Cultural Community

One of the strongest messages heard throughout the community engagement process was the need for greater communication, co-ordination and collaboration among arts and cultural groups. Organizations may not know enough about each other and are missing opportunities for co-operation that could strengthen both them and the community as a whole. Closer collaboration can also build the capacity to move larger ideas and initiatives forward that no single organization could do on its own. A strong focus must be placed on improving promotion and awareness of the Arts and of cultural resources, learning opportunities and activities across the city. Finally, there is a need to support artists and the Arts, to expand opportunities for professional and leadership development for artists and individuals working in the cultural community, thereby fostering innovation and artistic excellence and building a more creative, resilient sector.

Creativity, culture and quality of life are increasingly important drivers in diversifying and growing local and regional economies. Design Regina's economic development chapter acknowledges the importance of the cultural sector and cultural resources to the city's future prosperity. Policy statements note the potential of new and existing industry clusters, including the creative cultural industries<sup>18</sup>. Research and community engagement reveals challenges in promoting the growth of Regina's cultural economy in two areas; the first is strengthening the performance of the city's creative cultural industries; the second is the need to increase attention and investment in cultural tourism. Cultural resources and opportunities should figure in the implementation and forward work of economic development strategies.

#### Objectives

- Build Community through Partnerships and Collaboration
- Improve Awareness and Access to the Arts and Cultural Resources
- · Support the Growth of Regina's 'Cultural Industries'
- Support Artists and the Arts

#### The City's Role

Direct investments to arts and cultural non-profit organizations are made via the City's Community Investment Grants Program, which enables a wide range of activity: programs, festivals, professional development and cultural space management. The Neil Balkwill Civic Arts Centre, one of the only such municipal arts education centres in the province, offers a diversity of programs, and has been identified as a key location in addressing community need for spaces and development opportunities. The City's 'On-Performing', a symposium for the performing arts (March 2015), was a result of the community's call for the City to lead in community-building initiatives and to strengthen the artistic and cultural sectors' collaborative ventures and resiliency. Backed by strong work from Economic Development Regina, opportunities are emerging to strengthen the City's evaluation of cultural resources, like local galleries, museums and festivals, to achieve greater tourism, and to work more collaboratively with the cultural industries to promote Regina as a place that values creativity and entrepreneurialism. The Mayor's Luncheon for Creativity, Innovation and Excellence: From Culinary Arts to Design, Publishing and Fashion Industries (December 2015) demonstrated an effective way for the municipality to strengthen sectoral networks both at home and, via guest facilitation, more regionally.

#### 7.3 GOAL - Commemorate and Celebrate the City's Cultural Heritage

Community engagement confirmed a desire for the Regina Cultural Plan to address a balanced agenda of downtown and neighbourhood cultural heritage development. The Regina Downtown Neighbourhood Plan contains a range of recommendations aimed at making the downtown a vibrant, walkable and beautiful cultural hub and gathering place for residents and visitors.

Neighbourhood cultural development will require attention to the role cultural heritage resources can play in revitalizing and enhancing existing neighbourhoods. A central guiding vision and principle in Design Regina is a commitment to developing complete and sustainable communities. Cultural heritage resources are recognized in Design Regina as essential to achieving this goal. Celebrating the uniqueness of individual neighbourhoods, including a commitment to gentle densification while maintaining the character and identity of existing neighbourhoods, is a strong theme connecting Design Regina and the Regina Cultural Plan.

#### **Objectives**

- Demonstrate Leadership through the Management of the Heritage Conservation Program
- Conserve Cultural Heritage Resources
- Ensure New Development Contributes to Sense of Place

#### The City's Role

City Council oversees a comprehensive Heritage Conservation Program to conserve, protect, and support Regina's historic places. In keeping with national best practice, Council adopted the Standards and Guidelines for the Conservation of Historic Places in Canada. Direct investments to owners of historic places are made via the City's Heritage Building Rehabilitation Program, which enables the conservation of historic places. Under The Heritage Property Act, Council has the power to protect historic places from demolition or unsympathetic alterations. Awareness of our history is fostered through a limited investment in the City of Regina awards and plaque programs, special history projects, and street naming. Heritage Conservation is not only about buildings. Instead, it is about a much broader, more inclusive, societal cultural memory. Living heritage is becoming more important as we recognize the power of the past in shaping present experience and informing choices for the future.

#### Footnotes

<sup>17</sup> Ryan Walker and Hirini Matunga. Re-Situating Indigenous Planning in the City. Plan Canada (Summer 2013).

<sup>18</sup> City of Regina, Design Regina, 2013: 78.



## Implementation and Monitoring

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## 8. Implementation and Monitoring

Successful integration of culture in civic planning requires the cultivation of strong understanding, across departments, of cultural resources and cultural planning. While direct delivery of programs and services will remain a critical City responsibility, there was a strong call during the community engagement process for the municipality to increase its involvement in communications by supporting and facilitating networks and collaboration within the cultural community and building partnerships between the municipality and important business and community partners.

#### First Steps - Building Capacity

The following are the specific Actions to be taken as the first, immediate steps for the Plan. These Actions will build the capacity, both internally at the City of Regina, and in partnership with the community, to undertake the shared responsibilities outlined in the Plan.

• Establish an ongoing cross-departmental Culture Team of relevant City Departments to support implementation of the Regina Cultural Plan<sup>19</sup>.

- Using the potential partner and collaborators listed for each Action, develop groups or teams of community organizations to assist the City in undertaking the Actions. Also, make use of any advisory committees to Council that are established with Terms of Reference related to this Plan.
- With input from the City's Culture Team and the community, determine the indicators to be used for monitoring and evaluating implementation.

#### **Financial Considerations**

The detailed Actions are not necessarily a commitment for future investment. The strategies that are outlined will help inform decisions that are made by City Council as part of the municipal budget process and over the course of their ongoing deliberations. And while the main sources of municipal funds are from taxes, reserves and development charges, there are a range of grants and funds from foundations and other levels of government available to the municipality and the City's partners. For each Action, the City's Culture Team will identify possible sources of revenue as part of the process for financially supporting the Plan.

Costing each of the Actions is based on previous municipal programs and service delivery, national best practices and anticipation of meeting the outcomes needed for the Action to be successful. A range has been developed, see Figure 8, to indicate the possible costs for each Goal, which also considers the 10 year timeframe of implementing the Plan. Any anticipated operating costs that would be annual and ongoing are embedded into each of the Terms (e.g., if \$5,000 were required each year of the three-year Term then a Term would include a \$15,000 costing). In this way, the chart does not indicate costs per year, but the TOTALS for each GOAL and each three-year Term.

#### FIGURE 8: ANTICIPATED COST RANGES

GOALS	Near Term – Yrs 1 to 3 from 2016 to 2019	Mid Term – Yrs 4 – 7 from 2020 to 2023	Long Term – Yrs 8 – 10 from 2024 to 2026	TOTAL BY GOAL
Embrace Cultural Diversity	\$25,000 - \$35,000	\$40,000 - \$75,000	\$30,000 - \$45,000	\$95,000 - \$155,000
Strengthen the Artistic and Cultural Community	\$85,000 - \$105,000	\$35,000 - \$55,000	\$50,000 - \$75,000	\$170,000 - \$235,000
Commemorate and Celebrate Regina's Cultural Heritage	*\$205,000 - \$210,000	\$35,000 - \$65,000	\$25,000 - \$55,000	\$265,000 - \$330,000
TOTAL BY TERM	*\$315,000 - \$350,000	\$110,000 - \$195,000	\$105,000 - \$175,000	\$530,000 - \$720,000

\*includes an anticipated cost of hiring consultants to undertake an update of the list of Historic Places.

Anticipated costs of the Regina Cultural Plan do not include the funding allocated to the following;

- The Community Investment Grants Program
- Existing arts or heritage awards
- Tax exemptions
- The Heritage Building Rehabilitation Program
- Special asks for bidding on attracting cultural events or the Special Events Major fund
- Major City, or community led, capital projects
- Investment on policy that the Plan supports (e.g., a new City Cultural Collections policy for public art, salvaged material, archives and more)

Instead the Plan (a municipal Master Plan), outlines the strategy that provides direction for the City in its decision making related to the arts, cultural heritage, cultural industries and cultural diversity.

#### **The Detailed Actions**

The detailed Actions are a list of the specific projects, initiatives or new ways of working to enable the Regina Cultural Plan's Goals. They reflect what the City will lead, and also list who the anticipated community partners may be for ensuring success. In this way, the Plan is a shared responsibility, where the City will require the supports and expertise of the individuals and organizations that are part of Regina's great artistic and cultural fabric.

For each Goal, the Implementation Charts list the timelines and possible partners to accomplish the detailed Actions. These Charts are categorized in the following manner:

<b>OBJECTIVE AND ACTIONS</b>	NEAR TERM	MID TERM	LONG TERM	PARTNERS AND COLLABORATION
Objective and the Detailed Actions	The first 3 years of the Plan; 2016 to 2019	Years 4 – 7 of the Plan; 2020 to 2023	Years 8 – 10 of the Plan; 2024 to 2026	The agencies and organizations who may assist in undertaking the Action. It is always assumed that individual artists/cultural workers may also be involved and that this list will evolve based on community interest.

#### **Embrace Cultural Diversity**

Supporting festivals, cultural heritage, and the Indigenous community will require some strategic investments. While many Actions in this Goal involve policy and the review of current practices, many cultural and Indigenous organizations in the community require increases to their capacity to take on the opportunities identified. There are, however, a large number of funding opportunities for the municipality to consider in reaching these targets.

Anticipated cost of Actions over 10 years: \$95,000 - \$155,000

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Objective – Strengthen the Indigenous Commu	nity's Cultura	al Presence	in Regina	
Establish formal processes based on mutual respect and open communication to sustain engagement with First Nations and Métis communities in defining and responding to cultural needs and aspirations.	X			Indigenous community organizations
Identify and inventory locations and spaces for First Nation and Métis ceremonies (sweat lodges, etc).		X		Provincial and Federal partners Indigenous community organizations Post-secondary institutions
Increase visibility and opportunity for First Nation and Métis culture and history in public art and urban design by including these perspectives in policies and plans.		Х		Indigenous community organizations Museums and galleries Regina Public Library Heritage associations
Partner with archives, museums, galleries, libraries and heritage organizations to facilitate the documenting, conserving and sharing (through walking tours, exhibitions, and other programs) of First Nation and Métis cultural heritage in Regina.			X	Museums and galleries Heritage associations Archival agencies Regina Public Library Indigenous community organizations Post-secondary institutions
Engage First Nations and Métis communities in exploring how the history and culture of these communities could be profiled as important elements in the development and promotion of Regina's competitive advantage.	Х			Economic Development Regina Heritage Associations Indigenous community organizations
Work with other levels of government and Indigenous groups to establish or promote programs and services to protect and promote Indigenous languages.		х		Indigenous community organizations Provincial and Federal partners Heritage organizations Museum and galleries

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Develop an implementation plan on the cultural recommendations outlined in the Truth and Reconciliation Commission report for Council endorsement.	Х			Indigenous community organizations Heritage associations
Objective – Ensure Resources are Supportive of	Regina's Imr	migrant His	tory	
Develop supports for opportunities to implement interpretive features, such as commemorative plaques and signs recognizing the history and achievements of diverse communities in Regina.			Х	Heritage associations Arts and cultural organizations Museums and galleries
Develop tools and supports to build the capacity of community-based cultural organizations working in history and cultural heritage (including language, tradition and performing arts).		X		Arts and cultural organizations Heritage associations Museums and galleries Post-secondary institutions
Objective – Address the Cultural Needs of Newc	omers			
Increase awareness of the City's cultural and recreation programs to Newcomer populations.	X			Settlement agencies Arts and cultural organizations
Ensure City programs include Newcomers' perspectives and cultural needs from development to delivery.		Х		Settlement agencies Arts and cultural organizations
Objective – Promote Intercultural Relations				
Develop the policy and resource supports for cross- cultural interaction and education in the community, with particular focus on providing more inclusive platforms and spaces for community engagement.		Х		Settlement agencies Arts and cultural organizations Indigenous community organizations Post-secondary institutions
In cooperation with Economic Development Regina and others, work to support the attraction and expansion of festivals as an effective means of reflecting and responding to a diverse community.		X		Arts and cultural organizations Business Improvement Districts Regina Hotel Association Economic Development Regina
Develop accommodations through policy and procedures for diverse community's cultural practices in City-owned buildings and facilities.	Х			Arts and cultural organizations Indigenous community organizations Community operated centres
Work with Community Associations to explore opportunities with the City, and other partners, for programs and events at the neighbourhood level to profile and celebrate the city's diversity.		Х		Arts and cultural organizations Indigenous community organizations Community Associations

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Develop the tools, and provide the consulting services, to support civic boards and committees in the active recruitment of board members representing the diversity of the city's population.	х			Arts and cultural organizations Indigenous community organizations

#### Strengthen the Artistic and Cultural Community

Related to this Goal, the large majority of Actions consider the way City Administration undertake their work with partnering agencies and the artistic and cultural community. Investments in this area will maximize the opportunities to better support Civic assets in the arts (like the Civic Art Collection) and will encourage innovation, resiliency and the future sustainability of community arts and cultural organizations in the important programs and services they delivery to the public.

Anticipated cost of Actions over 10 years: \$170,000 - \$235,000

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Objective – Build Community through Partnersh	ips and Coll	aboration		
Create opportunities for mentorship and partnership programs between established cultural organizations and emerging ones to enhance vibrancy in City Square.		X		Arts and cultural organizations Business Improvement Districts Regina Public Library Post-secondary institutions
Support opportunities, both with City-owned facilities and those in community, for an incubator or shared space that brings together different cultural organizations and enterprises to spark innovation, cooperation, and new economic activity.			X	Arts and cultural organizations Provincial and Federal partners
Conduct annual symposia, roundtables or other networking sessions to support community collaboration and engagement.	X			Business Improvement Districts Economic Development Regina Arts and cultural organizations Museums and galleries Indigenous community organizations Cultural Industries

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Objective – Improve Awareness and Access to	the Arts and O	Cultural Res	ources	
Conduct an analysis of City-owned facilities, like Neighbourhood Centres and the Neil Balkwill Civic Arts Centre, to identify enhancements to better support cultural programming.		Х		N/A
Support performing art spaces and leverage opportunities to establish new cultural venues.		X		Arts and cultural organizations Provincial and Federal partners Post-secondary institutions Churches Business Improvement Districts
Link heritage programming with broader cultural programming.		Х		Heritage associations Arts and cultural organizations
Promote access and use of the Tourism Regina calendar of events as the most comprehensive list of community activity.	X			Economic Development Regina
Develop cross-media strategies for City-owned cultural assets; the Neil Balkwill Civic Arts Centre, Civic Art Collection, City Square.		Х		N/A
Include Regina's natural and cultural heritage resources, including historic places, in Regina's Tourism marketing plans.		X		Economic Development Regina Heritage associations
Objective – Support the Growth of Regina's 'Cu	ultural Industi	ries'		
Strengthen the sector's awareness of municipal resources and investment opportunities, such as the Community Investment Grant program.	Х			Cultural industries
Promote the work and successes of Regina's existing cultural industries.	X			Cultural industries
Coordinate efforts with Economic Development Regina to strengthen growth strategies for the sectors, which includes promoting the inventory of available local agencies.		X		Economic Development Regina Cultural industries Post-secondary institutions
Hold a bi-annual Creative Industry Symposia, according to best practices, for networking opportunities, to facilitate innovation and knowledge-building.	х			Cultural Industries Post-secondary institutions

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Ensure the inclusion of live/work spaces in new neighbourhoods.		Х		N/A
Objective – Support Artists and the Arts				
Develop a Cultural Collections policy for the Civic Art Collection, salvaged material, public art, murals, mosaics, banners, City of Regina Archives and other cultural heritage resources.	X			Arts and cultural organizations Indigenous community organizations Heritage associations Post-secondary institutions Museums and galleries Cultural industries
Identify and target Provincial and Federal grants and other sources of support for City-led public art and place-making initiatives throughout the city.		Х		Provincial and Federal partners
Increase support to developing, maintaining and promoting the Civic Art Collection.		Х		N/A
Support artists through residencies, teaching and all opportunities related to public art, the Civic Art Collection, the Neil Balkwill Civic Art Centre, and any other City programs and services for which their participation adds value.		x		N/A
Explore models for providing investment support to individual artists working outside of non- profit organizations in collectives, charitable venture organizations, or their own companies.	Х			N/A
Improve upon the City's service delivery to cultural events, and those in cultural spaces like City Square, by evolving policy, guidelines and creating efficiencies.	х			Arts and cultural organizations Churches Indigenous community organizations Business Improvement Districts

#### Commemorate and Celebrate Regina's Cultural Heritage

Investments in this Goal serve to strengthen the guidelines, lists and policies that govern our collective cultural heritage. Many of the Actions will direct the manner in which City Administration work with community to promote Regina's history and entire story, up to and including the present. Anticipated cost of Actions over 10 years: \$265,000 - \$330,000

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Objective – Demonstrate Leadership through th	e Managem	ent of the H	leritage Con	servation Program
Demonstrate excellence in conservation as good stewards of City-owned historic places such as significant buildings, parks, cemeteries, and structures that are of cultural heritage value.	X			N/A
Ensure business processes identify historic places early on and explain how changes or alterations are to be reviewed by the City.	X			N/A
Objective – Conserve Cultural Heritage Resourc	es			
Update the City's process for determining heritage value to ensure that it aligns with the Standards and Guidelines for the Conservation of Historic Places in Canada.	Х			N/A
Update the list of historic places to include those that are not well represented, such as cemeteries, parks, cultural landscapes, mid-century modern buildings, and places with important stories.	X			Heritage associations Arts and cultural organizations Indigenous community organizations Churches
Ensure that the naming of streets, parks, and other civic assets is done to celebrate Regina's unique history and cultural diversity, and that it tells the whole story of Regina.		X		N/A
Encourage designation and good stewardship through financial incentives that protect, conserve and maintain historic places.			Х	Property owners Development community
Develop a Cultural Landscape Strategic Plan to celebrate, enhance, conserve and integrate landscapes of cultural significance and heritage value into all facets of municipal planning.			X	Heritage associations Property owners Indigenous community organizations
Enhance Regina's current cultural map by including intangible cultural heritage.		Х		Heritage associations Arts and cultural organizations Indigenous community organizations Museums and galleries Post secondary institutions Churches

OBJECTIVE AND ACTIONS	NEAR TERM (1-3 YRS)	MID TERM (4-7 YRS)	LONG TERM (8-10 YRS)	PARTNERS AND COLLABORATION
Objective – Ensure New Development Contribut	es to Sense	of Place		
Use the Zoning Bylaw update to ensure key elements of existing local area character are protected by development standards. The form, scale, and massing of new development on a predominantly early 20th Century streetscape could be regulated by lower height limits, among other standards, for example.	X			N/A
Identify and understand the heritage value and character of not only buildings but also areas, streetscapes, and cultural landscapes through the process of creating neighbourhood plan and related local area studies.		x		N/A
Conserve and enhance the heritage value and character of areas, streetscapes, and cultural landscapes through the designation of Heritage Conservation Districts, Architectural Control Districts, or Direct Control Districts, as shown on Map 8: Cultural Resources in Design Regina, and give consideration to future designated areas in neighbourhood planning. Subject to Infill Guidelines of the Zoning Bylaws, new development should consider and respect the scale, material and massing of adjacent heritage buildings.			X	N/A

#### **THE OUTCOMES**

Design Regina sets out clear recommendations around monitoring and tracking success<sup>20</sup>. It proposes the development of monitoring and evaluation frameworks drawing on local, national and international best practices.

In 2011, the Municipal Cultural Planning Indicators and Performance Measures Guidebook was prepared by the Canadian Urban Institute. The purpose of the Guidebook was to provide a set of indicators and performance measures to assist municipalities in Ontario, and elsewhere in the country, writing cultural plans to demonstrate benefits and evaluate outcomes related to the plans in the community. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement an effective monitoring and evaluation system for municipal cultural planning. (see Appendix G: Indicators for the full Guidebook)

The following are the 5 Outcomes (the Plan's benefits), which are anticipated from pursuing the Goals in the Regina Cultural Plan. They describe the change that can be seen from the Plan:

• Foster Creativity – refers to the capacity to create the conditions for creativity to flourish. This will be measured through investments in financial, human and social capital. This is a key outcome in securing the vibrancy and attractiveness of a city, where innovation and creativity are held as important drivers of attracting a talented workforce and investment and ensuring that those assets stay in Regina.

- Create Wealth refers to Regina's ability to generate wealth for the public and private sectors. Measurements related to this outcome include the volume of visitors, leveraging investments and attracting cultural occupations and industries. This is not an outcome dedicated to generating wealth for a level of government, but is instead driven by the positive promotion and reputation building of the City so that all of Regina's citizens and businesses can thrive.
- **Create Quality Places** refers to the resources and policies that foster sustainable quality of life for all Regina citizens. This is measured by the range of cultural facilities and spaces, public realm improvements, and the environment and conditions of liveability of a place. Attractive spaces encourages a lively, dynamic community where events can thrive and people feel safe, happy and healthy.
- Strengthen Social Cohesion refers to cultural activities and experiences in Regina that bring people together and promote the well-being of individuals. This is measured through increased social capital, new skills, increased participation and integration of people into their community. Through the Arts, people can feel empowered and connected to their community. Cultural heritage builds civic pride and promotes positive values on shared history and community building. Inclusive communities actively promote this outcome.
- Promote Organizational Change refers to the integration of Regina cultural planning across all facets of municipal decision making. This can be measured through policy, municipal structural changes and collaborations. Internal to the City of Regina, this outcome results in a deeper municipal awareness of the community's values related to culture and to the city's own sense of history and uniqueness.

For each Outcome there is a mix of detailed quantitative and qualitative measures. There are three types of data referred to in the Guidebook and from which the Regina Cultural Plan's successes can be measured:

- Data available from existing sources, including Statistics Canada
- Data the municipality is already collecting
- Data the municipality may need to start collecting if it wants the information (this type of data may largely be qualitative and available through surveys)

A fundamental point made by the Guidebook is that a collective decision must be made about what stories one wants to tell in the identification and use of indicators. An early priority in the implementation of the Regina Cultural Plan will be to make use of the City's new Culture Team, and to collaborate with the community, to work through a process of selecting indicators for the Plan. The Guidebook describes a process for undertaking this task.

#### Reporting on the Regina Cultural Plan

Design Regina recommends regular reporting on implementation of Master Plans like the Regina Cultural Plan. Once a suite of indicators have been selected, it is recommended that the City of Regina monitor progress in implementing the Regina Cultural Plan through an annual "report card." The report card is a means of updating Council and the wider community on progress and new cultural initiatives that have been undertaken. Distribution of the report card could be timed for release prior to the Cultural Symposia/Forums to communicate to the wider community achievements in implementing the Regina Cultural Plan.

#### Footnotes

- <sup>19</sup> The internal Steering Committee and Policy Topic Team for Culture struck for Design Regina established a strong precedent for such an ongoing Team, and has built a strong body of crossdepartmental knowledge and insight related to cultural planning issues and opportunities across departments.
- <sup>20</sup> City of Regina, Design Regina, Section E: Realizing the Plan, 2013: 88.

## 9. Glossary of Terms

Accessible: A general term used to describe the degree to which an activity, service, or physical environment is available to as many people as possible, regardless of their physical abilities or socio-economic background. Accessibility can be viewed as outreach activities, the "ability to access" and benefit from the activity, service or physical space. Improving accessibility involves removing economic, physical, cultural and transportation barriers to participation in programs, projects and facilities.

**Art:** The expression and application of creativity. (e.g. studio arts, film & video, theatre, music, dance and literary arts).

**Arts (the Arts):** The mechanisms that support and promote art and artists (film production crews, cultural offices, arts administrators, artists, technicians. The expression or application of human creative skill and imagination (e.g. painting, print-making, drawing, sculpture, crafts, photography, film and video, theatre, music, literary arts, dance). It includes original, creative interpretation and facsimile reproduction and distribution, in addition to cultural industries - publishing, film, sound recording, video and audio-visual broadcasting.

**Artist:** Any person who creates or gives creative expression to, or re-creates works of art, who considers their artistic creation to be an essential part of their life, who contributes in this way to the development of art and culture and who is or asks to be recognized as an artist, whether or not they are bound by any relations of employment or association.

**Culture:** The whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes creative expression (e.g. oral history, language, literature, performing arts, fine arts and crafts), community practices (e.g. traditional healing methods, traditional natural resource management, celebrations and patterns of social interaction that contribute to group and individual welfare and identity), and material or built forms such as sites, buildings, historic city centres, landscapes, art, and objects.

**Cultural Enterprise or Business:** Those that have their origin in individual skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property. Some are retail businesses, such as commercial galleries and bookstores, that sell cultural products and services directly to residents and visitors.

**Cultural Heritage:** The intangible practices, expressions, knowledge, and skills of a community or an individual in addition to associated material instruments, public art, artefacts, objects, historic places and cultural spaces.

**Cultural Industries:** Businesses such as film studios and design firms that combine the creation, production and distribution of goods and services that are cultural in nature, usually protected by intellectual property rights and may be distributed through channels not requiring street level encounters with customers.

**Cultural landscape:** A geographical area that has been modified, influenced or given special cultural meaning. A cultural landscape is often dynamic, a living entity that continually changes because of natural and humaninfluenced social, economic, and cultural processes.

**Cultural Mapping:** Cultural mapping is a systematic approach to identifying, recording, classifying and analyzing a community's cultural resources in support of economic and community development agendas.

**Culture Programming:** The collection of projects/programs, delivered through events, festivals and other modes of exhibition and distribution.

**Cultural Resources:** Any cultural activity or asset that contributes to culture, which includes cultural occupations (e.g. artist, graphic designers, cultural managers), cultural enterprises (e.g. museums, libraries, galleries), festivals and events (e.g. fairs, street festivals, music festivals), natural heritage (e.g. community gardens, significant parks), intangible cultural heritage (e.g. customs, traditions, ceremonies), cultural heritage (e.g. public art, plaques and monuments, built heritage properties), cultural spaces and facilities (e.g. cinemas, religious institutions, urban spaces) and community cultural organizations (e.g. arts groups, heritage groups).

**Cultural Space:** Culturally defined zones, physical, virtual, geographical or imagined that are produced, sustained, monitored and debated by communities. Cultural Space is often shaped by cultural activity as well as providing room for the commemoration and celebration of beliefs, behaviours, memories and values.

**Cultural Workers:** Cultural workers are people involved in the creation, production and dissemination of culture goods and services. Examples of cultural workers include actors and comedians, architects, archivists, artisans and craftspersons, authors and writers, conductors, composers, conservators and curators, dancers, editors, graphic designers and illustrators, industrial designers, interior designers, journalists, landscape architects, librarians, musicians and singers, other performers, painters, sculptors and visual artists, photographers, producers, directors, choreographers, theatre, fashion, exhibit and other creative designers.

Cultural Support Workers: Cultural Support Workers provide support in the form of technical support, manufacturing, research and analysis, as well as management for culture goods, production and services. Examples of cultural support workers include announcers and other broadcasters, architectural technologists, audio and video recording technicians, binding and finishing machine operators, broadcast technicians, camera, platemaking and other pre-press correspondence, publications and related clerks, desktop publishing operators and related occupations (typesetters) drafting technologists, film and video camera operators, graphic art technicians, landscape and horticultural technicians, library and archive technicians and assistants, library clerks, library, archive, museum and art gallery managers, managers in publishing, motion pictures, broadcasting and performing arts, other

technical occupations in motion pictures, broadcasting and performing arts, patternmakers, textile, leather and fur products, photographic and film processors, print machine operators, printing press operators, professional occupations in public relations and communications, supervisors, library, correspondence and related information clerks, supervisors, printing, and related occupations, support occupations in motion pictures, broadcasting and performing arts, technical occupations related to museums, translators, terminologists and interpreters.

Ethnic/Ethnic Group: An ethnicity, or ethnic group, is a socially-defined category of people who identify with each other based on common ancestral, social, cultural, or national experience. Membership of an ethnic group tends to be defined by a shared cultural heritage, ancestry, origins, history, homeland, language (dialect), or even ideology, and manifests itself through symbolic systems such as religion, mythology and ritual, cuisine, dressing style, physical appearance, etc.

**Event:** An event is a gathering of people designed to celebrate, honour, discuss, educate, observe, encourage, or influence human endeavours. An event is something that happens: an occurrence, an activity accentuating and celebrating community spirit, especially one that is of some importance.

**Festival:** A specific event designed to present through public access, productions or services of an arts discipline(s) often multi-faceted and occurring during a brief period of time. Often festivals occur annually and usually in a reasonably contained area, indoors and/or outdoors.

**Heritage Conservation:** The actions or processes that are aimed at protecting the physical elements of a historic place so as to retain its heritage value and extend its physical life.

Heritage Conservation District: An area in the municipality that Council may, by bylaw, designate as a Municipal Heritage Conservation District because it contains or may reasonably be expected to contain heritage property that is not subject to any other designation pursuant to The Heritage Property Act. A Heritage Conservation District can be used to control the alteration and demolition of designated property. Council may, by bylaw, establish guidelines and controls necessary to preserve and develop the heritage characteristics of designated property.

Heritage Properties – Listed: Properties listed on the Heritage Holding Bylaw that are formally recognized by City Council to have heritage value.

Heritage Properties – Designated: Properties protected under the Municipal Heritage Property Designation Bylaw or Municipal Heritage Conservation District Bylaw that are formally recognized by City Council to have heritage value. These properties are protected from exterior alterations, removal or demolition without the approval of City Council.

Heritage value: The aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present or future generations. The heritage value of a historic place is embodied by its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings.

**Historic Place:** A structure, building, group of buildings, district, landscape, and/or an archaeological site that has been recognized by the appropriate jurisdiction (e.g., City Council, the Provincial Ministry responsible for heritage, or the appropriate Federal jurisdiction) for its heritage value.

**Inclusion:** A description of the community where all people have access to quality community necessities and amenities, where all people, regardless of any difference, have the same opportunities to take part in all aspects of community life, and where all people have a sense of belonging and respect in the community.

**Indigenous:** Originating in, and characteristic of, a particular region or country; indigenous people.

Indigenous Peoples: Indigenous peoples are the original peoples of a given region. In Canada, the First Peoples or First Nations, Inuit, and Métis peoples are considered Indigenous peoples. These peoples have distinct cultures, languages, histories, and differing nationhoods, but share constitutional protection for their Aboriginal rights in the Canadian Constitution Act, 1982. Globally, Indigenous peoples are recognised by the United Nations Declaration of the Rights of Indigenous Peoples.

**Leverage:** The use of a small investment from one source to contribute to greater gains in another source (e.g. funding, volunteers transferred between programs and funded groups).

**Newcomer/New Canadian:** An immigrant or refugee who has been in the country for a short time, usually 3-5 years.

**Placemaking:** A holistic and community based planning approach that capitalizes on unique assets and potential to promote the personal well-being, community character and development, and places of lasting value.

**Projects/Programs:** The specific, time-bound activities and services delivered to the citizens and organizations in Regina.

**Programming:** The collection of projects/programs, delivered through events, festivals and other modes of exhibition and distribution.

**Public Art:** Works of art, in any media, that have been planned and executed with the specific intention of being sited or staged in the public domain, often incorporating elements of site specificity, cultural, heritage, community engagement and collaboration.

**Public Space:** Public Space refers to the components of built or natural environments where the public access for individual or collective activities is a priority.





# Appendices Regina Cultural Plan

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#### Appendices Regina Cultural Plan

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## Regina's Future: The Effect of the 10-year Plan

In 2026, Regina has emerged on the national stage as one of Canada's most culturally vibrant cities, a magnet for the arts and creativity.

The City of Regina is recognized for its achievement in weaving cultural resources and opportunities into all facets of planning and decision-making. The City has forged a collaborative approach to cultural development, working closely with arts and cultural groups, other levels of government, and the private and voluntary sectors. These new and meaningful relationships are tangible, ongoing and result in aligned future policies and guidelines for the Arts and culture sector.

Regina is known nationally for its success in sustained and meaningful engagement with the city's First Nations and Métis communities regarding cultural needs and aspirations. Cultural programs and services offered throughout the city reflect and respond to the needs of newcomers, Indigenous people, and all citizens, breaking down cultural divides. Opportunity for cultural participation is accessible to all citizens regardless of ethnicity, age, ability, sexual orientation, or socio-economic status.

Regina's vibrant cultural scene is supported by a strong and collaborative arts and cultural community. The fragmentation that had once characterized the community – between arts (e.g., visual, performing) and heritage (e.g., historic places), between not-for-profit and for-profit groups – has been transcended. Symposium, conferences and other networking opportunities have become common place and have resulted in stronger organizations and a flourish of festivals and new programs. Ongoing communication and community outreach by cultural organizations has resulted in Regina's cultural life continuously evolving and responding to changing community needs and circumstances. Cultural resources have become an important driver in a prosperous and diverse economy. Artists and creators are essential sources of new ideas, innovation, and technologies important to the city's future and actively participate in businesses, events, education systems, neighbourhood centres and more. Cultural industries and enterprises have formed a healthy economic sector supported by strong clusters and cross-industry collaboration. Regina's reputation as a cosmopolitan centre of diversity, natural beauty, attractiveness, and aesthetic appeal has become a draw, attracting professional talent and investment measured with strong new economic data. The depth and breadth of its cultural and entertainment offerings attract tourism from across Canada and around the world, measured in new visits, hotel stays and dollars spent locally.

The City's progressive cultural heritage policies and programs conserve and enhance its cultural heritage resources. Historic places enhance the quality of life that Regina offers to its residents, and those places are a strong source of civic pride. Innovative educational and interpretive programs are now more common, and they honour the city's living heritage, linking past and present, celebrating the tangible and intangible cultural heritage of the city's diverse population.

Finally, cultural resources of all kinds contribute to a city characterized by a strong public realm, one that is enriched by public spaces, animated by cultural activity, and the City's commitment to public art, architecture and urban design. Regina's downtown has become a vibrant cultural hub defined by a vital arts scene, new monuments and art installations, celebrated heritage, and dynamic creative cultural enterprises. In 2026, residents, planners and decision-makers alike recognize cultural resources as essential ingredients in building complete communities with unique character and identity.

## Acknowledgements

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#### **Photo Credits**

**Cover:** Downtown Regina Photo credit: Regina Hotel Association



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#### Afrofusion Entertainment

#### Buffalo Peoples Arts Institute

Civic Museum of Regina The Circle Project Dream Agreement Dunlop Art Gallery Economic Development Regina First Nations University of Canada Gabriel Dumont Institute The Globe Theatre Heritage Regina Curtain Razors Knox Metropolitan United Church Mackenzie Art Gallery Multicultural Council of Sask New Dance Horizons

**Nicor Development** 

#### **Regina Chamber of Commerce**

Regina Downtown Business **Improvement District Regina Folk Festival Regina Hotels Association Regina Multicultural Council Regina Open Door Society** Regina Police Service, Cultural & Community Diversity Unit **Regina Public Library** Regina Qu'appelle Health Region **Regina Symphony Orchestra Regina Treaty Status Indian Services RCMP** Heritage Centre Sâkêwêwak Artists' Collective Inc. Saskatchewan Arts Alliance Saskatchewan Crafts Council Saskatchewan Fashion Week Saskatchewan Interactive Media Assoc. Saskatchewan Motion Picture Industry Assoc.

Saskatchewan Science Centre Saskatchewan Writer's Guild SaskBooks **SaskGalleries** SaskMusic SEPW Architecture Silverfox Studios Stantec **Tourism Regina Tourism Saskatchewan** Ukrainian Canadian Congress University of Regina Warehouse Business Improvement District Wascana Centre Authority Windhover Artists and Events **WSP** Architects

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# Appendix A

## Appendix A: History and Cultural Heritage

#### 1.1 Mixed Grass Prairie Landscape and First Peoples

Regina's unique cultural heritage is shaped by both place and the varied history of the region. The first inhabitants of the region, those various Indigenous nations that lived and traded in the region, continue to have a strong presence in the City and its surrounding area. The region was originally known as Oskana, a Cree term for 'pile of bones,' and later, under European settlement, it was named Regina, which is Latin for Queen. European settlement in the region transplanted British rules and systems for governance, shaping the changing cultural development of the capitol of Saskatchewan. Immigration waves continued to change the cultural heritage of the region, as new languages, cultural values, and customs continue to make their home in Regina. Today, the city continues this tradition of changing cultural heritage; however, it is still heavily influenced by those original and past occupants, the ancestors of many city residents.

#### 1.1.1 Natural Setting

Regina is situated within the physiographic region known as the Interior Plains, and more specifically, the Saskatchewan Plain. This region features a level to gently rolling plain with areas of subdued uplands. It is mostly characterized by grassland vegetation under semiarid climatic conditions, typical of the Prairie Ecozone area of Canada. Underlying the level topography is a large expanse of sedimentary bedrock of marine origin, consisting of shales, siltstones and sandstones. The surficial sediment throughout the region consists of glacial deposits, which in some areas are several hundreds of metres thick. Glacial deposits are mostly hummocky moraines and till plains, while in some areas there are flat deposits of former glacial lakes (Acton et al 1998; Acton [...]). According to the soil map (Canadian Department of Agriculture 1964), Regina is located within an area characterized as 'very gently to gently sloping and undulating. Slopes and undulations of low relief' and Regina and surrounding lands feature 'Rego Dark Brown' soil, described as 'uniform, fine textured, calcareous lacustrine deposit' with a texture of clay and heavy clay.

An important natural feature of Regina is Wascana Creek. This waterway is a tributary of the Qu'Appelle River System, located to the north of Regina, and which drains into the Hudson Bay via the Churchill and Nelson Rivers.

#### 1.1.2 Regina's Earliest Inhabitants

#### 1.1.1.1 Early Pre-contact Period

Ancestors of the First Nations people of the southern part of Saskatchewan moved into the area after the retreat of the Wisconsin Ice Sheet, some 12,000 years before present (BP). The earliest evidence in the archaeological record indicates that the First Peoples were part of the nomadic Paleo-Indian culture. These early populations employed a variety of technological tool kits or styles throughout this period that featured typically large lanceolate and stemmed projectile points. The earliest were the Clovis and Folsom tool kits, which were characterized by the fluting method, used to thin the point at the base of the tool to allow for easier attachment to a spear. The Agate Basin/Hell Gap, Alberta, Alberta-Cody, Eden and Cody are subsequent tool kits that employed the hafting method featuring a stemmed base to help 'haft' the point to the spear. These early populations followed a hunting and gathering lifestyle, hunting megafauna including woolly mammoth and giant bison. During the early part of the Early Pre-contact Period, which extended between 12,000 BP to 7,500 BP, most of the megafauna that inhabited the plains became extinct and bison became the main, reliable food source (Wright 1995; Yellowhorn 2002; Saskatchewan Archaeological Society [SAS] 2010).

#### 1.1.1.2 Middle Pre-contact Period

The Middle Precontact Period spanned the period between 7,500 to 2,000 BP. Between 8,000 BP and 6,000 BP, the climate became much warmer and drier, resulting in the expansion of the grasslands ecozone. This climatic shift may have led to greater regionalism and reliance on local materials for tool making. Subsistence continued to centre around the hunting and gathering lifestyle, with bison serving as the primary food source. Technology of stone tool kits continued to advance, taking the form of smaller sidenotched points. These were hafted onto a dart shaft that was then thrown with an atlatl – a spear thrower weapon system developed to replace the former thrusting spear weapon system (Wright 1995:129; SAS 2010).

Projectile points from this period have been found throughout the southern part of Saskatchewan, belonging to different cultural groups who produced their own variations of the style. These include: the Mummy Cave culture (7,500 – 5,000 BP) featuring side-notched projectile points; the Oxbow culture (4,700 – 3,800 BP) featuring characteristic side-notched points with concave bases, earliest known tipi rings, and evidence of copper fragments indicating extensive trade networks with the Great Lakes region; the McKean culture (4,100 – 3,100 BP) featuring points with concave bases and absence of side-notching except in a few cases; and the Pelican Lake culture (3,300 – 1,850 BP) featuring distinctive corner-notched projectile points of a much smaller size, suggesting the introduction of bow-and-arrow technology (SAS 2010).

#### 1.1.1.3 Late Pre-contact Period

The Late Pre-contact Period extended from 2,000 – 350 BP or 1750 AD and featured climatic conditions similar to the present. This period saw an increase in human populations in the Plains Region, which corresponded with the introduction of pottery, continued improvement of the side-notched projectile points used in bow-and-arrow technology, and use of communal bison hunting techniques such as driving herds over the edge of a cliff, or slaughtering in a corral. Mass communal killings of bison are evident after 4,000 BP, but it became more widespread towards the Late Pre-contact Period (Wright 1995: 298-299; SAS 2010).

The introduction of equestrian culture took place in the 1730s, with horses reappearing on the plains through intertribal trade networks from the south. This had significant social and economic implications resulting from the introduction of animal husbandry and pastoralism (Yellowhorn 2002: 88).

The Besant culture (2,000 – 1,150 BP) is notable for being the first cultural group to make pottery within the Plains Region. These pottery vessels were manufactured using the anvil and paddle technique and were typically conical in shape with a row of punctuates along the rim. Evidence in the archaeological record supports that people were living in tipis at this time, as evidenced by the remains of circular configurations of large stones used as weights at archaeology sites. Further, evidence of communal bison hunting techniques, such as natural landform traps and corrals or 'pounds', was also found from this cultural period (SAS 2010; Yellowhorn 2002: 82).

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Contemporary with the Besant culture is the Avonlea culture (1,800 – 1,150 BP), which featured finely-crafted sidenotched points as well as different styles of pottery. Evidence of communal bison hunting techniques was also found with this cultural group, through the use of bison jumps (SAS 2010).

Subsequent cultural groups include Old Woman's culture (1,200 – 550 BP); the Mortlach culture (450 - 250 BP); and Moose Jaw culture (400 BP). Each have distinctive pottery assemblages and variations of side-notched projectile points. Artifacts from the Mortlach culture have been found near Regina at the Stone Beach Site. This cultural group occupied the area south of the Qu'Appelle River Valley, and feature distinctive Plains side-notched points with a square base, higher positioned side-notches, and a more triangular-shaped look (SAS 2010).

Monuments of spiritual meaning from the Late Precontact Period have also been identified. These include boulder alignments and monuments, including sites with medicine wheels, and animal and human effigies. In addition to having spiritual or ceremonial significance, they may have served as geographic markers. Pictograph and petroglyph sites have also been identified in the southern part of Saskatchewan, although they are generally not as common given the dearth of rock outcrops (SAS 2010:20).

## 1.2 Oskana and Wascana: A Place with Multiple Names and Meanings

### 1.2.1 Eighteenth and Nineteenth -Century Economies and Migration Patterns

Hunting and gathering was the economy practiced by the province's earliest inhabitants. The practice of piling Bison bones near a hunting camp was observed by Captain John Palliser in 1857, which he called Oskana, a Cree phrase meaning "Pile of Bones", the hunting camp site being somewhere in the vicinity of the future City of Regina.

The Historic Period, which dates from the early-to-mid 1700s, first saw the introduction of European influence in the southern Plains Region of Saskatchewan through the introduction of horses, animal husbandry and pastoralism. This was followed by the arrival of fur traders in the 1750s, and finally settlers by the 1880s (Yellowhorn 2002:88).

European exploitation of Canadian natural resources in the vicinity of present day Regina began with the fur trade in the mid-eighteenth century. For reasons of geographical isolation, the Aboriginal people in Saskatchewan and particularly in the southern part of the province were among the last Aboriginal peoples to enter into the new economy. The fur trade changed the indigenous economy, introducing new products including metal pots, guns, cloth and tobacco, and realigning traditional north-south trade routes between Aboriginal groups to an east-west trade route with Europeans and eastern North America (Yellowhorn 2002:88). The fur trade continued for another hundred years as the primary economic system, finally declining in the 1870s.

In 1868, the government of Canada annexed the former Hudson's Bay Company territory of Rupert's Land. This land was originally granted in 1670 by King Charles II and encompassed all the waterways that drained into Hudson's Bay and included present day Manitoba, Saskatchewan, Alberta, and parts of north-west Ontario, Ontario and the Northwest Territories. The construction of a transcontinental railway was conceived of to help populate the prairies and to unite the vast new country. This period of 'nationbuilding' followed the Royal Proclamation of 1763, in which negotiations that would shape European-North American settlement of Aboriginal peoples' lands under the direction of the British Crown and later the Canadian government and form the basis for the practices of treaty-making. The treaties signed with the Plains Algonquian peoples resulted in the creation of 23 reserves in southern Manitoba and Saskatchewan for the Plains Ojibwa, 24 reserves in southern Saskatchewan and Alberta for the Plains Cree, and the three reserves in southern Alberta for the Blackfoot Confederacy (Yellowhorn 2002: 84-85). While this ultimately resulted in the loss of traditional subsistence of the Aboriginal peoples, some cultural traditions continue or have otherwise been adapted to modern society.

#### 1.2.2 Establishment of a Townsite

#### 1.2.2.1 Political Administration

Regina was founded in 1882 and most historical accounts indicate that the site of the future City of Regina was a former hunting ground of the Cree and was known as Oskana, or 'Pile of Bones'. This is named after the practice of gathering the leftover bones from a bison hunt into a large pile, organized with larger bones being placed at the bottom. This practice was believed to ensure that the bison herds remained plentiful and accessible. However, it should be noted that there are many definitional variations for 'Oskana' among Aboriginal language groups, and this term requires further research. The Irish-born explorer, Captain John Palliser named the area 'Wascana' in 1857, after 'Oskana', during his travels in the west part of British North America between 1857 and 1861. The creek running through the area was therefore known as Wascana Creek.

In 1868, Rupert's Land was annexed by the Dominion of Canada to create the Northwest Territories. A sparsely populated region, there was a substantial fear that it would be annexed by the United States of America. As such, plans for the construction of a transcontinental railway were laid out to unite the country, populate the prairies, and open up new agricultural land. The government of Canada hired the Canadian Pacific Railway, which was incorporated in 1881, to survey and build the railway. The route chosen for the transcontinental railway headed west from Winnipeg, through Kicking Horse Pass, and through the small settlement identified by Captain John Palliser as Wascana.

#### 1.2.2.2 Alwatys a Seat of Government

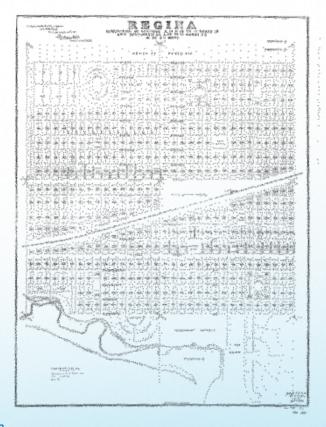
On August 12, 1882, a decision was made to transfer the capital of the Northwest Territory from the Town of Battleford in the north, to Regina further to the south. This officially took place in March 1883. Property in Regina went on the market in October 1882. The reason for establishing Regina as the capital, according to Dewdney, was based on its central location within the District of Assiniboia, and central position within vast agricultural country (Brennan 1989:12).

Regina was proclaimed a town on December 8th, 1883. In 1905, the Province of Saskatchewan was created and Regina became of the official Provincial Capital in 1906. A number of government institutions relating to politics and political processes were quickly established in Regina following the first release of property in Regina in October 1882 and following the declaration of town as the capital of the Northwest Territories in 1883. These included territorial/ national institutions, such as: the establishment of the North West Mounted Police (NWMP) headquarters and training centre in Regina in 1883/1885, the Government House in 1882/1891, and the Saskatchewan Legislative Building in 1912. The first law enforcement in Regina was the North-West Mounted Police (NWMP). Much to the benefit of Regina, the NWMP decided to found their headquarters in Regina in 1883. A few years later, the NWMP established their training centre in Regina as well. The number of police officers stationed at the Regina barracks or in training averaged about 156 men per year between 1885 and 1905. The original barracks, comprised of tents and frame structures, were eventually replaced by more permanent brick structures (Brennan 1989:31).

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In addition, regional institutions were established in Regina, including the courthouse, land titles office, and post office to serve residents in Regina and the surrounding region. The first courthouse in Regina was built in 1884. It burned down in the 1890s, and a second courthouse was built and later expanded. The famous trial of Louis Riel, leader of the North-West Rebellion, took place at the first courthouse in Regina in 1885 at its former location at Scarth Street and Victoria Avenue.

Since its inception, Regina has served as the seat of government for the North West Territories, the capital city of the Province of Saskatchewan, and as the regional administrative centre for Regina and the surrounding townships area. As such, there are a significant number of sites, people and events that are notable in the political life of Canada and Saskatchewan that are located in, or otherwise associated with, the City of Regina.



# 1.2.2.3 Attracting Townsite Settlers and Establishing Early Industries: Lines of Communication and Transportation

The Canadian Pacific Railway (CPR) was incorporated in 1881 and it completed the transcontinental railway in 1885, six years ahead of schedule, effectively linking eastern and western Canada. The CPR, in conjunction with the federal government and the Canada North-West Land Company (CNWLC), surveyed and established townsites along the railway to encourage settlement and growth in the West. These settlements included Regina, Moose Jaw, Swift Current, Medicine Hat, and Calgary. The railroad also had heavy financial interest in settling the west and opening up vast agricultural lands.

Townsites along the railway line were chosen by the CPR and town lots were promoted and sold by the Canada North-West Land Company (CNWLC). In anticipation of a townsite being placed at the future Wascana Creek crossing, squatters and speculators had already started to take up land in the area in May of 1882, when the line of survey was run across the waterway (Brennan 1989:12). The future townsite consisted of section 19 and 30 in range 19, and sections 24 and 25 in range 20 (Figure 1).

In Regina, a certain portion of the townsite was reserved for railway use. Much to the opposition and scrutiny of the town, the CPR decided to locate their repair shops as well as a northern branch line in Moose Jaw, located 65 km west of Regina. This ebbed Regina's economy by taking away a number of good jobs relating to the railway, as well as status as a divisional point in the railway line, an important selling point when attempting to attract industry.

FIGURE 1: 1882 MAP ENTITLED REGINA: SUBDIVISION OF SECTION 18, 19 & 30 AND SECTIONS 13, 24 & 25 TP. 17, WEST OF 2ND MERIDIAN, PREPARED BY THE CANADIAN PACIFIC RAILWAY COMPANY LAND DEPARTMENT. The first train arrived at the recently established townsite of Regina on August 23, 1882, having been named in honour of Queen Victoria. The location of the townsite proper was chosen by the CPR and supported by Edgar Dewdney, lieutenant-governor of the North-West Territories, who also had speculative interest in the new townsite. The settlement was laid out in the typical grid layout, with the CPR main line running through the middle. Several city blocks or reserves were set aside to the north and south of the railway for public purposes, including the two-block Victoria Square. Railway reserve lands were set aside near the station site.

Continued railway expansion through the province in the 1880s and in the subsequent two decades would provide a critical foundation for first attracting homesteaders to populate the new townsite, and later to provide an essential line of communication to support major industries critical to early development in the town, such as agriculture. Railways constructed near or within Regina in this early period included (Brennan 1989:21-23, 57):

- The Soo Line built in the early 1890s by the CPR which linked Pasqua to the south with the CPR main line at a point just east of Moose Jaw. This location was seen as more cost effective and uncertain water supply in Regina was a significant issue;
- The Qu'Appelle, Long Lake and Saskatchewan Railway and Steamboat Company was established in 1885 and work began on a line that would link Regina north to Prince Albert. Due to financial difficulties, work stopped until 1889, at which time it was leased to the CPR and construction was completed.
- The Arcola Line was built in 1906 by the CPR at the southeast end of the settlement, heading in a southeasterly direction from the main line;
- Canadian Northern acquired the existing line north to Prince Albert in 1906, and subsequently completed a second line from Brandon to Regina in 1908;
- In 1911, the Grand Trunk Pacific railway built a line from Yorkton and Melville to Regina in 1911; and

• By 1913 the City of Regina had granted land to TP and CN railways for the construction of terminal facilities.

# 1.2.2.4 Building a Town and Providing Essential Services: Water and Institutions

Within less than a year of Regina's establishment, a number of issues regarding the choice in settlement location were identified by an informal seven-member town council. These issues included the lack of a reliable and permanent water source, suitable housing and accommodations for the large number of settlers expected to arrive in the spring of 1883, local government, fire brigade, post office and suitable infrastructure. Further, the informal council indicated that Regina needed to be incorporated as a city in order to secure certain privileges, such as substantial bank loans (Brennan 1989).

Public works projects were particularly important in the first decades of Regina's establishment, given that it did not have a naturally abundant water supply. In order to establish a settlement at this location along the CPR line, an adequate water supply was required. However, lack of public works in many ways slowed Regina's initial growth. Insufficient water and power supply deterred interested industries and slowed economic growth as well as population growth. One of the earliest projects that the city undertook to respond to its lack of natural water sources and in the absence of public infrastructure, was to begin artificially modifying Wascana Creek. In 1883, Wascana Lake was created as a result of an artificial dam construction in Wascana Creek. The project was undertaken to provide a water reserve for the City.

The first Regina Post Office was built in 1883 on South Railway Street, soon after Regina was incorporated as a town. In 1886, the Post Office moved to a more permanent building on Scarth Street, where it continued to operate as a Post Office until 1962. In 1962, the building was remodeled and subsequently served as Regina City Hall until 1975, when the current City Hall building was opened. The old Post Office building is now occupied by the Globe Theatre among other businesses.

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Important early institutions in Regina included City Hall, and the public library. The first town hall was a wooden structure built in 1885-1886 at the corner of Scarth Street and 11th Avenue. It also served as the police station, fire hall, school, and banquet hall on evenings and weekends. In 1892 Regina established its own police force with the swearing in of the first police constable, James Williams.

# 1.2.2.5 Schools

Education was first provided in temporary quarters and in the Town Hall once it was built in 1886. A year later, classes were overcrowded already. In 1889, the town finally began to construct the three-storey brick and stone Union School, which opened in 1890. Children from kindergarten through to high school were accommodated. A normal school (teacher's college) opened in the attic of the school in 1893. This was the only Normal School to serve the North-West Territories until about 1905. A second school, Alexandra School, was larger and was constructed in 1896. Albert School, built in 1905, was the third school to be built and it was located on the north side of town. A separate school district was organized in 1899 by Regina's Roman Catholic population (Brennan 1989:52-53).

Construction of the Regina Indian Industrial School started in 1889, and it opened in 1891. The site was located about 4 miles northwest of Regina, at the end of Ritter Avenue, on a 320 acres property. The school operated under the management of the Foreign Mission Committee of the Presbyterian Church of Canada through contract with the Department of Indian Affairs. The school could accommodate up to 200 children, and the school was surrounded by landscaped grounds and farm land. Students generally came from local, Treaty Four area, reserves, although some students came from northern Saskatchewan, and possibly Manitoba. It closed in 1910, and served as Regina City Jail from 1911 to 1919. Following, it housed delinquent and dependent youth until 1948, when it burned down. Currently, the Dojack Centre sits on this site (City of Regina 2012e). A small cemetery was set aside at the northwest corner of the school property and remained unmarked on Pinkie Road.

# 1.2.2.6 Hospitals

The first hospital in Regina was a small, six-bed, private enterprise located in a house and operated by Mrs. Mary E. Truesdell, operational from 1889 until 1897. This was replaced by the Cottage Hospital with seven beds in 1898. In 1901, the larger Victoria Hospital was built by the Regina Local Council of Women as a more permanent establishment with 25 beds and that remained under private operation. In 1907, the City of Regina assumed the management and operation of the Victoria Hospital and it became known as the Regina General Hospital (Brennan 1989:43).

# 1.2.2.7 Religious Institutions

A variety of churches to serve Regina's religious needs were established within the town within a few years of its incorporation in the early 1880s. Different ethnic communities tended to establish their own respective houses of worship. For example, the German community established the Lutheran Church in 1906, and a Roman Catholic Church in 1912. St. Paul's Anglican Cathedral was built in 1894-1895 to replace an earlier wooden structure. It is the oldest church building in Regina to remain in use as originally intended.

# 1.2.2.8 Community Life

Early community-based organizations in Regina were generally comprised of immigrants of British background or from Eastern Canada, and tended to share similar cultural and religious heritage. A significant German-speaking community was also established at an early date in Regina, with these immigrants often coming in from the Russian or Austro-Hungarian empires. German-speaking schools, religious clubs, churches and secular clubs also appeared in the community network. The Assiniboia Club, founded in 1882, is one of the oldest private clubs in western Canada, and it continues to operate to the present. By 1890, a number of community groups had established themselves in Regina: the Orange Lodge, Odd Fellows, Masons, Royal Templars of Temperance, Women's Christian Temperance Union, and Young Men's Christian Association. Subsequent groups included St. Andrew's Society and the Mechanics and Literary Institute (Brennan 1989:48, 51-52).

In addition, the NWMP and the territorial government bureaucracy took an active part in community affairs, holding evening balls, staging dramatic evenings, and other social events (Brennan 1989:51).

# 1.3 The Queen City and City of Parks

The first decade of the twentieth century witnessed exponential population growth in Regina (See Figure 2). The City's population grew by over 1000% within a ten year period. This trend paralleled province-wide changes in population growth to some extent. However, it should be noted that the increase in Regina far surpassed provincial averages during the first decade of the twentieth century. This influx of people into Regina acted as an impetus to engage in city-building strategies. At the same time, developments such as solidification of agricultural economies within Regina and the emergence of the Town as the 'Queen City' continued to encourage settlement in this thriving town.

# FIGURE 2: POPULATION GROWTH IN REGINA: 1901 - 2001

YEAR	POPULATION	DIFFERENCE FROM 10 YEAR PREVIOUS	PERCENTAGE INCREASE	PERCENTAGE DECREASE
1901	2,249	0		
1911	30,213	27,964	1243%	
1921	34,432	4,219	14%	
1931	53,209	18,777	55%	
1941	58,245	5,036	9%	
1951	71,319	13,074	22%	
1961	112,141	40,822	57%	
1971	139,469	27,328	24%	
1981	162,613	23,144	17%	
1991	179,183	16,570	10%	
2001	178,225	-958	0%	-1%

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# 1.3.1 Immigration

Immigration contributed to Regina's population growth during two major periods: the 1880s and the early 1900s. These early immigrants were mostly from Great Britain and German-speaking parts of Europe. Another period of growth, although minimal, occurred during the Great Depression. While the rest of the province experienced a decrease in population, Regina saw a slight increase from people looking for work and opportunity. In the 1930s, there was an expansion of civil service in Regina in an effort of job creation (Brennan 1989:111).

Families who emigrated from German-speaking parts of Europe to Regina tended to settle in the east end of Regina, an area that would become known as Germantown. This community were mostly located along Tenth and Eleventh Avenues, near the public market which was established in 1892. The residents in this area was comprised of various ethnic groups of Anglo-Saxon descent, which at first primarily included Germans, but Hungarians, Romanians and Slavs also settled here. Some of the more routed German population here owned homes and were successfully employed as businessmen, labourers, tradesmen, and maintained a thriving community. However, continued immigration from Eastern Europe particularly in the 1900-1910 period saw many residents squatting in the area and since they did not own property, they could not vote. By this time, Germantown was considered the slums of Regina and housing was poorly constructed, it was overcrowded and unsanitary. Through World War I, great animosity fell between British derived Reginians and the "Galicians." Across Canada a general suspicion fell on any residents in Canada where English was not their first language, and times were particularly rough since they had no voting rights (Brennan 1989).

# 1.3.2 Industry

The major commercial and industrial enterprises to develop successfully in Regina since its establishment in the late nineteenth century are generally agricultural based. With the assistance of the railway companies, the CPR and the Canadian Northern Railway, a warehouse district with a network of spur lines was developed north of the main railway line in 1908 (Brennan 1989:57). In addition to farm machinery, Regina in its early years was known for the manufacturing of communications equipment and building materials (Brennan 1989: 16).

Attempts to develop other major industries were not overly successful, usually pushed out by larger and more efficient plants elsewhere in Manitoba and Alberta. For example, while Regina did manage to attract some meat-packing industries, it never became a centre of such industry like that of Moose Jaw, Saskatchewan. Another example is the assembly plant built by General Motors in 1928 on 38 acres of land in Regina. The city was chosen due to t its central location. It created many jobs and attracted auto-related companies like paint, metal and glass industries. Unfortunately, the Great Depression caused the plant to close between 1930 and 1937, and then it closed permanently in 1939 (Brennan 1989:106).

The lack of ample water supply and electricity in Regina's early economic development certainly limited these opportunities (Brennan 1989:61,106). There were exceptions to this trend though whereby the petroleum industry became an important part of the City's economy, a pattern that would repeat itself later in the twentieth century. Later in the twentieth century, potash and salt mines were established near Regina. In the 1910s, an increase in demand for petroleum in the Prairies led to the establishment of an Imperial Oil Limited Refinery at the northern part of Regina in 1917. At that time, it was the largest manufacturing works of any kind in the province. A second oil refinery was opened in 1937 and in the 1930s, the Consumers Co-operative Refineries Limited was established. It was one of the first cooperatively owned refineries in the world (Brennan 1989:106).

Of additional note is the Prairie Pipe Manufacturing Company Limited (now IPSCO Inc.), producers of steel plate and pipe, which was established in Regina in 1956 and is considered to be one of the world's leading steel mills. The company, now operated under the name Evraz, continues to operate a facility in Regina.

# 1.3.3 Agriculture

Wheat and the railways are considered to be the foundation of Regina's economy with wheat, in particular, being the key component in economic success in the early twentieth century. Conversely, depressed agricultural circumstances played an important role in the slow economic development experienced by Regina in the 1880s and 1890s (Brennan 1989:31). Early trade and commerce was comprised of the trade of quarried material, followed by horses and finally the fur trade in the late 1700s. Following the settlement of Regina in the late 1800s, the agricultural industry became the economic backbone and firmly established Regina as the principle centre in the province for the trade, distribution and service for the agricultural industry.

Improved agricultural conditions continued through until about 1920, with 1915 being recorded as having the largest wheat crop yield in the history of the province, up until that point. Demand for food, as part of the war effort in Great Britain, was also highly beneficial to Saskatchewan and consequently, Regina (Brennan 1989:99). These years strengthened Regina's economy and position as a significant wholesale and distribution point. The economic importance of wheat to the economic prosperity of Regina was fully recognized, to the extent that the Regina Board of Trade supported farmers when possible. For example, in 1909, the Board endorsed the demands made by Saskatchewan farmers that the federal government should assume ownership and operation of all terminal grain elevators (Brennan 1989: 91).

In the early 1920s, wheat prices dropped and a period of economic depression commenced. Farmers suffered and agricultural-based companies, including implement warehouses, lumberyards, and general merchants also suffered. A number of farms were abandoned during this period, or were otherwise foreclosed by the bank (Brennan 1989:101). In 1923, with the assistance of an American lawyer by the name of Aaron Sapiro, farmers organized the Saskatchewan Co-operative Wheat Producers Limited, with head offices located in Regina.

By the late 1920s, Saskatchewan farmers had generally adopted power-driven equipment, thus increasing production. These included gasoline tractors, the combineharvester and the truck for transportation. Any economic momentum experienced in Regina as a result of agricultural improvements halted in 1929 with the start of the Great Depression (Brennan 1989:102).

# 1.3.4 City Works: Transit and Sanitation

Once incorporated as a City, Regina could increase the amount of money it could borrow. Following its incorporation, Regina built a sewer and water system in 1904-1906 (Boggy Creek Dam and Waterworks) which effectively reduced disease epidemics and resulted in significant population, economic and social growth.

At the same time that the new waterworks and dam was built, the City of Regina acquired the privately-owned Regina Power Plant (later known as the Electric Light Station and Pumping Station) which had been established in Regina in 1890 on Dewdney Avenue at Broad Street. In 1905, the Broad Street Power Plant went into operation.

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Other important public works projects in the City of Regina included the Regina Sewage Treatment Plant built in 1928, the Albert Memorial Bridge in 1930, and the Albert Street subway in 1910. Along with improved road infrastructure, these public works programs in the early 1900s enhanced Regina's appeal to potential settlers.

Transportation infrastructure followed the same suit. By 1913, there were twelve railway lines radiating out of Regina. These much improved railroad connections, combined with recently lowered freight rate schedules, began to attract more business and industry to Regina given its increasing role as a centrally located distribution centre. The expansion of the railway coincided with Regina's incorporation as a City and new status as the provincial capital, as well as the introduction of the Marquis strain of wheat resulted in substantial improvements to wheat productivity. The economic spin off during this period was remarkable, resulting in substantial economic and population growth particularly between 1905 and 1913 that benefited retail merchants and attracted manufacturers (Brennan1989:57).

In 1911, the Regina Municipal Railway set up routes through the city to serve the built up sections of Regina. The location of streetcar tracks is noted for having direct association with the direction and physical growth patterns of the city, and in particular led to patterns of residential differentiation (Brennan 1989:76).

# 1.3.5 Early Twentieth-Century Commercial and Institutional Development

In 1906-1908, a new City Hall was constructed out of stone at a much grander and more ornate scale to represent the success and importance of Regina. It was built on 11th Avenue between Hamilton and Rose Streets, and was often called 'The Gingerbread Palace'. In 1965, it was demolished to make way for a new shopping centre.

The Regina Public Library started out on the second floor of City Hall in 1909. The Carnegie Library was later built and opened to the public on May 11, 1912. On June, 30, 1912, the Regina Cyclone severely damaged the new library. The Carnegie Foundation graciously donated more funds to reconstruct the library. The Carnegie Library was demolished in 1961, and a new central library opened the following year. The 1962 library building underwent renovations in the 1980s, and remains in use today.

Between 1906 and 1913, the number of public school pupils increased from 734 to 3,064 and seven new schools were built as a result. In 1909, Regina Collegiate Institute was built for secondary schooling. The separate school system also experienced a large increase in student enrollment. By 1913, it had two schools and a private girls' school, Sacred Heart Academy (Brennan 1989:95).

Regina College was founded in 1912 as a centre of higher learning in Regina. However, it experienced little growth and development during its first few decades, and served predominantly as a convenient opportunity for students from rural districts to pursue secondary education. Regina College became a junior college affiliate of the University of Saskatchewan, which is based in Saskatoon.

A new building to house the hospital began construction in 1908, which continues to serve as part of current-day Regina General Hospital. Additions to the 1908 structure took place in 1913, 1927, 1949, 1966 and again in the late 1990s (Brennan 1989:43; Regina: the Early Years website). Another hospital was founded in Regina in 1907. Named the Regina Hospital, it was later renamed the Grey Nuns Hospital, and is now called the Pasqua Hospital.

Residential and commercial development boomed in the first decade of the twentieth century in what is today the Downtown area and Transitional Area. A review of 1913 Fire Insurance Plans confirm that intense commercial development had been completed by this time in the area roughly located north of Victoria Avenue to South Railway Street and concentrated between Lorne Street and St. John Street. At this time, Victoria Avenue represented a functional boundary into the Transitional Area to the south which largely consisted of prestigious residential lots associated with successful merchants operating to the north. In the first decade of the twentieth century, residential development also expanded to the east, west, and north, each with its own type of settlement patterns. The Cathedral area was laid out as part of nineteenth-century town plans and land began to be purchased in this area as early as 1903 and developed steadily until 1913. To the east of the Downtown, a residential area began to develop in the first decade of the twentieth century, colloquially, and later more formally known as 'Germantown' and later as the 'Heritage' neighbourhood or Core Area. Its proximity to the eastern edge of the core commercial area in the Downtown, and to Market Square, established it as a mixed used area that saw the settlement of different groups of immigrant populations form Central and Eastern Europe. A review of buildings and lot dimensions in the Cathedral, Transitional and Heritage neighbourhoods indicates that each area reflected unique development patterns. During this period, the Transitional Area evidenced  $1\frac{1}{2} - 2\frac{1}{2}$  storey residences with uniform setbacks, and with many buildings incorporating sufficient square footage to not require rear additions. In contrast, the residential area to the east evidences narrow and irregular lot dimensions, inconsistent building setbacks and a majority of single-storey structures with single-storey rear additions.

North of the Downtown area, the North Central neighbourhood developed with rail corridors defining its northern and southern limits. Due to its proximity to major transportation lines, this residential area first developed as a working class area, attractive to labourers working in industries associated with early twentieth-century economies and manufacturing or transport of goods. A review of 1913 Fire Insurance Plans for the area confirm that this area had experienced moderate residential development by this period, and at this time, was a single use area, consisting of largely residential land uses only with the exception of educational institutions such as the Albert School and the Territorial buildings and the RCMP lands. Fire Insurance Plans confirm that the buildings erected by 1913 were almost entirely composed of frame structures, with a range of single storey to 1 1/2 storey heights. A review

of building setbacks and lot patterns in this area seem to suggest general continuity and conformity, suggesting that the CPR or other private holdings may have built large tracts of housing at one time to accommodate working class populations. By the second decade of the twentieth century, nearly all lands located north of South Railway Street, east of Albert, south of Chicago Avenue (present day 2nd Avenue), and east of Elphinstone were under residential development with the majority of lands already containing structures. It should be noted that in 1913, lands north of 7th Avenue, between Elphinstone and Garnet were bounded or fenced by 'Canadian Northern Railway Siding' with "scattered wooden dwellings beyond" (1913, Sheet 46).

The 1910 to 1930 period in Regina witnessed the next wave of economic prosperity and residential expansion to the south. During this period the first City Plan was developed, the Legislative grounds were developed and agricultural production continued to flourish. To serve the growing population and to compliment the City's new stage of development, lending itself toward beautification rather than sustainment of services, attractive residential communities continued to develop to the south of the Downtown and clustered around Wascana Lake and creek and its emerging network of trails and parks. During this time the Lakeview Area and the south Cathedral area, colloquially known as the Crescents due to its curvilinear street layout, began to be developed with character homes and as single use residential areas set within a natural and beautified setting defined by Wascana Lake. These two residential areas appear to have been developed on a parcel-by-parcel basis or by private land holders, but with allowance for prospective buyers to tailor their homes to suit individual aesthetic ideals. Houses in this area reflect a variety of textures, materials, and scales which may reflect singular parcel development or a particular branding approach utilized by developers of the time. Both of these areas also reflects an incredibly staggered rate of development and construction with housing being built in both of these areas between the 1910s and the 1945 - 1960 period. For this reason, both of these areas may be considered relatively unique with regard to residential

# REGINA CULTURAL PLAN | APPENDIX A

development in the twentieth century, with construction spanning a period of approximately 40 years, a trend not seen in many major urban centres.

# 1.3.6 1914 City Plan

Thomas Mawson and Sons was commissioned in 1913 to design the landscaping of the Wascana plain and the proposed new Lieutenant Governor's residence on Wascana Lake. The plan also included landscaping for other sites around Wascana Lake, including schools, the Anglican cathedral, and Catholic churches. The following year, Mawson wrote a City Plan for Regina. Recommendations made in Mawson's Regina – A Preliminary Report on the Development of the City (Mawson 1914), which was accepted by the City in January 1915, included:

- An upper-class residential area;
- Move factories away from residential areas;
- Create a model suburb for workmen;
- Move away from grid-planned roads;
- Remove level road crossings at the railway through the city through the construction of Overhead bridges;
- Proposed new site of a permanent Exhibition ground;
- Create civic pride in the Downtown area, by developing a grand entrance, common group of facades, vistas and street pictures, careful placing of important buildings such as a theatre or opera house; and
- Creation of a park system to bind the City together, planting trees to enhance Wascana Lake and the boulevards, enhance the grounds of cemeteries and recreational areas, and establish a country club near the city

(Waymark 2009: 153-156)

Although portions of the Mawson Plan were implemented such as improvements to Wascana Lake, city-wide landscaping schemes, and development of park systems, the plan largely was not implemented to its full extent as it lacked emphasis on pragmatic provision of services and was released alongside the outbreak of World War I. The next large scale planning scheme for the City emerged in the late 1920s following the formation of the Regina Town Planning Association in 1922 and the release of the City's first zoning bylaw in 1927 (Brennan 1989:76).

Implementation of major tenets of the Mawson Plan were further hampered by the onslaught of the Great Depression in the 1930s, and its resulting call for a focus on economic development and provision of basic services to areas surrounding the downtown core. The 1930s marked further development of agricultural-based organizations, infused with the popular political movements of the day typified by the Social Credit Movement. This period saw the development of the Wheat Pool, retail co-operatives such as the Sherwood Cooperative Association, and city-wide support for the On-to-Ottawa Trek in 1935 as well as government led projects designed to improve unemployment rates (Denise Cook Design et al. 2010). While the City of Regina pursued typical projects such as improvements to the City's water works system and development of road and airport infrastructure, it also took this opportunity to pursue pragmatic projects but which were still linked to it the Mawson Plan and its vision for a beautified 'Garden City of the Prairies'. During the 1930s, the Albert Memorial Bridge and the Dominion Building were constructed and a significant project was undertaken to deep Wascana Lake, furthering its role as the main aesthetic and recreational area of the City.

# 1.4 Post-War Regina

The years following World War II witnessed major physical and social change in the City of Regina, not unlike trends experienced in many other North American cities. The second half of the twentieth century bore witness to large influxes of migration from Europe and overall increases to populations in urban centres. In response to these demographic shifts, the City hired Eugene Faludi, a Toronto consultant and expert in town planning, to create the 1948 Municipal Plan that would direct city planning for the next thirty years (Brennan 1989).

This period in Regina's development marked the emergence of trends that would irrevocably change the form and layout of the City, imbuing its late nineteenth century and early twentieth century streetscapes and neighbourhoods with temporally, spatially, and architecturally-distinct forms. Like many other cities, the 1948 Municipal Plan recommended low density residential subdivision away from the historic downtown core. During this initial period neighbourhoods such as Boothill, Gladmer Park, Rosemont/Mount Royal, Eastivew, and Hillsdale began to develop substantially, introducing new built forms, street patterns, and lot divisions into the City's urban landscape. The Lakeview, Crescents, McNab and Al Ritche neighbourhoods continued to fill in remaining vacant lots in this period alongside residential structures dating to as early as the 1910 – 1920 period.

This period also marked the convergence of various forces impacting the form and viability of the historic downtown core that may be considered somewhat unique to the City of Regina or other capital cities. With outward

movement of people away from the historic downtown core and reliance on the automobile as the primary mode of transportation, the downtown began to evolve from ready supplier of neighbourhood goods and services to a centre of government administration or office space associated with crown corporations and government office buildings providing expanded public services. The Motherwell Building and Saskatchewan Power Corporation Building are prototypical examples of post-World War II structures, and uses that emerged in the downtown, altering the area's vertical profile and historic function. The reliance on automobiles and parking needs, alongside the emergence of the Modernist movement and its adherence to 'form follows function', the City of Regina emerged out of this period as a city with a historic core and established neighbourhoods, with the most visible changes punctuated throughout the downtown in the form of sprawling government buildings, parking lots, and 'inward looking' architecture responding to the realities of the city's harsh winters. The outskirts of the city were also indeed transformed in the later decades of the twentieth century with on-going residential subdivisions centred around communities providing all necessary services, thereby limiting the 'need' for downtown service centres, and sustained 'settlement' patterns in the established neighbourhoods surrounding the downtown core. The latter half of the twentieth century continued to mark the Lakeview and Crescents areas as affluent residential enclaves, with a new form of disenfranchised communities populating the Heritage and North Central areas, neighbourhoods originally settled by immigrants and railway workers.



# **Appendix B**

# **Appendix B: Community Engagement**

The community engagement process for the Regina Cultural Plan sought to involve a wide cross-section of community members and stakeholders in shaping its direction. Community engagement—the process of soliciting feedback including ideas, perspectives, interests, needs, criticisms, and positive support—occurred throughout the lifespan of developing the Regina Cultural Plan, from 2013 to 2016. These conversations inspired new directions and shaped resulting drafts of the Plan.

# 1. Stakeholder and Public Engagement

Regina is a culturally diverse city, which is reflected throughout its vibrant cultural industry sector, the activities of citizens, and public spaces. Gathering feedback from those that are a part of and who participate in the city's cultural sector made for invaluable feedback that provided direction to the Regina Cultural Plan. The public was solicited for feedback and engaged on important aspects of the Plan at several sessions open to the general public and through online surveys. The Indigenous community, a vital cultural component to the city and a community made of diverse cultural and linguistic backgrounds, was engaged on several occasions to capture Indigenous-centred cultural interests. Stakeholders representing a wide cross section of Regina's community, were approached for feedback in a diversity of ways; one on one interviews, roundtables, symposiums, luncheons.

# 1.1 Public Engagement Sessions

On April 23, 2013, two events were held at the Conexus Art Centre. The first event, during the day, was targeted on Stakeholder engagement while the second event, held during the evening, targeted public engagement.

Leading into the main engagement sessions for identified stakeholders and the public, much work had already been done on the Regina Cultural Plan. Alongside extensive research into existing plans and studies at the municipal and provincial levels, there were more than 50 interviews conducted either by phone or in-person. Individuals represented a wide cross-section of interests or constituencies including Council members, arts and heritage groups, cultural institutions, creative enterprises, business groups, post-secondary institutions, community organizations, social service agencies, among others. The Plan formed a Cultural Advisory Group comprised of a diversity of community representatives reflecting Regina's Cultural Resource Framework who provided some initial guidance and input was sought from two Advisory Committees of Council: the Municipal Heritage Advisory Committee and Arts Advisory Committee.

This information all lead to the formation of 8 key Topic Themes to focus the facilitation at the public engagement sessions.

Those topics were:

- Increase awareness of cultural resources
- Respond to the cultural aspirations of an increasingly diverse community
- Improve communication and collaboration among cultural groups
- Advance culture's role in the economy
- Strengthen and expand festivals
- Address cultural needs at the neighbourhood level
- Build a beautiful and culturally vibrant downtown

• Strengthen cultural heritage preservation and enhancement

On April 21, 2014, an additional public engagement session was held at the Cornwall Centre in Regina's downtown. The event attracted many individuals who were up-dated on the progress of the Plan. Some of the key themes for discussion included:

- The growing diversity of the city
- The need for inter-cultural dialogue
- Better collaboration amongst cultural groups
- Strengthening cultural industries as a driver to economic diversification
- Enhanced investment in cultural tourism
- Revitalizing and enhancing cultural heritage resources

The dialogue generated around these various themes provided integral feedback that was incorporated into the Regina Cultural Plan.

# 1.2 Indigenous Community Engagement

Critical to the formation of the Regina Cultural Plan is input from the Indigenous and Métis people of this country. From May 8-9, 2013, five roundtable conversations were held with First Nations, Métis and Inuit Elders, artists, knowledge keepers, language instructors, cultural managers and other community leaders.

The information from those conversations have shaped the very structure of the Regina Cultural Plan and provided the hopeful forward path for future, ongoing engagement around the City's role in meeting the cultural aspirations of our Indigenous and Métis communities. The following themes emerged from those conversations:

- General points
- Diversity, Multiculturalism, Racism and Immigrants
- · Accommodating and enabling
- Regulations and Bylaws
- Education
- Youth
- Documentation and Commemoration
- Indicators of success within 10 years.

On April 23, 2015, Indigenous Elders and Indigenous-based organizations participated in a stakeholder's roundtable at Albert-Scott Neighbourhood Centre. The Regina Cultural Plan was discussed in general, but specific objectives that support and impact Indigenous peoples' cultures were also discussed. The following themes emerged from those conversations:

- Engaging and working with the Aboriginal community with a holistic worldview
- Strong corporate support for supporting Indigenous cultures
- Build understanding, education and awareness between newcomer and Aboriginal communities
- Enhanced recognition of Indigenous peoples as original occupants of the region through signage, "place names" and social media presence
- Elder's knowledge be documented
- Traditional and contemporary Indigenous art and culture be made available to youth

These conversations provided important feedback to the various Goals, Objectives, and Actions found throughout the Regina Cultural Plan concerning Indigenous cultures and traditions.

Various members and Elders from the Indigenous community were invited to attend a final engagement session on March 8, 2016. Here, the final draft of the Regina Cultural Plan was presented; this draft incorporated much of the feedback from previous sessions. The group were asked to consider these changes and make further suggestions that would enable the Regina Cultural Plan to benefit cultural expression throughout the Indigenous community. The themes discussed focused around:

- Newcomers and inter-cultural relations
- Youth and cultural education
- Public space reflecting Indigenous history and present culture

General points were made at these engagement sessions around the relationship between the Indigenous community and the City of Regina, stressing the importance of the relationship being a partnership based on trust and respect. As well, many individuals spoke of the importance of culture in bringing people together, which is a need that is growing as Regina continues to diversify as a municipality. In fact, culture connects to many social issues beyond that of what is often considered "culture." Looking at differing points of view on culture and different ways of understanding culture can provide many, wider benefits to the city.

# 1.3 Stakeholder Engagement Sessions

On April 23, 2013, an event was held to gather stakeholder feedback on the Regina Cultural plan at the Conexus Art Centre. Leading into the main engagement sessions for identified stakeholders, much work had already been done on the Regina Cultural Plan. Alongside extensive research into existing plans and studies at the municipal and Provincial levels, there were more than 50 interviews conducted either by phone or in-person. Individuals represented a wide cross-section of interests or constituencies including Council members, arts and heritage groups, cultural institutions, creative enterprises, business groups, post-secondary institutions, community organizations and social service agencies among others. The Plan formed a Cultural Advisory Group comprised of a diversity of community representatives reflecting Regina's Cultural Resource Framework who provided some initial guidance and input was sought from two Advisory Committees of Council; the Municipal Heritage Advisory Committee and Arts Advisory Committee.

This information all lead to the formation of 8 key Topic Themes to focus the facilitation at the stakeholder and public engagement sessions.

Those topics were:

- Increase awareness of cultural resources
- Respond to the cultural aspirations of an increasingly diverse community
- Improve communication and collaboration among cultural groups
- · Advance culture's role in the economy
- Strengthen and expand festivals
- Address cultural needs at the neighbourhood level
- · Build a beautiful and culturally vibrant downtown
- Strengthen cultural heritage preservation and enhancement

On March 9, 2016, an additional engagement session was held at the MacKenzie Art Gallery with Stakeholders that had participated in past Stakeholder sessions and one-onone interviews. At this event, the most recent draft of the Regina Cultural Plan was presented to demonstrate changes in the Plan from previous drafts and solicit feedback from the stakeholders. After a short presentation on the recent draft, stakeholders were invited to give feedback in a variety of ways, including writing feedback on boards, verbally expressing feedback to staff, or following by email. These options resulted in extensive written feedback, vigorous dialogue, and several creative exchanges that were captured and later used to make adjustments to the draft of the Regina Cultural Plan.

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# 1.4 Roundtables

Throughout the process of engaging citizens and culturallybased organizations in feedback on the Regina Cultural Plan, several roundtables were held with key groups.

# Youth

As young artists may be impacted by the Regina Cultural Plan, youth's feedback was sought to better meet their priorities concerning cultural resources and planning. Two roundtables were held with young artists.

On May 7, 2015, the Regina Cultural Plan was presented to art students from Campbell Collegiate, a high school in Regina. The students were introduced to the aspirations of the Plan and were solicited for their feedback on the kind of Regina they hoped would emerge from the Plan in the future.

On July 8, 2015, the Regina Cultural Plan was presented to young artists at the Artful Dodger. These artists had diverse, artistic backgrounds in music, textiles, performance, ceramics, and ink. The artists described the benefits of being an artist in Regina and some areas in need of improvement. For example, due to the size of Regina, artists typically have diverse practices and do not always feel the Arts are understood by the public. The industry, while multifaceted, can be quite competitive. A summary of this group's conversation can be organized into the following themes:

- Increase representation of visual art
- Building better/more partnerships with others to provide more opportunity
- Address lack of studio space and support for organizers and artists

This roundtable was influential for the Regina Cultural Plan's Goal of Strengthening the Artistic and Cultural Community.

# **Older Adults**

On May 19, 2015, older adults and organizations, like the Regina Senior Citizen Centre, that represent this community, joined a roundtable to discuss the Plan. The conversation and feedback centred on various themes, including:

- Valuing cultural heritage
- Developing cultural identity
- Enhancing the cultural economy
- · Better public education on culture
- Ensuring accessibility of cultural spaces

The feedback from these discussions was incorporated into the Regina Cultural Plan rewrite.

# **Interfaith Community**

With the collaborative support of the Knox-Metropolitan United Church, on May 26, 2015 the Regina Cultural Plan's Goals and Objectives were presented to many members of the Interfaith community that are active throughout Regina. The roundtable centred on the interconnection between faith and culture, and themes included:

- A strengthening of the connection and networking between social justice and the arts
- The need to develop interfaith relationships and understandings

The City of Regina's Official Community Plan, Design Regina, is a long-term strategic plan for future growth and development. Design Regina defines culture as "The whole complex of distinctive spiritual, material, intellectual and emotional features that characterizes a society or social group." Culture and faith are, therefore, inexplicably linked.

# **Cultural Industries**

On March 21, 2016 a special roundtable session was held with Saskatchewan's Industry Associations. Invited to the session were;

- Creative Saskatchewan
- SaskMusic
- SaskBooks
- SaskGalleries
- Saskatchewan Crafts Council
- Saskatchewan Interactive Media Association Inc.
- Saskatchewan Motion Picture Industry Association

The session was an opportunity for the Associations to confirm the direction the Plan was moving in relation to the cultural industries as they were exposed to the Plan's Goals, Objectives and detailed Actions. Feedback from the session was taken via notes from the conversations, which helped guide the final drafting of the Plan.

# 1.5 One-on-One Interviews

A key avenue of engagement for the Regina Cultural Plan, which helped to shape the focus topic themes for further stakeholder and public engagement, were the one-on-one interviews. These interviews were held during the months of February to March, 2013, March to May, 2015, and February to March, 2016.

Over the course of these years, 95 interviews and meetings were held with the executive directors and staff with different cultural centres, cultural and economic development agencies, and different levels of government, cultural enterprises, and arts organizations. At these meetings, the draft of the Regina Cultural Plan was presented and there was opportunity for the participants to speak about the Goals, Objectives, detailed Actions and the requirements to ensure effective implementation of the Plan's ideas. These discussions were captured and incorporated into the current draft of the Regina Cultural Plan.

In some cases, these interviews, conducted either by phone or sometimes in person, asked a diverse range of participants to reflect upon their relationship to the cultural vibrancy of the City and for their perspectives on the challenges and opportunities that exist to further education, awareness and development of cultural resources.

Reflecting the diversity of Regina's Cultural Resource Framework<sup>1</sup>, individuals were representative of:

- Artists
- Architects
- Business leaders
- Settlement Agencies
- Members of City Council
- Cultural Industry managers and workers
- Directors of arts organizations, museums
- Executive Directors and CEO's of key City partners
- Senior positions in other levels of government
- Heritage organizations
- Economic development agencies
- Post-secondary institutions
- Tourism agencies
- Industry Associations
- Festivals and Events

These interviews, held over the years of 2013 through to 2016, provided invaluable feedback that was used to reshape the proceeding drafts of the Regina Cultural Plan.

1 See section 6. Shaping the Plan: the Community's Resources and Voices, of the Regina Cultural Plan

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# 1.6 On Performing | An Arts Symposium

On Performing | An Arts Symposium was held on March 21and 22, 2015 in Regina at the MacKenzie Art Gallery.

The event brought together diverse stakeholders invested in the performing arts. This invitational event included performers and organizations from music to dance, emerging artists, and policy makers. One hundred and fifty people from sixty performing arts organizations across Regina gathered for two days of participatory exchange and community building sessions.

In efforts to increase knowledge exchange among and across stakeholders of the 150 participants were involved as workshops presenters, panellists, workshop leaders and creative pitches. The symposium included strategies that worked toward creating a supportive space in order to facilitate greater engagement and sharing among participants. These strategies included lengthy breaks to encourage informal discussions and participants as facilitators and presenters. This significant involvement of participants as facilitators and presenters helped to highlight the experiential knowledge and skills "in the room" and better allowed for continued dialogues over two days, as the presenters were also participants in the entire event.

The City of Regina proposed desired outcomes for On Performing | An Arts Symposium participants in order to guide the planning process. This event was organized using an intersectional framework that recognized the diversity of performing arts organizations in Regina. This framework also recognizes and celebrates the resiliency and strength of performing arts communities. Performing arts organizations are working actively to create change and lead in a diversity of creative ways. On Performing | An Arts Symposium aimed to recognize how performing arts organizations are involved in advocating for their communities and consequently building their own greater connectivity.

# **Project Objectives:**

- Increase awareness of the diversity and variety of performing arts organizations in Regina. The City of Regina aimed to accomplish this through keynote presentations, creative pitches, panel discussions, performances and workshops.
- Provide opportunities for performing arts organizations to network and share knowledge.
- 3. Provide and encourage partnerships and resource sharing amongst the performing arts organizations
- 4. Highlight individual artists and organizations with new projects that are in search of strategic partners.
- 5. Enhance understanding of the resource and space issues faced by performing arts organizations.
- Enable the City of Regina to further understand the sector and so shape more effective strategy and policy

On Performing | An Arts Symposium was a major deliverable of the larger work undertaken by city in creating a "...vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity." Feedback to the symposium was overwhelmingly positive. The general feeling was that the symposium highlighted major issues and timely in that brought together performing arts organizations across the city. Participants felt it was particularly important and enriching to discover many share the challenges they experience.

# Program

The symposium program included a variety of opportunities for engagement and participation in order to meet the desired outcomes described above. The event included keynote presentations, networking lunches, workshops and a sharing session titled C+C Collaborate and Create: Building New Works Together that provided a forum for creators and performing arts professionals to share and discover new performing arts projects. The C+C showcased ten performing arts organizations. Each organization had a short time to describe their program and/or perform and then speak to the needs they face in realizing their work. (i.e. need of specific venue, need for film, and access to new audiences)

As the host of C+C Collaborate and Create: Building New Works Together commented in her evaluation of the event:

# "I wish there was a C+C when I started out in Regina. There should be more C+Cs"

- Zarqa Nawaz

It was very well received and by all accounts an inspiring event for the participants. Here are some of the responses from C+C participants.

# Chrystene Ells (Cabinet Collective: the Caligari Project)

The newly formed Cabinet Collective is one of the positive outcomes that formed from the C+C Collaborate and Create: Building New Works Together. The organization will be presenting a unique citywide, multi-disciplinary arts event that engages the community and partners with most of the major cultural institutions in the City. Members of the Cabinet Collective were involved in the event as the lead organizer Chrystene Ells was a presenter in the C+C. Ells gives credit to the connections made at of C +C Collaborate and Create: Building New Works Together, as it gave her the confidence to meet and speak with art and cultural organizations about partnering the Caligari Project.

# **Andino Suns**

The performance and inspiring story of Andino Suns was considered by many as a highlight of the C+C. After the performance the group was contacted by the Regina Symphony Orchestra and have since been meeting about a potential partnership. Both parties are keen to move ahead with the project once funding is secure, and the partnership was directly initiated because of the C+C.

# **Hitchhikers** Improv

"We made a few great contacts at the event, which allowed us to expand our reach which has been beneficial for us. We also have an event coming up in April where we are doing a collaborative show with spoken word artists from the Creative City Centre, which was only made possible through this symposium. I have also been able to work with the spoken word artists outside of Hitchhikers, but rather in my day-to-day work (I work in an ad agency), as a result of connecting with them at C+C. They will be joining us as performers for an event that we are putting on with a client of ours. All in all, in our eyes, the event was a great success, and we would love to see it happen again in the future!"

Andrew Christoffel of Hitchhikers Improv

# Plenary Presentations

As part of the aim to increase opportunities for interaction and participation, the length of time built into the program for key-note presentations were extended. Rather than lecture-style presentations, both Keynote speakers addressed the benefits of community driven partnerships, and the evolving arts-ecosystem in presentation styles that encouraged engagement and interaction. Inga Petri spoke of community-engaged work in remote northern capitals as well as mid-sized urban centres, addressing common concerns and highlighting action steps for building a resilient arts eco-system. Shannon Litzenberger presented her research on the evolution of arts organizations and how new organizational models are increasingly valuing collaboration, flexibility and adaptable structures.

# **Cultural Space Regina Workshops**

On Performing | An Arts Symposium was an important catalyst for the performing arts community around issues of space and resource sharing. The participation of emerging and established performing arts organizations were particularly important in discussion around the Sound Stage, Darke Hall and other cultural spaces on precipice of change. A luncheon conversation titled Possibilities of Space featured presentations on innovative strategies for using space in performing, visual and community arts. Speakers featured were Helen Pridmore, Michelle LaVallee, Dr. Megan Smith, and Jamal-e-Fatima Rafat. An area with information boards listing various cultural spaces in Regina was set up in a central area to allow participants to read the boards and respond by leaving comments and suggestions on sticky notes. The City also facilitated four workshops under the banner title of 'Making and Changing Space', to create discussion amongst various organizations. These interactive spaces highlighted arts-based approaches to sharing and making use of cultural spaces and to increase awareness of resource sharing available to performing arts organizations in Regina.

The facilitated workshops provided performing arts organizations the opportunity to share with other groups their successes and challenges. Filmmaker and director of the Underground Puppet Festival, Berny Hi, writes in response to these sessions focused on space at On Performing | An Arts Symposium: "There was a recognition that there exists cultural spaces within our city already and that it is a city full of life even if you can not always see it. Organizations do not know about every other organizations or potential space, and sometimes it is difficult to liaison. It was definably encouraging to see some of the connections made at the symposium. They would not have happened without this event, so that is a promising sign."

# **Rapporteur Team**

In order to involve participants from diverse performing arts and cultural backgrounds, the City of Regina invited a number of individuals to serve as community evaluators. The four evaluators included traditional Pow Wow dancer Julianne Beaudin-Herney, puppeteer and filmmaker Berny Hi, Jaye Kovach, a transgendered experimental musician and Christine Ramsay, a cultural space activist. To close the symposium, the City of Regina organized a rapporteur session. This knowledge exchange method featured the four participants listed above who work with diverse communities across Regina. City of Regina asked the rapporteur team to participate in the symposium with an ear out for emerging issues expressed by performing arts organizations across Regina. Each of these individual reported that the event was an extremely beneficial and important event for them, opening up new networks and partnerships to build on and share with other members of the performing arts community in Regina.

In summary, through a rich and diverse dialogue about the needs of performing arts in Regina, On Performing | An Arts Symposium made a significant contribution to the growth and development of the performing arts in Regina. The project also contributed greatly in providing information on spaces and resource sharing for the performing arts sector. Finally, the entire event clearly demonstrated the benefits of pitch sessions like C+C for developing partnerships and enriching the performing arts sector in Regina.

# 1.7 Mayor's Luncheon with the Creative industries

# Creativity, Innovation and Excellence: From Culinary Arts to Design, Publishing and Fashion Industries

Mayor's Luncheon for Creativity, Innovation and Excellence: From Culinary Arts to Design, Publishing and Fashion Industries was held on December 10, 2015 in Regina at the RCMP Heritage Centre. Creativity,

Broadly speaking, the term 'creative industries' refers to a range of economic activities that are concerned with

the generation and commercialisation of creativity, ideas, knowledge and information.<sup>2</sup>

A commonly used creative industries definition is: 'Those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.'<sup>3</sup>

Creativity, Innovation and Excellence was an important inaugural event for the City of Regina; bringing together representatives of the creative industries for the first time, to exchange their thoughts on the central role of creative industries in Regina. It was curated to ensure a diversity of stakeholders, including with an emphasis on giving creative industries an opportunity to meet. Over 100 individuals representing over 40 groups from the creative industries attended. Invitees included independent artists as well as representatives of arts organizations and those involved with film, culinary art, publishing, fashion, music and crafts.

Creativity, Innovation and Excellence: From Culinary Arts to Design, Publishing and Fashion Industries was facilitated as part of the larger work undertaken by the City of Regina in effort to build relationships with organizations and groups involved in the creative industries, as well as to undertake strategic recommendations to advance Regina's first Cultural Plan.

The event was also organized with a framework that recognizes and celebrates the strength of creative industries. Emcees Sandra Butel (Folk Festival) and Andrew Perry (Hitchhikers Improv) provided remarks and introduced a short video highlighting the strength of Regina's cultural ecology. The event created a microcosm of this ecology in the room, where new and existing relationships could be explored and developed. Lunch was provided and seating was organized to ensure that each of the four tables had a diverse mix of organizations.

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# **Emerging Trends in Creative Industries**

Jerry McGrath, the Director of Innovation and Program Partnerships at the Banff Centre, spoke and facilitated sessions with the participants following lunch. McGrath presented several highlights of his extensive work in the field, such as a year-long engagement process across Canada that involved over 500 professionals in the creative sector to understand the challenges now and going forward in a sector undergoing profound changes. The facilitated sessions focused on the participants through playful prompts, which encouraged creative thinking about the social and commercial issues they each face, and creating solutions through collaboration and innovative approaches.

The highly involved in the community independent artist Johanna Bundon attended the creative industry event and even though she does not identify herself with the industry language, she found it interesting and useful to learn about it in order to improve communication between the industries and independent artists. Johanna personally felt the event educational as she was also discovering and learning more about different facets of the community as well as the strategies of different organizations such as the Saskatchewan Fashion Week and the Regina Folk Festival. The workshop session with Jerry McGrath and particularly the Beg, Brag, What if? activity had a compelling, playful structure that evoked conversations across communities, without prioritizing one group over the other which made it very democratic. Johanna appreciated the opportunity to work with other people in order to get to know them, especially since she believes that there are not enough opportunities to meet colleagues and new people.

<sup>2</sup> Parrish, David. (2016, February 22). "Creative Industries" retrieved from http://www.davidparrish.com/creative-industries/

Through the facilitated sessions, emerging trends were discussed by participants at Creativity, Innovation and Excellence: From Culinary Arts to Design, Publishing and Fashion Industries. These observations are derived from the experiences of working in diverse contexts across Regina. Some of the themes threaded through the event discussions have been captured in this section.

# **Critical Perspectives on Leadership**

Many participants felt the need to examine models of leadership in general. It was asserted at the facilitated sessions by some participants that as a community they need a diversity of approaches that incorporate creative and alternative models of working as creative industry practitioners. This included recognizing how experienced boards could assist emerging organizations. Peer models were explored throughout the facilitated sessions - both their challenges and advantages. Challenges, for example, can include peer mentoring in a small community and having to negotiate boundaries where peers are also part of organizations that are in competition with others for funding. The ways in which mentoring can be similar to paid staff was named as unfair. While many challenges related to mentoring were raised, mentoring youth was specifically lauded as instrumental in fostering experienced technicians. Organizations and practitioners who engage youth can raise awareness and increase inclusion in creative industry services and programs.

# Funding

Multiple ideas emerged around funding. Access and sustainability of funding was seen as a key challenge for many creative industry organizations and programs. Participants who work with creative industry organizations discussed the unpredictability of funding, meaning that funding proposals are not always accepted. This reality can lead to instability within organizations. Funding models can also restrict the kind of work that creative industries would like to undertake, as funding bodies have narrow definitions of creative practices

# **Use of Technology**

The event featured many discussions about technologies that are used by creative industries. These technologies could be used more effectively to support networking, collaboration, audience and fund development. Similarly, text messaging and social media could encourage peer-to-peer sharing of creative industry information, resource-sharing, funding opportunities and events. These technologies are affordable and the use of them is readily accessible to creative industry organizations and individual practitioners.

At the end of the event, participants provided feedback regarding future interests. Overall the responses were positive. As well, respondents confirmed their interest in conferences, workshops, creative industry summits and participating in creative pitches.

# **Overall Key Questionnaire Statistics:**

95% agreed or strongly agreed that conferences would be of interest as recognition and support of creative industries.

90% agreed or strongly agreed that workshops would be of interest as recognition and support of creative industries.

80% agreed and 10 % neither agreed nor disagreed that creative industry summits would be of interest as recognition and support of creative industries.

76 % agreed or strongly agreed and 5% neither agreed nor disagreed that creative pitches would be of interest as recognition and support of creative industries.

The City of Regina is dedicated to supporting and strengthening the creative industries. This event provided an opportunity for constructive dialogue about community engagement, relationship building between organizations, and for imagining future models of collaboration. The participant response was positive, with the expressed desire that the City build on such events and organize more opportunities for the cross pollination of the creative industries.

# 2. Governance and Direction

# 2.1 Cultural Plan Advisory Committee

In February 2013 a Cultural Plan Advisory Group was formed to assist in guiding the early stage-development of the Plan. The Cultural Resource Framework was used as a guide to determine a cross section of the community, which was used as a framework to help determine membership. Members of the Advisory Group, who were confirmed via both the City's Municipal Heritage Advisory Committee and Arts Advisory Committee to Council, included representatives from:

- Regina Treaty Status Indian Services
- Regina Downtown Business Improvement District
- JM Curtain Razors Inc.
- The Mackenzie Art Gallery
- Gabriel Dumont Institute
- Regina Regional Opportunities Commission, including Tourism Regina (now Economic Development Regina)
- Tourism Saskatchewan
- Silverfox Studios
- Nicor Development
- Windhover Artists and Events
- Regina Public Library
- Saskatchewan Association of Architects

The University of Regina, First Nations University of Canada and Melcher Media and Design were each invited to participate but were unable to attend the meetings. The Terms of Reference included meeting on an ad-hoc basis to hear of the discoveries in the research and to add refinement to the development of the Plan and its Goals. The Terms of Reference explicitly stated a responsibility of the Cultural Plan Advisory Group:

- To provide strategic input and feedback at specific moments during the planning process
- To communicate and help promote the planning process through members' networks.
- To attend the Cultural Plan Workshop on February 26, 2013
- To review and provide feedback on overall content and direction in the final draft Cultural Plan
- To attend the Cultural Summit on April 30, 2013
- To assist in disseminating materials and information to the broader community

At a September 2013 meeting, the Advisory Group was presented with the emerging discoveries that would form the basis of the coming first draft of the Plan. They provided input on the emerging community themes and the forward timeline for the Plan.

Throughout the month of May 2014, members of the Cultural Plan Advisory Group provided input to the formation of the 2014 draft of the Cultural Plan. Key concerns were for the Plan to effectively capture intercultural dialogue, support for artists, the Indigenous community and to be reasonably actionable.

In the Fall of 2014, and with the Regina Cultural Plan being presented to the Community & Protective Services Committee of Council, the Cultural Plan Advisory Group ceased its meeting schedule as it had met its mandate. Many of the members from the Group continued to support the work of the Regina Cultural Plan through the 2015 and 2016 engagement sessions as stakeholders.

# 2.2 Municipal Heritage Advisory Committee

The Municipal Heritage Advisory Committee was informed on the Regina Cultural Plan on several occasions by internal staff and a member of the Cultural Plan Advisory Group sat on the committee. The Committee members were encouraged to engage with the public engagement sessions. The Committee provided valuable input to the Plan until the City of Regina began a review of all Advisory Committees in 2014, which saw all Advisory Committees no longer meeting through to the final draft of the Plan in 2016.

The Committee advises and makes recommendations on the preservation, interpretation, development and designation of heritage buildings and cultural properties within the city of Regina in accordance with The Heritage Property Act.

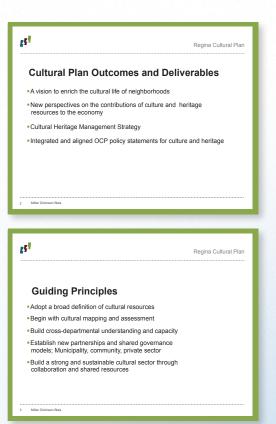
The Municipal Heritage Advisory Committee has a dual reporting relationship with the Community and Protective Services Committee reporting intangible cultural heritage and the Regina Planning Commission reporting built heritage.

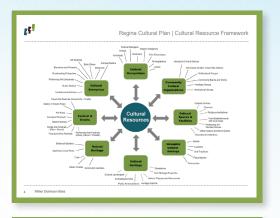
The terms of Terms of Reference of the Municipal Heritage Advisory Committee are:

- Advise on any matters arising out of The Heritage Property Act;
- Advise, assist and make recommendations regarding the preservation, interpretation, development and designation of heritage properties and heritage districts within the municipality;
- Prepare and maintain a list of heritage properties and areas worthy of conservation;
- Implement programs and activities to increase public awareness and knowledge or heritage conservation issues;
- Advise the Regina Planning Commission on current heritage conservation legislation and assist in advising the Regina Planning Commission on the preparation of municipal legislation to conserve heritage properties and areas;

- Advise the Regina Planning Commission on any matter that is of interest for its architectural, historical, cultural, environmental, archaeological, paleontological, aesthetic, natural or scientific value that involves Regina's heritage as a community, including buildings and properties;
- Review all development applications in heritage districts as part of the technical review process; and
- Review material from the City's Development Officer relating to condominium conversions and advise the Development Officer as to whether the condominium conversion will adversely impact the heritage features of the property that is the subject of the condominium conversion.

# Here is a copy of a presentation made to the Municipal Heritage Advisory Committee in the Spring of 2013;





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### **Defining The Planning Context**

- Regina Development Plan Part A Policy Plan (2006)
- Regina Downtown Neighbourhood Plan (2007)
- City of Regina Municipal Arts Policy (1993) · Population, Employment and Economic Analysis of Regina (2010)
- Design Regina Communications and Engagement Plan (2012)
- Regina Priority Population Studies (Aboriginal, Immigrants, Seniors etc.)
   Regina Topic Sheets (Population, Downtown, Immigration , Finance etc.)
- Recreation Facility Plan 2010 2020 (2010)
- · Wascana Centre Authority Master Plan (2006)
- Regina Community Investments Grants Program (2012)
- Incentives for Heritage Building Upgrades in Regina (2012) Moving Saskatchewan's Creative Industries Forward - Building a Long-term Strategy (2012)

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# Cultural Plan Advisory Group

Sask. Assoc. of Architects	Ray Plosker
Mackenzie Art Gallery	Jeremy Morgan
Artful Dodger/Winhover Artists	Carol Cairns
Tourism Sask.	Pat Fiacco OR Ken Dueck
Regina Public Library	Jeff Barber
University of Regina	Dr. Tom Chase
RTSIS	Erica Beaudin
Gabriel Dumont Institute	Russell Fayant
Developer/Heritage Regina	Ross Keith
First Nations University	Dr. Doyle Anderson
Artist	Michelle Sereda
RD BID	Judith Veresuk
RROC	Larry Hiles
Melcher Design	Dwayne Melcher
Possible member additions: Know architect, province	vledge keeper, young artist, landscape

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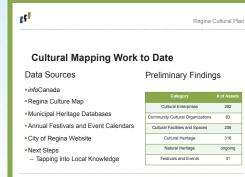
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Regina Cultural Plan

Regina Cultural Plan

## **Immediate Next Steps**

- Continuation of mapping and synthesis of scoping and analysis
- Stakeholder and Public Engagement sessions April 23
- Aboriginal Roundtables early May
- Cultural Plan Advisory Group input ongoing
- Reflection on OCP goals and policies informed by Stakeholder and Public Engagement sessions



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Chamber of Commerce

Riel Metis Council

 Ministry of Parks, Culture and Sport Globe Theatre
 McKenzie Art Gallery Regina Symphony Orchestra
 Regina Public Library
 Wascana Centre Authority
 Creative City Centre Artful Dodger
 New Dance Horizons
 Regina Revitalization Initiative Nicor Development

# Stakeholder Interviews • SEPW Architecture • Misietru of Parke, Culture and Soot First Nations University of Canada Regina Police Saskatchewan Science Centre Regina Plains Museum University of Regina Regina Multicultural Council Heritage Conservation Provincial Branch Saskatchewan Heritage Foundation Alton Tangedal Architects Ltd Saskatchewan Association of Landscape Architects Canadian Plains Research Centre Regina Treaty / Status Indian Services

North Central Community Association

Regina Downtown BID

# and more.

Regina Cultural Plan

Regina Cultural Plan

# **Emerging Topic Areas**

- Increase awareness of cultural resources
- 2. Respond to the cultural aspirations of an increasingly diverse community
- Improve communication and collaboration among cultural groups 3
- Advance culture's role in the economy 4.
- 5. Strengthen and expand festivals
- Address cultural needs at the neighbourhood level 6.
- Build a beautiful and culturally vibrant downtow
- 8. Strengthen cultural heritage preservation and enhancement

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## For reflection

Any questions?

Anyone missing from the table at the Cultural Plan Advisory Group?

Who is able to confirm attendance at the Stakeholder Session?

# 2.3 Arts Advisory Committee

The Arts Advisory Committee provides advice and recommendations regarding arts related issues, policy development and programming, incorporating contemporary art practices into city planning and development, communication and outreach to the community regarding art. The Committee provided valuable input to the Plan until the City of Regina began a review of all Advisory Committees in 2014, which saw all Advisory Committees no longer meeting through to the final draft of the Plan in 2016.

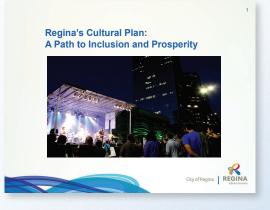
The Arts Advisory Committee reported to the Community and Protective Services Committee, and the Terms of Reference in 2013 and into 2014 included:

- Advise and make recommendations regarding arts related issues, policy development and programming;
- Advise and make recommendations regarding incorporating contemporary art practices into City planning and development;
- Advise and make recommendations regarding communication and outreach to the community regarding art;
- Advise and make recommendations on proposed artwork gifts, bequests and donations to the City; and
- Consult with advisors with expertise and experience in visual arts production and education in order to develop recommendations with respect to art purchases and public art issues.

In January 2013, the Arts Advisory Committee was engaged in a conversation about the development of the Regina Cultural Plan. This meeting provided an update on the structure for public and stakeholder engagement as well as the key deliverables of the Plan. In March 2013, the Arts Advisory Committee was engaged in a conversation about the community based Cultural Plan Advisory Group which had met weeks earlier. The Arts Advisory Committee was provided a list of members and were asked to further reflect on any 'gap' areas of participation based on the Resource Framework. The Committee felt that the Cultural Plan Advisory Group reflected an appropriate cross section of the full arts and cultural community.

During the November 2013 meeting, the Arts Advisory Committee participated in a discussion on the first tentative draft of the Regina Cultural Plan. They also provided feedback on the coming public and stakeholder engagement practices, indicating a desire to focus conversations to the high level themes and objectives.

In September 2014, the Arts Advisory Committee was engaged in a conversation about the Plan, its findings, and its Goals and Implementation in advance of taking the Plan forward to the Community & Protective Services Committee of Council. The Arts Advisory Committee confirmed approval of the Plan in its then current form. The following is a copy of the formal September 2014 PowerPoint presentation made to the Arts Advisory Committee:





# COMMUNITY ENGAGEMENT



# 2.4 Municipal Department Review

Between the months of March to May, 2014 and again from March to May, 2015, serval internal meetings were held with City of Regina departments for their input and expertise on the Regina Cultural Plan. These departments included:

- Strategy Management
- Facilities
- Development Services
- Community Services
- Planning

# 2.5 City Council Review

On November 5, 2014 a draft of the Regina Cultural Plan was presented to the Community and Protective Services Committee of Council. It was then deferred for further engagement with plans to bring a revised draft back to the Committee. Here is the report that was presented to the Community and Protective Services Committee of Council:

# November 5, 2014

To: Members, Community and Protective Services Committee

Re: Regina Cultural Plan and Cultural Heritage Management Strategy, 2014-2024

# RECOMMENDATIONS

- That the five goals and strategic objectives in the Regina Cultural Plan and Cultural Heritage Management Strategy, outlined in Appendix A and Appendix B, be approved;
- That Administration report back to Community & Protective Services Committee annually on the progress with implementation;

- That this report be forwarded to Regina Planning Commission on November 12, 2014 as an information report;
- 4. That this report be forwarded to City Council on November 24, 2014 for approval.

# CONCLUSION

Through an extensive research and community engagement process, Regina's first cultural plan has been developed to guide the strategic direction of the arts, cultural heritage, cultural industries and inter-culturalism in the city. The inclusion of a Cultural Heritage Management Strategy (CHMS) serves to identify detailed tasks for policy and planning associated with built heritage, cultural landscapes and cultural and heritage conservation.

The Regina Cultural Plan (Cultural Plan) consists of five goals, each with strategic objectives and detailed actions for implementation in the first three years of the 10 year plan. Development of monitoring and evaluation tools for the plan is the first step in implementation to be determined through a collective process involving impacted City of Regina (City) departments and the community, who share responsibility for the Cultural Plan's successes.

Adoption of the Cultural Plan and the CHMS provides Administration with strategic directions and specific implementation plans for a collaborative approach to addressing emerging issues in cultural and heritage conservation and to maximizing the benefits and broad community outcomes outlined by the goals.

# BACKGROUND

In 2009 Council adopted the Regina Downtown Neighbourhood Plan (RDNP), which identified a need for the City's first Cultural Plan and to address a range of issues in built form heritage. In the RDNP, the Cultural Plan, as part of implementation of the RDNP, was intended to have social, cultural and economic outcomes city-wide, and also secure the Downtown's place as the cultural hub of the city. "A Cultural Plan will be an important directionsetting tool that will guide the development of Downtown's cultural role and infrastructure."<sup>4</sup>

This was then confirmed through the consultation process to develop the official community plan, Design Regina: The Official Community Plan Bylaw No. 2013-48 (OCP).

# DISCUSSION

Administration has developed Regina's first Cultural Plan to guide the strategic direction of the arts, cultural heritage, cultural industries and inter-culturalism in the city. The following represent the expected outcomes for the community in adopting the Cultural Plan:

- Leverage and nurture Regina's rich and diverse cultural resources to advance a wide range of economic and broader community development outcomes;
- Build the capacity of Regina's cultural community;
- Set out the City's role in cultural development, as well as potential approaches to cultural heritage preservation and conservation;
- More fully integrate cultural development into all facets of municipal planning and decision-making; and
- Ultimately contribute to realizing the City's vision for Regina to become Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

Through a five phase process, both the Cultural Plan and the CHMS incorporated significant research and community engagement tools as inputs into the development of their content. These included:

- Research and study of municipal best practice in culture and heritage policy;
- Scoping of 11 outdated, existing or emerging City plans and policies;

<sup>4</sup> City of Regina Downtown Neighbourhood Plan 2009.

- Forty-nine individual interviews with stakeholders and members of Community and Protective Services Committee;
- A stakeholder and public engagement session attracting 109 participants;
- Roundtable conversations with 31 First Nations, Métis and Inuit elders, community leaders and cultural specialists;
- Three meetings and ongoing communication with a 12 member Cultural Plan Advisory Committee comprised of artists, cultural workers, heritage specialists and stakeholder agency representatives (e.g., Tourism Regina);
- Three presentations each, throughout the development of the plans, to the Municipal Heritage Advisory Committee and Arts Advisory Committee to Council; and
- Online survey with community before final draft development.

A range of important planning tools were developed as part of the formation of the Cultural Plan, which included mapping of cultural resources (e.g. cultural enterprises, community cultural organizations, heritage properties designated), high level scoping of the city's cultural industries and the creation of a Cultural Resource Framework to categorize, map and monitor growth and change in the city's cultural community.

The Cultural Plan includes 5 goals with a total of 13 strategic objectives:

# 1. A culturally inclusive city

- a. engage with the First Nations, Inuit and Métis communities to ensure meeting their cultural needs
- b. culturally relevant programs exist for all citizens

# 2. A strong and collaborative cultural community

- a. build capacity through collaboration
- b. improve access and awareness to cultural resources, learning opportunities and activities

# 3. A strong cultural economy

- a. promote the growth of the cultural industries
- b. strengthen tourism marketing and promotion

# 4. A rich and diverse cultural heritage

- a. promote cultural heritage resource conservation
- b. emphasize proactive and diverse strategies for cultural heritage resources
- c. ensure new development contributes to a sense of place
- d. increase awareness and diversify the presentation of heritage conservation programming

# 5. A city of vibrant cultural spaces and places

- a. build a beautiful and vibrant city that attracts people and investment
- b. to use cultural resources to enhance the public realm
- c. to build complete neighbourhoods

The CHMS provides more detailed implementation plans associated with the cultural heritage objectives in the Cultural Plan and the heritage policy statements in the OCP. Full integration of heritage in planning across departments and collaboration with cultural communities are considered success indicators.

The Cultural Plan and CHMS set the near-term implementation as 'Building Capacity' in the first three years, mirroring the 'Building the Foundation' direction set by the Corporate Strategic Plan. Implementation follows a set of core principles which echo the City's corporate values, and include:

# Accessibility

o ensure learning opportunities, resources and activities are accessible to all residents regardless of ethnicity, age, ability, sexual orientation or socio-economic status

# Innovation, inclusion and responsiveness

o strive for continuous innovation in cultural policies and programs to respond to the changing needs of the community

# Collaboration and communication

 adopt a collaborative approach of shared responsibility to cultural development supported by continuous communication with cultural groups, other levels of government, and the private and voluntary sectors

# • Financial viability and accountability

o ensure the most efficient and effective use of City resources through continuous monitoring and accountability

# Integrated planning and decision-making

o implement cross-cutting policies and initiatives connecting social, economic, environmental and cultural dimensions of sustainability

# Successful integration of culture in planning requires the cultivation of strong understanding,

o across departments, of cultural resources and cultural planning. This requires no new resourcing, but instead builds off of the cross-departmental policy topic teams utilized in the Design Regina process.

There are a key set of actions in the Cultural Plan that essentially serve as the first steps of implementation as they build the foundational structures required to then go about cooperatively, with community, implementing the Cultural Plan's strategic objectives:

- Convene cross-departmental staff forum to introduce the Cultural Plan and Cultural Heritage Management Strategy;
- Establish an ongoing cross-departmental Culture Team led by Cultural Development to support implementation of the Cultural Plan and ongoing cultural planning and Development;

- Establish Terms of Reference for a new Cultural Working Group to support and sustain partnerships between the City and its cultural, business and community partners;
- Ensure strong representation from the city's diverse communities;
- Determine the indicators to be used for monitoring and evaluating implementation;
- Sustain and extend cultural mapping in the city as an essential planning and economic development tool;
- Explore opportunities for joint research projects with post-secondary institutions on issues to advance cultural development in the city; and
- Review progress achieved in years one through three and establish priorities for the next phase of implementing the Regina Cultural Plan.

The Cultural Plan recommends that after the first three years of building capacity, Administration work to implement subsequent priorities over the final seven years of the plan. The methodology for monitoring and evaluation will be collaboratively determined by the aforementioned crossdepartmental Culture Team, the stakeholder Cultural Working Group and the appropriate Committees of Council, including the Municipal Heritage Advisory Committee and Arts Advisory Committee. This approach is consistent with the broad and meaningful engagement process utilized in the development of the Cultural Plan and with the need for cooperation between the City and the community in implementing the Cultural Plan's actions.

The Cultural Plan recommends that Administration makes use of the Canadian Urban Institute's Guidebook to Cultural Planning, which includes a selection of success indicators parsed into categories for which each community customizes their approach. These broad categories for which the Cultural Plan will be measured are:

- Fostering Creativity
- Creating Wealth

- Creating Quality Places
- Strengthening Social Cohesion
- Promoting Organizational Change

Administration would report annually to Council on the implementation of the Cultural Plan's key actions, those dedicated to building capacity, and on the baseline indicators selected for each of these categories to showcase the Cultural Plan's successes and momentum.

# **RECOMMENDATION IMPLICATIONS**

# **Financial Implications**

The Cultural Plan will guide the City's strategic investments and support for the arts, cultural heritage, and cultural industries. A range of strategic objectives directly address positive financial implications for the City. By strengthening the cultural community, directing attention to cultural industries and the creative economy and effectively leveraging the city's impressive cultural resources, the city can compete with other municipalities to attract and retain talent and investment.

# **Environmental Implications**

The Cultural Plan addresses the strategic initiatives the City can take, through a cultural development approach, to environmental sustainability. Objectives include the appropriate rehabilitation or adaptive re-use of heritage buildings and the development of a cultural landscape plan to further protect natural and built heritage sites.

# Policy and/or Strategic Implications

The development of a Cultural Plan was an identified implementation item as part of the Regina Downtown Neighbourhood Plan. Furthermore, the creation of the Cultural Plan, simultaneous to the formation of Design Regina: The Official Community Plan Bylaw No. 2013-48, enables the plan to operationalize the cultural and heritage policies set out in the City's OCP.

# **Other Implications**

The Cultural Plan fundamentally supports city growth while contributing to the social and physical attractiveness of our community.

# **Accessibility Implications**

A host of strategic objectives and actions in the Cultural Plan indicate the necessity to further increase both the physical and interpretive accessibility to wide ranges of cultural resources.

# COMMUNICATIONS

The Cultural Plan will be communicated directly to stakeholders and broadly communicated via social media, and in print through an informational brochure. Where possible, the Cultural Plan will include passages of translation to other languages spoken in our community.

# **DELEGATED AUTHORITY**

The recommendations contained in this report require City Council approval.

Respectfully submitted, Laurie Shalley, A/Director Community Services

Respectfully submitted, Kim Onrait, Executive Director City Services

Report prepared by: Jeff Erbach, Cultural Development Coordinator

# 3. Public Surveys

To increase public feedback on the Regina Cultural Plan, the City implemented three online surveys in 2014, 2015, and 2016. The initial survey was made available to the public from April to May, 2014, the second was held from May to June, 2015, and the third survey was implemented throughout the month of March, 2016. These surveys provided an opportunity for the public to provide feedback on the Plan, its Goals and Objectives

The 2014 survey provided long answer responses on the proposed goals, and these responses helped direct changes to proceeding drafts of the Regina Cultural Plan. The 2015 survey told us that 84 per cent of the public agreed or strongly agreed with the overall direction of the Regina Cultural Plan. The 2016 survey told us that 80 per cent of the public agreed or strongly agreed or strongly agreed with the City of Regina joining other municipalities in creating a cultural plan. These surveys, whose templates and results are provided below, acted as an important conduit between plan development and public engagement and feedback.

# 3.1 Public Survey 2014

The 2014 online public survey asked open-ended questions regarding the Goals, Objectives and implementation of the Regina Cultural Plan.

# The Regina Cultural Plan Survey, 2015

# Goal 1: Regina – A Culturally Inclusive City

Two dimensions of the city's growing diversity dominated discussion and engagement during the development of the Cultural Plan. An overriding message was the need for the Cultural Plan to foster intercultural dialogue and exchange across all communities.

# **Goal 2: A Strong and Collaborative Cultural Community**

One of the strongest messages heard throughout the community engagement process was the need for greater communication, coordination and collaboration among cultural groups. Organizations do not know enough about each other and are missing opportunities for cooperation that could strengthen both them and the community as a whole.

# **Goal 3: A Strong Cultural Economy**

Creativity, culture and quality of life are increasingly important drivers in diversifying and growing local and regional economies. Research and community engagement reveals challenges in promoting the growth of Regina's cultural economy in two areas. The first is strengthening the performance of the city's creative cultural industries. The second is the need to increase attention and investment in cultural tourism.

# **Goal 4: A Rich and Diverse Cultural Heritage**

The quality of life that Regina offers its residents is heavily influenced by its heritage resources. The city offers a wide range of cultural heritage resources that establish a sense of place, community and continuity with its past. This Goal calls for the promotion of broader understanding of cultural heritage that includes, but extends beyond, buildings. There are other types of tangible heritage resources such as landscapes, archaeological sites and entire districts, too.

# **Goal 5: A City of Vibrant Cultural Places and Spaces**

Community engagement confirmed a desire for the Cultural Plan to address a balanced agenda of downtown and neighbourhood cultural development. Neighbourhood cultural development will require attention to the role cultural resources can play in revitalizing and enhancing existing neighbourhoods, as well as planning for new neighbourhoods that will emerge as the population grows.

# Results, 2014 Survey

Survey results have been summarized to preserve the anonymity of the public and stakeholders, who provided feedback without knowledge that it would be published.

GOAL	FEEDBACK FROM THIS GOAL CAN BE SUMMARIZED INTO THE FOLLOWING;			
Goal 1: Regina – A Culturally Inclusive City				
Equity	That all cultures need to be celebrated and provided opportunities to flourish. There was a reference to the need for the City to consistently make bookings at city facilities and to scope the policies and procedures that prevent customs or traditions from occurring there.			
Opportunity	That spaces for ceremony, opportunities to share history and art, and other means of communicating the culture of a diversity of people, needed to be honoured and encouraged. There were specific references to use of social media, brochures, and even a special office at the City to assist organizations in communicating their programs and services to the community.			
Implementation	There was a strong desire for the community to be involved in participating in the implemenation of any actions that were directly related to them. Also, some comments about skepticism that the Plan would actually be implemented or given any priority			
Goal 2: A Strong and Collaborative Cultural Community				
New programs	There were examples provided of how there could be new opportunities to showcase heritage awards ar new forums for partnering with the province and others to promote newcomer cultures.			
Goal 3: A Strong Cultural Economy				
Support to cultural industries	There were differing perspectives on how the City can and should support the industries versus whether this was for the government to undertake.			
Promotion	Several examples, like making uses of digital billboards, provided support for better promoting the work of Regina artists and creators. There was also reference to need for strong policies related to public art. Lastly, some stakeholders were supportive of these actions and wished to be further engaged in the conversation as it moved forward.			
Goal 4: A Rich and Diverse Cultural Heritage				
Use of language	There were several citations to language that was difficult to understand or may be a barrier to developers or the public. Also, a caution on how an expanded definition of terms around heritage may challenge development in particular areas or related to specific buildings. Lastly, a few specific items related to details on the use of particular tools, policies and incentives in supporting the conservation of heritage properties and districts.			
Expanding heritage	A few examples were provided where participants referenced urban food forests and cultural districts as ways to promote and value the idea of culturla heritage.			
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GOAL	FEEDBACK FROM THIS GOAL CAN BE SUMMARIZED INTO THE FOLLOWING;				
Goal 5: A City of Vibrant Cultural Places and Spaces					
Connection of spaces	Some feedback indicated uncertainty of 'underused spaces', while others thought it a postiive idea to better establish connections with the Warehouse District and the Downtown.				
Other Downtown issues	Some feedback focused on roads and other traffic related issues in the Downtown.				
Implementation					
Documentation	There was a comment on ensuring effective documentation of arts and cultural initiatives, via photos and other means, in order to move the actions forward.				
Accessibility	There was a strong comment on the Plan overall and it's need to address the UN Convention on the Rights of People with Disabilities. Articles from that Convention were laid out for consideration.				

# 3.2 Public Survey 2015

The 2015 public survey was made available to the public both online and at the public engagement session at the Cornwall Centre on April 21, 2014.

# The Regina Cultural Plan Survey, 2015

# Goal 1: Regina – A Culturally Inclusive City

There is a need for the City's Cultural Plan to foster intercultural dialogue and exchange across all communities.

# **Goal 2: A Strong and Collaborative Cultural Community**

There is a need for organizations to co-operate and work together, which could strengthen both them and the community as a whole.

# **Goal 3: A Strong Cultural Economy**

The challenge in promoting the growth of Regina's cultural economy is strengthening the performance of the city's cultural industries (music, publishing, design, new media) and increasing attention and investment in cultural tourism.

# **Goal 4: A Rich and Diverse Cultural Heritage**

There is a need to promote a broader understanding of cultural heritage that includes, but extends beyond, buildings.

# **Goal 5: A City of Vibrant Cultural Places and Spaces**

Neighbourhood cultural development requires attention to the role cultural resources can play in revitalizing and enhancing existing neighbourhoods, as well as planning for new neighbourhoods that will emerge as the population grows.

### Results, 2015 Survey

### Cultural Plan Survey: Public Session and Online Survey combined

	GO	AL 1	GO	AL 2	GO	AL 3	GO	AL 4	GO	AL 5	AVERAGE %
STRONGLY AGREE	67	56%	74	63%	53	46%	68	58%	63	55%	56%
AGREE	34	29%	32	27%	38	33%	27	23%	29	25%	27%
SOMEWHAT AGREE	10	8%	6	5%	12	10%	12	10%	12	10%	9%
NEUTRAL	2	2%	4	3%	6	5%	5	4%	9	8%	4%
SOMEWHAT DISAGREE	2	2%	0	0%	6	5%	4	3%	1	1%	2%
DISAGREE	2	2%	1	1%	1	1%	0	0%	0	0%	1%
STRONGLY DISAGREE	1	1%	0	0%	0	0%	1	1%	1	1%	1%
TOTAL NUMBER OF RESPONSES	118	100%	117	100%	116	100%	117	100%	115	100%	100%

### 3.3 Public Survey 2016

In March of 2016, a third public survey was made available to the public online.

### The Regina Cultural Plan Survey, 2016

Since 2013, a wide range of community and residents have had opportunities to share valuable feedback on the Regina Cultural Plan through online surveys and various engagement sessions. We have incorporated this feedback into the most recent draft of the Plan, which has resulted in a new set of goals and objectives.

Please take a few minutes to fill out the seven questions in this survey. This will help ensure that the Regina Cultural Plan is aligned with public interests and vision. You will find a copy of the DRAFT Regina Cultural Plan here.

- 1. Are you affiliated with an arts, heritage or cultural organization?
- 2. Were you aware of the Regina Cultural Plan before taking this survey?
- 3. Since 2013, the City of Regina gathered public feedback on the Regina Cultural Plan through online surveys and various engagement sessions. Have you participated in surveys or been to any of the public or stakeholder sessions?
- 4. The City of Regina should join leading Canadian municipalities in developing and implementing a cultural plan to support, strengthen and enhance Regina's cultural development.

- 5. Goal 1: There is a need for the Regina Cultural Plan to embrace cultural diversity throughout Regina.
- 6. Goal 2: The Regina Cultural Plan should strengthen the artistic and cultural community in Regina.
- 7. Goal 3: The Regina Cultural Plan should commemorate and celebrate the city's cultural heritage.

#### 2. 3. 4. 5. 6. YES 24 (39.3%) 33 (54.1%) 14 (23.0%) NO 37 (60.7%) 28 (45.9%) 47 (77.0%) **STRONGLY AGREE** 32 (52.5%) 29 (47.5%) 36 (50.8%) 31 (50.8%) AGREE 20 (32.8%) 17 (27.9%) 17 (27.9%) 17 (27.9%) SOMEWHAT AGREE 8 (13.1%) 7 (11.5%) 3 (4.9%) 11 (18.0%) NEUTRAL 2 (3.3%) 2 (3.3%) 3 (4.9%) 1 (1.6%) SOMEWHAT DISAGREE 2 (3.3%) 0 (0.0%) 1 (1.6%) 1 (1.6%) DISAGREE 0 (0.0%) 0 (0.0%) 1 (1.6%) 0 (0.0%) STRONGLY DISAGREE 2 (3.3%) 1 (1.6%) 2 (3.3%) 1 (1.6%) TOTAL NUMBER 61 61 61 61 61 61 61 **OF RESPONSES**

### Results, 2016 Survey



# Appendix C

## Appendix C: Design Regina Policy Statements

Design Regina: The Official Community Plan, is a long-term strategic direction to manage the future growth and direction of the City. Within Design Regina exist various, citywide policy statements that reflect aspirations for cultural growth and development as connected to different priorities of community. These policy statements, detailed below, are crucial to the successful implementation of the City of Regina's Cultural Plan.

CHAPTER	GOAL / POLICY	RELATIONSHIP TO CULTURAL DEVELOPMENT AND CULTURAL HERITAGE
	Goal 3 – Joint Planning Area	
D1. REGIONAL CONTEXT	3.14 Enhance the design and appearance of REGIONAL GATEWAYS and major entrance points to Regina that are well-defined and emphasized through landscaping and wayfinding.	Public Realm Enhancements
	Goal 1 – Natural System	
	4.1 Maintain and enhance the NATURAL SYSTEM conceptually identified on Map 4 – Environment, including but not limited to the:	
	4.1.1 Protection and rehabilitation of NATURAL AREAS from a "no net loss" perspective, using, wherever possible, native plant species and naturalization methods;	
	4.1.2 Provision of sufficient vegetated buffers on the banks of STREAMS, WETLANDS and WATERBODIES;	
	4.1.4 Creation of high-quality, well-connected NATURAL CORRIDORS and NATURALIZED CORRIDORS to enhance biodiversity and facilitate species migration and movement.	
	4.2 Restore beds and shores of STREAMS throughout the city to a naturalized state, where appropriate.	
D2. ENVIRONMENT	4.3 Restore, protect, enhance and expand the diversity of species and ecosystem types within the NATURAL SYSTEM, including habitat protection for all rare species or species at risk	Natural Heritage
	4.4 Require an ecological assessment for all new development, where appropriate, that identifies the following:	
	4.4.1 The location of the NATURAL SYSTEM, species, ecologically sensitive areas, hazard lands, contaminated lands, features, buffers and development limits; and	
	4.4.2 Mitigation and protection strategies related to an ecological assessment, as appropriate.	
	4.5 Work with the Wascana Centre Authority to protect and enhance the WASCANA CENTRE and its public open space features, WATERBODIES and HABITAT AREAS.	
	4.6 Integrate environmental conservation efforts with the surrounding municipalities and the Province.	

### DESIGN REGINA POLICY STATEMENTS

CHAPTER	GOAL / POLICY	RELATIONSHIP TO CULTURAL DEVELOPMENT AND CULTURAL HERITAGE	
	Goal 2 – Urban Forest		
	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 by:		
	4.7.1 Increasing the urban forest to one tree per person in public spaces;		
D2. ENVIRONMENT	4.7.2 Requiring appropriate street tree plantings and landscaping in all development and other infrastructure projects;	Natural Heritage	
	4.7.3 Requiring drought- and/or flood-tolerant shrubs and trees with low water requirements in landscape design where appropriate;		
	4.7.4 Requiring tree conservation strategies for construction of new development, redevelopment and intensification projects; and		
	4.7.5 Encouraging and developing forest strategies in commercial and industrial areas.		
	Goal 1 – Complete Neighbourhoods		
	7.1 Require that NEW NEIGHBOURHOODS, NEW MIXEDUSE NEIGHBOURHOODS, INTENSIFICATION AREAS and BUILT OR APPROVED NEIGHBOURHOODS are planned and developed to include the following:		
	7.1.6 Specialized open space, such as squares, civic centres, and parks, which are optimally located and designed;		
	7.1.8 A distinctive character, identity and sense of place;		
	7.1.9 Buildings which are designed and located to enhance the public realm, and contribute to a better neighbourhood experience		
	Goal 2 – City Centre	Dublic Dealm Enhancements	
D5. LAND USE / BUILT	7.7 Collaborate with stakeholders to enhance the CITY CENTRE, as depicted on Map 1 – Growth Plan, by:	<ul> <li>Public Realm Enhancements and Public Art</li> <li>Cultural Spaces</li> <li>Architecture/Design</li> <li>Cultural Resources</li> </ul>	
ENVIRONMENT	7.7.1 Investing in an attractive, safe, public realm, including pedestrian-friendly and lively streets, and inviting, versatile multi-season public spaces;		
	7.7.2 Ensuring the CITY CENTRE maintains a healthy urban forest;		
	7.7.3 Requiring built form that complements, enhances and accentuates adjacent streets and public places;		
	7.7.4 Supporting the development of a mixed-use environment, with design and density emphasis adjacent to major corridors and public spaces;		
	7.7.5 Supporting HISTORIC PLACES, cultural and civic resources and events;		
	7.7.6 Supporting a range of density while respecting the unique characteristics of the neighbourhoods within the area;		

CHAPTER	GOAL / POLICY	RELATIONSHIP TO CULTURAL DEVELOPMENT AND CULTURAL HERITAGE
CHAPTER D5. LAND USE / BUILT ENVIRONMENT	<ul> <li>7.8 Ensure that a future Neighbourhood Plan(s) for the CITY CENTRE addresses the following:</li> <li>7.8.1 Enhancement of the Albert Street and Broad Street corridors, including the underpasses;</li> <li>7.8.3 A pedestrian connection between the DOWNTOWN and the Warehouse District;</li> <li>7.8.4 Better connections to and between the Warehouse District, the stadium site and exhibition grounds, the future Taylor Field Neighbourhood, the DOWNTOWN and surrounding neighbourhoods;</li> <li>7.8.5 A strategy for supporting a mixed-use environment; and</li> <li>7.8.6 Guidelines and regulations for heritage conservation, architecture and urban design, place making, and neighbourhood identity</li> <li>Goal 3 - Urban Centres and Corridors</li> <li>7.10.3 Community amenities and open space.</li> <li>Goal 6 - Built Form and Urban Design</li> <li>7.34 Support design excellence by ensuring that public and private spaces and buildings contribute to a sense of place and an enhanced public realm through high-quality design and strategic location.</li> <li>7.35 Ensure quality design through preparation of guidelines or regulations for development treatil,</li> </ul>	CULTURAL DEVELOPMENT
	<ul> <li>Influence on the public realm (e.g. large-format retail, multi-unit residential and major corridors).</li> <li>7.36 Consider the inclusion of the following elements where a secondary plan or concept plan is required in support of a proposed development:</li> <li>7.36.1 Design principles or guidelines for landscaping, building treatment, PUBLIC ART, site design and other elements;</li> <li>7.36.2 Strategies for providing a high-quality built environment and public realm, including but not limited to consistent built-form edge, appropriate transitioning of density, and active street frontages; and</li> <li>7.36.3 Strategies for including PUBLIC ART in the design and development of City parks and plazas, where required by the City.</li> <li>7.37 Explore the establishment of an urban design review process.</li> <li>7.38 Consider impacts of alterations, development, and/or public realm improvements on or adjacent to an HISTORIC PLACE to ensure heritage value is conserved.</li> </ul>	

### DESIGN REGINA POLICY STATEMENTS

CHAPTER	GOAL / POLICY	RELATIONSHIP TO CULTURAL DEVELOPMENT AND CULTURAL HERITAGE	
	Goal 1 – Support Cultural Development and Cultural Heritage		
	10.1 Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve HISTORIC PLACES.		
	10.2 Consider cultural development, cultural resources and the impact on HISTORIC PLACES in all areas of municipal planning and decision-making.		
	10.3 Identify, evaluate, conserve and protect cultural heritage, HISTORIC PLACES, and cultural resources, including but not limited to PUBLIC ART identified on Map 8 – Cultural Resources, to reinforce a sense of place.		
	10.4 Protect, conserve and maintain HISTORIC PLACES in accordance with the "Standards and Guidelines for Historic Places in Canada" and any other guidelines adopted by Council.		
	10.5 Encourage owners to protect HISTORIC PLACES through good stewardship and voluntarily designating their property for listing on the Heritage Property Register.		
D8. CULTURE	10.6 Develop a set of cultural heritage themes that reflect Regina's identity and the diverse values of residents, and ensure that the list of HISTORIC PLACES recognized within the Heritage Property Register and Heritage Holding Bylaw adequately represents these themes.	The goals and policies providing high-level direction	
	10.7 Identify, prioritize and develop (via monuments, plaques, PUBLIC ART and other applied cultural resources) locations that provide a sense of arrival and departure into significant cultural landscapes.	on specific cultural policy	
	10.8 Evaluate POTENTIAL HERITAGE CONSERVATION DISTRICTS conceptually identified in Map 8 – Cultural Resources and consider them for designation.		
	10.9 Consider the cultural heritage value in the acquisition, disposal, upgrading and development of City-owned property and open space.		
	10.10 Develop and enforce vacant building, property maintenance, and property standards by-laws to protect heritage properties against deterioration.		
	10.11 Leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources and conservation of HISTORIC PLACES.		
	Goal 2 – Inclusion		
	10.12 Ensure learning opportunities, resources and activities provided by the City are culturally inclusive.		
	10.12 Respond to the cultural needs and aspirations of Regina's increasingly diverse population through culturally relevant programs, services and facilities.		

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CHAPTER	GOAL / POLICY	RELATIONSHIP TO CULTURAL DEVELOPMENT AND CULTURAL HERITAGE
	10.13 Engage with Regina's First Nations, Métis and Inuit communities to determine collaborative strategies and approaches to addressing cultural needs and aspirations.	
	10.14 Encourage the strengthening and expansion of festivals and events that reflect diverse community interests and needs.	The goals and policies
D8. CULTURE	Goal 3 – Accessibility	providing high-level direction on specific cultural policy
	10.15 Partner with stakeholders to improve promotion of, awareness of, and access to cultural resources, learning opportunities and activities.	
	10.16 Support equitable access to cultural resources, practices and activities.	
	Goal 1 – Economic Vitality and Competitiveness	
	12.1 Ensure an orderly regulatory environment within which business and industry can operate assured of transparency, predictability and fairness in their dealings with the City.	
	12.2 Minimize regulatory barriers to economic growth to the greatest possible extent while balancing the needs and aspirations of all Regina residents, fee - and tax - payers and the sustainability of the city.	I I I I I I I I I I I I I I I I I I I
	12.3 Establish taxation rates and other residential and business fees and charges that consider the sustainability of services.	
	12.4 Provide easy access to information about investing in, conducting business in and visiting Regina.	
	Goal 2 – Economic Growth	
D10. ECONOMIC	12.5 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, by:	• Tourism
DEVELOPMENT	12.5.1 Identifying and leveraging opportunities to expand existing industries;	<ul><li>Cultural Resources</li><li>Cultural Industries</li></ul>
	12.5.2 Identifying and encouraging the development of new economic opportunities;	
	12.5.3 Promoting and enhancing tourism.	
	Goal 3 – Economic Generators	
	12.7 Encourage innovative options to support and incubate new entrepreneurs and commercial ventures:	
	12.7.1 Encourage the development and commercialization of new ideas that have the potential to diversify the economy;	
	12.7.2 Consider leasing or selling City-owned properties for use as live/ work spaces, studio spaces and offices for arts organizations;	
	12.7.3 Consider the inclusion of live/work spaces, studio space and cultural facilities in new and renovated developments as a community amenity; development in wide-ranging occupations;	

### DESIGN REGINA POLICY STATEMENTS

CHAPTER	GOAL / POLICY	RELATIONSHIP TO CULTURAL DEVELOPMENT AND CULTURAL HERITAGE
D10. ECONOMIC DEVELOPMENT	12.7.5 Encourage new and existing industry clusters, including cultural and creative industries, to increase collaboration, innovation and shared industry infrastructure.	<ul><li>Tourism</li><li>Cultural Resources</li><li>Cultural Industries</li></ul>
D11. SOCIAL DEVELOPMENT	Goal 5 – Social Inclusion 13.22 Identify opportunities to collaborate with the community and support the improved settlement and integration of international immigrants.	Cultural Diversity
APPENDIX A: GUIDELINES FOR COMPLETE NEIGHBOURHOODS	<ul> <li>Policy 7.1.3: A framework, where appropriate, of smaller neighbourhood districts and a centrally located neighbourhood hub.</li> <li>Policy 7.1.6: Specialized open space, such as squares, civic centres, and parks, which are optimally located and designed.</li> <li>Policy 7.1.8: A distinctive character, identity and sense of place.</li> <li>Policy 7.1.9 Buildings which are designed and located to enhance the public realm and which contribute to a better neighbourhood experience.</li> <li>Policy 7.1.0: Convenient access to areas of employment.</li> </ul>	<ul> <li>Public Art</li> <li>Architecture/Design</li> <li>Public Realm Enhancements</li> <li>Cultural Resources</li> <li>Cultural Industries</li> <li>Cultural Spaces</li> </ul>



# Appendix D

## Appendix D: Regina's Cultural Resource Framework

A detailed breakdown of the Cultural Resource Framework is below.

	CULTURAL ENTERPRISES	
Advertising	Antiques	Architecture
Advertising Agencies Display Advertising	Antique Dealers Antique Restoration Services	Architectural Services
Art Dealers	Art Galleries	Book Stores
Artist Representatives Commercial Galleries	Artist-Run Galleries Public Art Galleries	Book Stores
<b>Breweries and Wineries</b>	Broadcasting	Crafts
Breweries Wineries Other Specialized Beverage Producers or Operators	Local Radio Stations Local Television Stations	Crafts Stores Craft Studios Craft Suppliers
Creative Hub	Dance	Design
	Dance Studios Dance Instruction Dance Material and Equipment Suppliers	Fashion Design Services Graphic Design Services Industrial Design Services Interior Design Services Landscape Design Services Web Design Services
Film and Video	Digital and Interactive Media	Libraries and Archives
Film and Video Production Film and Video Equipment Suppliers	Digital Media Production Interactive Media Production Video Games	Archives Public Libraries
Museums	Music	Performing Arts
Art Museums History Museums Science Museums Other Museums	Musical Instrumental Suppliers Music Instruction Recording Studios	Comedy Companies Dance Companies Opera Companies Other Performing Art Promoters and Presenters Performing Art Promoters and Presente Professional Bands Professional Choirs Symphonies Theatre Companies

	CULTURAL ENTERPRISES	
Photography	Publishing	Visual Arts
Photography Studios Photography Instruction Photography Suppliers	Art Publishers Book Publishers Magazine Publishers Music Publishers Newspaper and Periodical Publishers Other Culture-related Publishers	Visual Arts (Artists) Studios Visual Arts Instruction Visual Arts Materials Supplier
Zoos and Aquariums		
Aquariums Wildlife Sanctuaries Zoos		
	COMMUNITY CULTURAL ORGANIZATIONS	
Aboriginal Groups	Crafts Groups	Dance Groups
Heritage Groups	Horticultural Societies	Multicultural Societies
Genealogical Societies Historical Societies		
Music Groups	Visual Arts Groups	Storytelling Groups
Bands Choirs		Folklife Groups Linguistic Groups
	CULTURAL FACILITIES AND SPACES	
Aboriginal Cultural Centres	Cinemas	Community Centres
Educational Institutions	Urban Spaces and Event Zones	Cultural Centres
		Art Centres Interpretive Centres
Food and Entertainment	Multicultural Cultural Centres	Multipurpose Facilities (Including Culture)
Bars with Live Music Cafes with Live Music Restaurants with Live Music		Folklife Groups Linguistic Groups
Performing Art Centres	Religious Institutions	
Theatres	Churches Mosques Synagogues Temples	

NATURAL HERITAGE					
Conservation Areas	Gardens	Nature Centres			
	Arboretums Botanical Gardens Significant Local Gardens	Planetarium Nature Observatories Nature Centres			
Nature Reserves	Parks	Trails			
	National Parks Provincial Parks Significant Local Parks	Provincial Trails National Trails Local Trails			
Other Locally Significant Natural Assets	Bodies of Water				
	CULTURAL HERITAGE				
Historic Properties	Heritage Conservation Districts	Historic Places			
Heritage Properties – Designated Heritage Properties – Holding ByLaw Heritage Properties – Registered Heritage Properties – Listed		Archaeological Sites Heritage Value Places Provincial Historic Sites National Historic Sites			
Plaques and Monuments	Public Art	Other Cultural Heritage Assets			
Historical Plaques Monuments	Murals Public Art Installations				
	FESTIVALS AND EVENTS				
Aboriginal Festivals and Events	Celebrations	Crafts Festivals and Events			
	Seasonal Celebrations Holiday Celebrations				
Cultural Heritage Festivals and Events	Cultural Heritage Tours	Fall Fairs			
Farm Events	Film Festivals and Events	Food & Wine			
Farmers Markets Farm Shows		Food Festivals Specialized Beverage Festivals Vineyard Tours			
Gallery or Studio Tours	Literary Festivals and Events	Multicultural Festivals and Events			
Neighbourhood-based Festivals and Events	Natural Heritage Festivals and Events	Natural Heritage Tours			
Performing Arts and Events	Public Art Tours	Street Festivals and Events			
Comedy Festivals and Events Dance Festivals and Events Music Festivals and Events Theatre Festivals and Events	Visual Arts Festivals and Events	Other Festivals and Events			

### REGINA'S CULTURAL RESOURCE FRAMEWORK



# Appendix E

## Appendix E: City of Regina Cultural and Heritage Programs

### **Cultural Programs**

### **Cultural Facilities and Programs**

Regina is home to a wealth of cultural facilities ranging from visual and performing arts spaces to community and neighbourhood centres to other recreational facilities. The City of Regina's current Recreation Master Plan makes recommendations for funding those facilities and programs that optimize benefits to the community. The Recreation Master Plan was approved by Council in 2010. Since this time the Plan has been used to guide the development and redevelopment of recreation facilities. There has, however been some change since the plan was approved. Some of these changes include the increasing rate of growth, change in demographics and the development of the Official Community Plan, Design Regina. For these reasons the City of Regina will be developing a new Recreation Master Plan in 2016/2017. The development of the new plan will involve extensive community consultation in 2017 and will consider citizen priorities with respect to the mix and type of recreation opportunities available. The completed plan will then be shared with Council to help guide decisions related to future investments.

### Neil Balkwill Civic Arts Centre

The Neil Balkwill Civic Arts Centre (NBCAC) is the City of Regina's focus for community arts learning. The facility opened in 1982 and is named after Neil Balkwill, longserving City of Regina Recreation Official who for decades was active in promoting parks and recreation and the arts in Regina and Saskatchewan. Overseen by the City of Regina's Community Development Branch, NBCAC offers a full range of fine arts and crafts programs for all ages and provides workshop/studio and exhibition facilities. NBCAC is also home to the Art Gallery of Regina, which is overseen by an independent board and an Executive Director. NBCAC provides all citizens with the opportunity to engage in the appreciation, understanding and recreation of visual arts and crafts. On average, over 65,000 people visit the NBCAC annually for programs, lessons, festivals, arts receptions and other functions.

### **Civic Art Collection**

The Regina Civic Art Collection (CAC) was established in 1983 by the Regina Arts Commission, a sub-committee of the Parks and Recreation Board. The CAC's mandate is to develop and preserve an art collection that will enhance the interior and exterior of public places in the City of Regina, reflect the City of Regina's commitment to preserve and acquire art objects with significant historic and/or aesthetic impact on the lives of the citizens of Regina, and encourage and benefit professional and amateur resident artists and crafts people. Eighty-five percent of the CAC's 356-piece collection is perpetually on exhibition, including 23 sculptures that are installed at outdoor venues throughout Regina.

### **Properties Exempt From Taxation**

In accordance with the authority stipulated in The Cities Act, in particular subsection 262(3), 10 properties owned or leased by cultural organizations and enterprises have been granted exemptions of paying property tax to the City of Regina in 2014. Individual organizations and enterprises may begin with a specific exemption bylaw, but after becoming a historical measure, they are often moved to the annual exemption bylaw approved by City Council.

This measure is made in consideration of lifting the added financial burden placed upon these museums, libraries, galleries and performing art centres in paying tax to the City and reflects the City's support for cultural organizations and enterprises.

### **Community Investment Grants Program**

The City's Community Investment Grants Program helps support cultural development in Regina through direct annual grants to non-profit organizations. In 2013, the program supported the core operating and core programming expenditures of eight cultural organizations in the City. Also, across a variety of funding opportunities, 36 unique cultural organizations received grant support for their activities, ranging from festivals and events to capital projects, programs, exhibitions, performances and organizational development.

### **Cultural Heritage Policies and Programs**

In 1978, the Provincial Government was the first to use its authority to designate historic places as Provincial Heritage Properties (PHP) in Regina. Three Provincial Heritage Properties were designated that year, and there are now 13 in the city. Several national historic sites, events and people have also been recognized. While this form of designation is purely commemorative in nature, the earliest designation dates to 1939.

In addition, there are nine federally owned and used Federal Heritage Buildings (heritage designations are made by the Minister of Environment) and one railway station also designated by the Minister of Environment using the provisions of the Heritage Railway Stations Protection Act.

With the passage of The Heritage Property Act in 1980, municipalities were enabled to become involved in the protection of heritage resources. For more than 30 years, the City has taken an active lead in recognizing the heritage value of buildings. Using the definition of "heritage properties" provided in the Heritage Property Act, the first inventory of historic places in Regina was conducted in 1981 and 1982. Two important places – the former post office on Scarth Street and St. Paul's Cathedral – were designated by City Council as Municipal Heritage Property in 1982. In 1983, Council adopted "A Heritage Program for the Downtown" as part of the Downtown Plan. Thirty-one years later, Council has designated 60 municipal heritage properties not including all of the properties in the Victoria Park Heritage Conservation District, and 240-250 properties are listed on the Heritage Holding Bylaw.

Certain myths can act as hurdles to a successful heritage program. One of the most common myths relates to the effect of heritage designation on declining property values. There is a widely held perception that protecting a property reduces property values or inhibits development. Several studies have demonstrated, however, that the opposite is true. Heritage conservation, in general, actually provides stability in the marketplace and protects property values by creating a category of prestigious properties that are highly valued. Recent research undertaken on a sample of heritage buildings in the downtown proved that the higher assessments ultimately led to increased property taxes<sup>6</sup>.

There are also challenges in ensuring that a cultural lens is applied to municipal planning. For example, the contribution of built heritage to quality of life, place-making, a sense of place, sustainable development, and affordable housing is not well understood within the City or the communityat-large. The re-use of existing building stock is not only environmentally responsible, but it also provides a pool of affordable housing often in highly sought-after early 20th century neighbourhoods.

Further to this, a growing community interest in recognizing intangible cultural heritage such as oral traditions, performing arts, social practices, festival events, traditional skills (e.g. crafts or masonry) and other knowledge or practices. The City currently provides financial support for certain forms of intangible cultural heritage, and it also manages a collection of historic public art, archival collections and the civic museum. The need to celebrate, commemorate, understand and interpret our cultural heritage will need to be a collaborative effort involving significant involvement of the community.

### Footnotes

<sup>&</sup>lt;sup>6</sup> "Incentives for Heritage Building Upgrades in Regina" by Coriolis Consulting Corp. (2013)



# Appendix F

## **Appendix F: Culture and the Economy**

Creativity and culture play a key role in promoting the growth of local economies. In recent years, the traditional economic growth model – in which the attraction of large-scale business investment plays a central role in attracting jobs and people – has been turned on its head. Many communities now recognize that enhancing the quality of a place and creating attractive amenities is a more effective way to draw talented people, which in turn attract business investment.

Given the fact that this "creative" labour force values diverse cultural and arts experiences as well as access to the natural environment, communities must understand and cultivate their cultural resources to drive economic development. This notion of culture-led economic development recognizes the value of place, and that environments which offer diverse cultural experiences and amenities are better positioned to attract and retain creative people and businesses, and to generate wealth for their communities.

Cities around the world continue to develop clusters of cultural activity, the "new gold" of the creative economy. Cities rich in cultural resources are sources of creativity, economic wealth generators, and magnets for talent across all sectors of the economy<sup>7</sup>. Professor Charles Landry, a Master of International Urban Creativity with the Beijing DeTao Masters Academy and international authority on the use of imagination and creativity in urban change, suggests that culture be elevated from an undervalued, peripheral role in urban planning and economic development to a central position in shaping the growth of cities: "Cultural heritage and contemporary expressions of it have provided a worldwide focus for urban renewal. In the midst of economic development we find inspiration in the buildings, artifacts, traditions, values and skills of the past. Culture helps us to adapt to change by anchoring our sense of being; it shows that we come from somewhere and have a story to tell."<sup>8</sup>

### **Regina's Cultural Economy**

### **Data Limitations**

Formal government statistics do not provide a complete picture of the individuals and organizations involved in the cultural sector. Much of the cultural sector, particularly the non-profit portion, defies accurate capture by standard statistical measurements. There are many ways in which the human resources and businesses engaged in cultural activities and the resulting financial output are not easily captured by typical statistical methodology. Factors include:

- Many organizations that do not have full-time employees but operate with volunteers, part-time staff, or casual/ seasonal employees conduct cultural activities. The result is a significant underestimation of the full complement of human resources compared to employment data captured in more traditional economic sectors and activities.
- Some individuals who work full-time in an occupation unrelated to culture carry out cultural activities on a part-time or casual basis. As a secondary occupation and source of income, this work it is not captured statistically, either from the income or occupation perspective.
- Self-employment in the cultural sector may not be captured as such on census or other reporting forms.
- If the organization or activity is not registered as a business with a GST/HST account and with more than \$30,000 in gross business revenue, or is not filing a corporate tax return, it would not be captured in the Business Register or Canadian Business Patterns data used in the analysis undertaken for the Cultural Plan.
- Cultural activities could operate as a business, but they are not regarded as such by the "owner", and are therefore not registered with a business number.

- The 2011 National Household Survey (NHS), as it relates to occupations, only reports on the employed labour force. Individuals unemployed at the time of the survey are not captured (unlike previous census data that did capture unemployed individuals in different occupational groups).
- The 2011 NHS was a voluntary survey, and this introduces a response bias. Individual income levels, educational attainment, and occupational classes can be correlated to higher or lower response rates. Accordingly, the NHS should not be directly compared to census-based data.

The cultural mapping, which underpins Regina's Cultural Plan, allows the city to fill some gaps between statistical analysis and on-the-ground knowledge about Regina's cultural sector and its contribution to the local economy.

### **Creative Cultural Industries**

The cultural sector in Canada is captured in two standard industry categories: information and cultural industries, and arts, entertainment and recreation. In Regina, information and cultural industry firms account for 1.5% of the city's total number of businesses, which is consistent with the national average of 1.6%. On the other hand, the city's arts, entertainment and recreation firms and organizations account for 1.2% of the total number of businesses. While this figure is ahead of the provincial average of 1.0%, it trails the national average of 1.7%.

Since the 2008 recession, the growth of the cultural sector captured in these two categories has lagged significantly behind provincial and national averages. As seen in Figure 3, arts, entertainment and recreation businesses or organizations in Regina declined by 1.9%, compared to 3.6% growth provincially and 5.1% nationally. In information and cultural industry businesses, Regina's growth was 1.0%, compared to 6.0% provincial and 9.1% growth nationally.

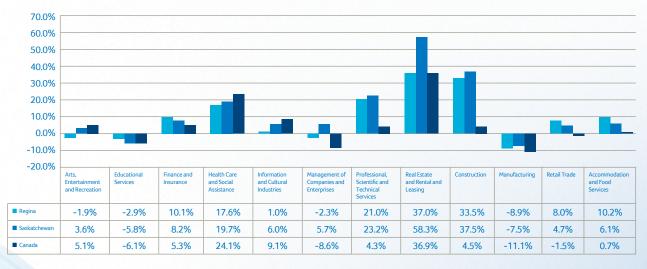
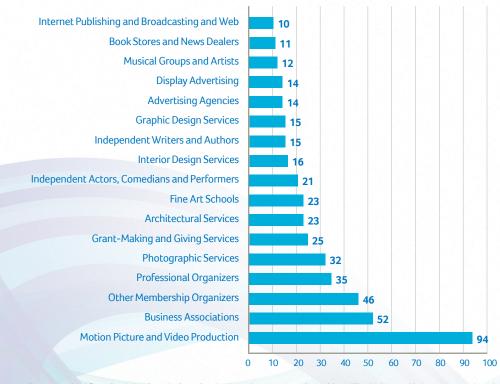


FIGURE 3: CANADA, SASKATCHEWAN, REGINA, % CHANGE BY NUMBER OF BUSINESSES BY INDUSTRY (2 DIGIT NAICS) 2008-2012

Source: Derived from Statistics Canada Canadian Business Patterns Data (2008, 2012) by Millier Dickinson Blais Inc.

As of 2012, the total number of cultural businesses (forprofit and not-for-profit) totalled 658°. Notably, Regina is home to three production firms that employed between 200 and 499 workers. As of 2012, there were no other categories that supported firms of comparable size. Beyond the motion picture and video production subsector, Regina is home to a wide array of cultural businesses, with many supporting the sector as a whole. For example, Regina is the site of over 130 business associations, membership organizations, and professional organizations. This local concentration of decision-making and leadership bodies speaks to the status and prominence of Regina as a provincial capital. Figure 4 provides a snapshot of Regina's top cultural businesses based on the total number of firms operating in 2012. Motion picture and video production firms dominated the landscape of Regina's cultural businesses in 2012. While this number of firms represents the technical count of companies, it must be qualified by the fact that in the film industry it is standard practice for parent production firms to create or spin-off new production companies to support the development of new projects. Consequently, the large number of companies or firms in this category should be understood as relatively inflated when compared with other categories of cultural business. More recently, due to the loss of the Saskatchewan Film Employment Tax Credit program (SFETC), this this sector has seen significant losses of employment.



#### FIGURE 4: REGINA'S TOP CREATIVE CULTURAL BUSINESSES, 2012

Source: Derived from Statistics Canada Canadian Business Patterns Data (2012) by Millier Dickinson Blais Inc. As noted on the previous page the number of Motion Picture and Video Production businesses is distorted by the nature of the industry which relies on the formation of production companies to support new projects and are often disbanded once that production is complete.

### **Creative Cultural Occupations**

This analysis uses a definition from Statistics Canada's Canadian Framework for Cultural Statistics and focuses exclusively on occupations that are directly related to cultural production, combined into the following two categories:

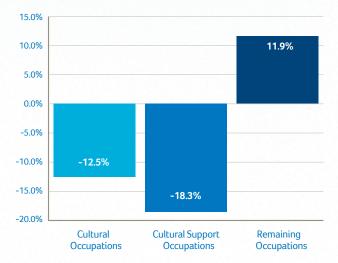
- Creative and artistic production occupations, which includes architects, designers, writers, performing artists, visual artists and artisans.
- Heritage collection and conservation occupations, which includes librarians, curators and archivists.

These two definitions further define a small group of culture support occupations, including:

- Cultural management, including supervisors and managers in the arts.
- Technical and operational occupations, including drafting technicians, camera operators, broadcasters, and other technicians and technologists.
- Manufacturing occupations, including film processing, printing and binding operators, and camera and plate makers.

From 2006 to 2011, the total labour force in Regina's Central Metropolitan Area (CMA) has grown 11.9%, essentially in parallel with population growth. By contrast, cultural occupations and cultural support occupations<sup>10</sup> (including managerial, technical, operational, and manufacturing jobs) declined by over 12% during the same period (Figure 5).

FIGURE 5: TOTAL CULTURAL, CULTURAL SUPPORT AND REMAINING OCCUPATIONAL CATEGORIES % CHANGE 2006-2011, REGINA CMA



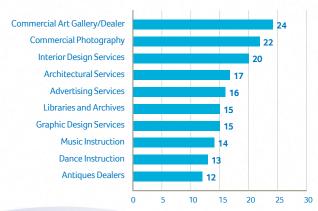
Source: Statistics Canada. Census of Population 2006; Statistics Canada National Household Survey 2011. Adapted by Millier Dickinson Blais Inc;

Note. The NHS 2011 occupational data set, which captures only the employed labour force, has been inflated by 4.8%, the local unemployment rate in 2011, to allow for comparisons between the 2006 occupational statistics, which captured the total labour force (both employed and unemployed).

### Cultural Enterprises - Libraries, Galleries, Museums and Performing Arts

Cultural mapping identified 308 cultural enterprises (culture-based businesses and established non-profit cultural organizations) in Regina. Leading the number of cultural enterprises were commercial art galleries and art dealers (24), followed closely by commercial photographers (22) and interior design businesses (20). Among established not-for-profits, libraries and archives (15) reflected the strength of Regina's public library system. Figure 6 captures the top 10 cultural enterprises, with commercial art galleries and dealers heading the list.

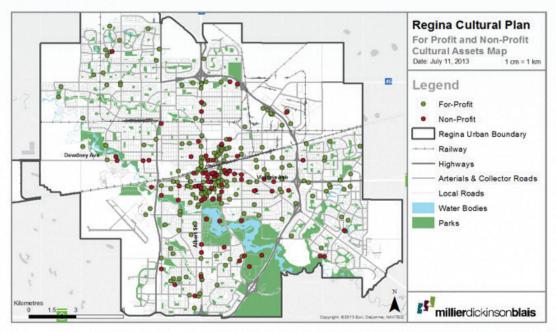
#### FIGURE 6: TOP 10 CULTURAL ENTERPRISES IN REGINA



In terms of spatial concentrations, cultural enterprises are clustered in three distinct areas: the Downtown, Warehouse District, and Cathedral neighbourhoods (Figure 7). Although the Warehouse District is separated by the railway lands, research and findings from the community engagement process showcased interest in better connecting these clusters. Planned redevelopment of the railway lands combined with an overarching goal of Design Regina, to create a larger urban core termed the "City Centre", creates the opportunity for an associated strategy in the years ahead. Regina's established non-profit cultural enterprises are clustered predmoninently in the downtown and Wascana Park areas. The Central Library and Globe Theatre are anchor institutions in the downtown. The area of Wascana Park is home to the MacKenzie Art Gallery, the Saskatchewan Science Centre, the Royal Saskatchewan Museum, the Conexus Arts Centre, and the Legislative Building (one of the city's defining cultural heritage buildings), to name a few.

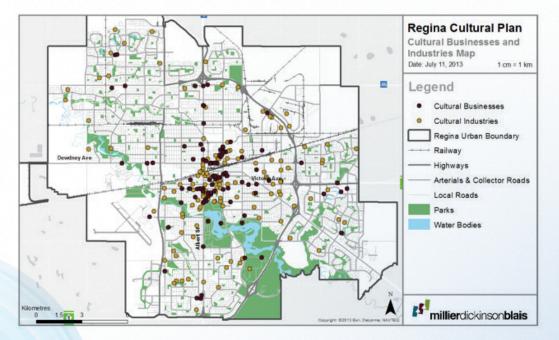
Strong transit connections are a clear factor in the location of both non-profit and for-profit cultural enterprises. Mapping of for-profit cultural enterprises, however, diverges from that of the non-profit sector, revealing a stronger presence of organizations outside the core and in a range of neighbourhoods where people live, work and shop, suggesting a range of live/work arrangements.

There are two types of for-profit cultural enterprises: cultural businesses (retail businesses, such as commercial galleries and bookstores, that sell cultural products and services directly to residents and visitors) and cultural industries (businesses such as film studios and design firms that create, produce, and distribute cultural goods and services through channels not involving street-level encounters with consumers ). Cultural businesses are more clustered in the downtown core and along arterial roads, while cultural industries are widely distributed throughout the city, including predominantly residential areas. Figures 7 and 8 illustrate these conclusions:



### FIGURE 7: NON-PROFIT AND FOR PROFIT CULTURAL ENTERPRISES IN REGINA

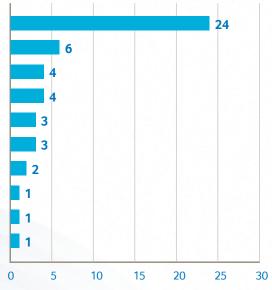
FIGURE 8: MAP OF CULTURAL BUSINESSES VS CREATIVE CULTURAL INDUSTRIES



### **Community Cultural Organizations**

Regina's community cultural organizations (smaller, often community-based groups with less formal organizational structures and infrastructure) are essential to the cultural vitality in the city. They are, however, also among the most challenging to locate due to their grassroots nature. The cultural mapping exercise identified 49 such organizations. Multicultural organizations represent the largest number of community cultural organizations, a strong indication of the city's growing diversity. These organizations included those with broad cultural mandates related to conserving and promoting the cultural traditions and forms of expression of specific communities. Examples included the Brazilian Cultural Exchange Society and the Association Canadienne-Française de Regina. The mapping also identified a number of community organizations serving discipline-specific resources, such as visual arts, dance, and performing arts, as well as numerous First Nations, Métis and Inuit organizations with broad cultural mandates. Figure 9 identifies the range of community cultural organizations.

## Multicultural Organization Choirs Performing Arts Organizations Aboriginal Organizations Music Organizations Visual Arts Organizations Dance Organizations Film Organizations 1 Storytelling Literary Organizations



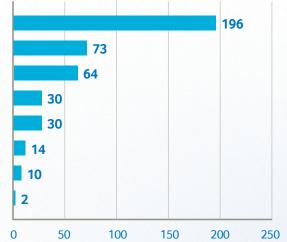
#### FIGURE 9: TOP COMMUNITY CULTURAL ORGANIZATIONS

### **Cultural Heritage**

Regina's rich and diverse cultural heritage assets are a defining feature of the quality of life that Regina offers its residents. These resources are a source of civic pride and contribute to defining Regina's unique identity and sense of place. Cultural mapping identified 387 cultural heritage assets across a range of categories described and spatially mapped in detail in the Key Findings Report. While the focus of the Regina cultural mapping inventory has been on tangible cultural assets, the importance of the city's intangible heritage resources – its history, traditions and stories – emerged as a powerful theme in community engagement. Those engagement sessions highlighted the powerful role stories can play in opening up intercultural dialogue and exchange. Figure 10 illustrates the range of cultural heritage resources in Regina.

#### FIGURE 10: CULTURAL HERITAGE ASSETS IN REGINA

Heritage Properties - Listed Public Art and Heritage Monuments Heritage Properties - Designated Archaeological Sites Victoria Park Heritage Conservation District Heritage Properties - Designated - Provincial Heritage Properties - Designated - Federal Paleontological Sites



### Footnotes

- <sup>7</sup> Charles Landry. The Creative City. Earthscan Publishers, 2008
- <sup>8</sup> Charles Landry. The Creative City. Earthscan Publishers, 2008.
- <sup>9</sup> This number is based on Statistics Canada's Canadian Framework for Culture Statistics that defines Canada's cultural sector and integrates cultural industries and organizations drawn from two standard industry categories.
- <sup>10</sup> Cultural occupations and cultural support occupations are also defined by Statistics Canada's Canadian Framework for Cultural Statistics.



# Appendix G

## **Appendix G: Indicators**

The following indicators will be used to measure the implementation and outcomes of the Regina Cultural Plan's Goals, Objectives, and Actions. These indicators are sourced from the Municipal Cultural Planning Indicators and Performance Measures Guidebook which was created by the Canadian Urban Institute in 2011. The full document can be found at:

http://static1.squarespace.com/ static/546bbd2ae4b077803c592197/t/54b80671e4 b0023bcfc17d2c/1421346417296/CUIPublications. MunicipalCulturalPlanning.pdf



# Municipal Cultural Planning Indicators and Performance Measures

GUIDEBOOK

2011

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Municipal Cultural Planning Indicators & Performance Measures Guidebook

## I. Purpose of the Guidebook

The purpose of this guidebook is to provide municipal staff and other interested parties with a set of indicators that they can use to measure and evaluate the inputs, processes and outcomes of Municipal Cultural Planning (MCP) in their communities.

The guidebook provides a menu of over 70 indicators that municipal staff can use to choose what they want to measure in their community. The menu is presented in the form of a table that lists the indicator (what we measure); the metric (how we measure it); the data source (where to get the information) and frequency (how regularly the information is updated).

The guidebook provides ways of measuring the impacts of MCP as:

- Inputs primarily in terms of money;
- Processes that identify, strengthen and leverage cultural resources; integrate MCP into municipal planning and decision making;
- Outcomes of MCP in terms of creativity, wealth, quality places, social cohesion and the
  organizational change that results from engaging in MCP.

This guidebook discusses indicators and how to choose them; identifies data sources that are available to municipal staff; and discusses data collection methodologies.

Where municipalities already do cultural planning it is hoped that this guidebook will enable them to be better able to measure its impacts. For municipalities that have not yet adopted MCP, we hope that the guidebook will demonstrate to decision makers that the impacts of MCP can be measured and the benefits evaluated and that this will in turn encourage them to support MCP.

Municipal Cultural Planning Indicators & Performance Measures Guidebook

## II. What is MCP?

Municipal Cultural Planning (MCP) is defined by the Government of Ontario as:

A municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.<sup>1</sup>

MCP is guided by 5 core assumptions<sup>2</sup>. These are:

- **Cultural Resources** MCP embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.
- **Cultural Mapping** MCP begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems).
- Adopting a "cultural lens" MCP involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.
- **Cross-Sectoral Strategies** MCP requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.
- **Networks and Engagement** MCP involves strengthening networks across the cultural sector and comprehensive and ongoing strategies to support community engagement.

### **III. Why is MCP Important?**

MCP is said to benefit communities by harnessing their cultural resources and creative potential to achieve social and economic benefits like job creation, and make them more livable and attractive places to residents, newcomers and investment. Increasingly culture is being included as a component of municipal policies such as Strategic Plans, Economic Development and Tourism Strategies, Official Plans and Integrated Community Sustainability Plans. Figure 1 shows how cultural planning is connected to many of the important processes of building complete sustainable communities.

<sup>1</sup> Municipal Cultural Planning Incorporated. 2011. *Municipal Cultural Planning: A Toolkit for Ontario Municipalities*. Retrieved from http://www.ontariomcp.ca/library.
 <sup>2</sup> Ibid.

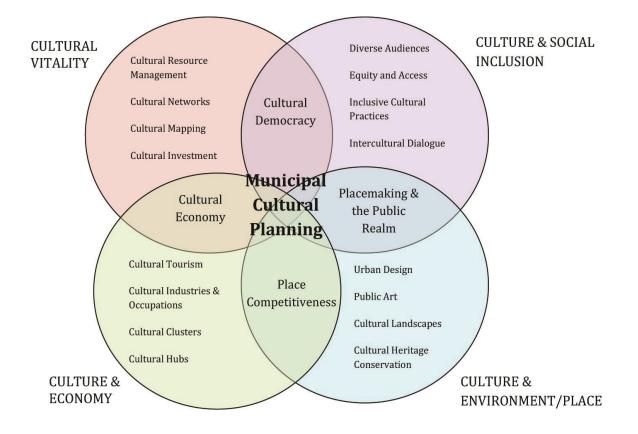


Figure 1: Culture and Sustainability<sup>3</sup>

There appears to be a growing acceptance throughout Ontario of culture's role in renewing local economies. Over a quarter of all 35 mid-size cities (population 50,000–500,000) in Ontario have cultural plans in place, and a similar proportion of municipalities are in the process of developing plans.<sup>4</sup> While there may be a variety of motivations, it seems that towns and cities are engaged in MCP because they see culture in their community as an increasingly important differentiator of their identity; as a key determinant of location decisions by talented individuals, new businesses and investment; and as an important contributor to wealth creation through tourism and the creative economy.

<sup>&</sup>lt;sup>3</sup> Ibid.

<sup>&</sup>lt;sup>4</sup> Kovacs, Jason F. 2010. *Cultural plan implementation and outcomes in Ontario, Canada,* Cultural Trends, 19:3, 209-224.

# **IV. Why Measure MCP?**

While anecdotal evidence points to progress being made in MCP outcomes within municipal governments and the community<sup>5</sup>, many municipal practitioners have expressed interest in gathering evidence that demonstrates the effectiveness of MCP. At a time of increased scrutiny of municipal budgets, municipal staff have expressed a need to be able to develop evidence that demonstrates the importance of cultural planning and evaluates and supports investment in MCP by municipalities.



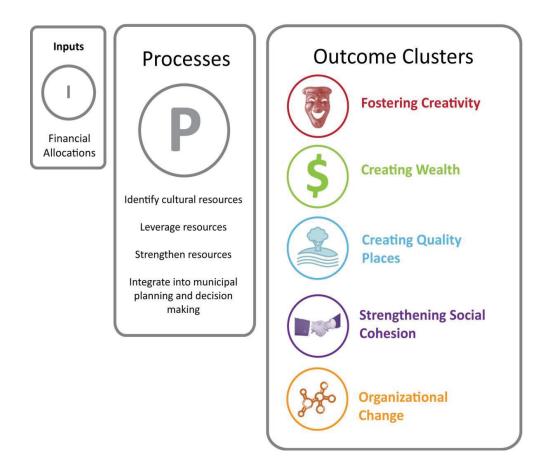
## V. A Framework for Measuring MCP

When municipalities engage in MCP, they:

- Identify a community's cultural resources;
- Leverage those resources through a variety of means;
- Strengthen the management of those resources; and
- Integrate the use of those resources into their planning and decision making processes to achieve some specific outcomes.

<sup>5</sup> Ibid.

Measuring the impacts of MCP entails evaluating the *inputs*, *processes* and *outcomes* of MCP. By processes, we refer to evidence of *identifying*, *leveraging*, *strengthening* and *integrating* cultural resources. By outcomes we refer to evidence of *fostering creativity*, *creating wealth*, *creating quality places*, *strengthening social cohesion* and the *organizational changes* that occur within a municipal corporation as a result of MCP. Of course, MCP would not be possible without *inputs* of resources which are measured primarily in the form of financial allocations.



### **VI. Indicators**

### What are Indicators?

An indicator is "an instrument or tool for evaluation, a yardstick to measure results and to assess realization of desired levels of performance in a sustained and objective way."<sup>6</sup> Indicators help provide the evidence you need to support the story you want to tell or the recommendations you want to make. When choosing indicators, the most important question to ask is "What do we want to measure?"

<sup>&</sup>lt;sup>6</sup> Chapman, A., 2000, *Indicators and Standards for Monitoring Economic, Social and Cultural Rights*, Second Global Forum on Human Development, Brazil, 9-10 October 2000, retrieved from http://hdr.undp.org/docs/events/global\_forum/2000/chapman.pdf.

This guidebook will help you choose indicators to collect the evidence you need to determine the impacts of municipal cultural planning. The indicators in this guidebook *will not* tell you how many jobs will be created from an investment in a cultural asset. Indicators are not algorithms or causal equations. They do not tell you that if you invest this amount of money in a cultural asset this number of jobs or businesses will be created. Indicators are helpful tools to assess available data to make conclusions about things you want to measure – in this case jobs from an investment in a cultural asset.

Indicators may be quantitative or qualitative. Quantitative indicators are statistical measures based on numerical or statistical facts<sup>7</sup>. Qualitative indicators are language-based descriptions of cultural phenomenon<sup>8</sup>. This guidebook includes both types of indicators because together, they develop a complete picture of the impacts of MCP. For instance, where quantitative indicators provide information about such things as numbers of participants, qualitative indicators can provide information about perceptions around participation, like what people's perceptions of accessibility to participation are. The indicators listed in this guidebook are designed primarily to be used to monitor and evaluate the impacts of municipal cultural planning internally. In this way, the indicators work to help you establish trends in your town or city that can be compared over several years.

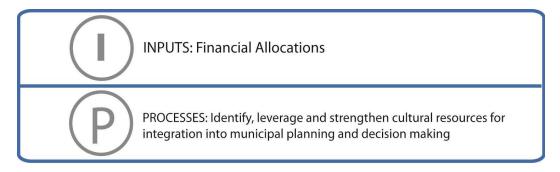
### A Menu of Indicators

This guidebook provides a menu of over 70 indicators. With so many different types of municipalities in Ontario ranging from large cities to rural communities and mid-sized towns, a pre-selected set of indicators would not work. By offering a menu of indicators, municipal staff can choose 10 or 15 measures that work best in their town or city and reflect their town's identity, values and priorities. Every municipality will have its own distinct ideas about what it wants to measure.

### **Outcome Clusters**

This guidebook provides five categories into which we have organized the outcomes of MCP. They are called outcome clusters and comprise Fostering Creativity, Creating Wealth, Creating Quality Places, Strengthening Social Cohesion and Organizational Change.

Each of these outcome clusters has an icon that is used in the table of indicators. The table includes the indicator definition; an icon (or several) that indicates whether it is an input, process or outcome indicator; metric; data source; data collection frequency; and notes that provide extra information to help understand the indicator.



#### 7 Ibid.

<sup>8</sup> International Federation of Arts Council and Culture Agencies (IFACCA). June 2005. *Statistical indicators for arts policy.* 

### **Outcome Clusters**



The outcomes that you select to track and monitor will form the basis for the evidence of the impacts of municipal cultural planning in your town or city. In some towns, fostering creativity may be the key outcome around which you develop evidence. In other places, creating wealth and strengthening social cohesion may be key strategic outcomes. Others may want to track two or three indicators for each outcome cluster. The indicators in the menu are organized to help you develop evidence about the value of inputs, processes and outcomes.

# VII. Telling the Story and Choosing the Indicators

The most important part of choosing the indicators you want to use is determining what you want to measure. The best way to do this is to align the inputs, processes and outcomes of municipal cultural planning with important priorities that have been established by Council in your municipality. This way, you can ensure that you tell a story that resonates where you live.

- 1. Decide on the story you want to tell
- 2. Select the indicators you want to track

### Decide on the story you want to tell

Start by thinking about the story that you want to be able to tell once you have gathered your evidence. This may be the most difficult part of this process. In some towns and cities, people may all agree on the story they want to tell and the plans and policies may be clearly aligned. In this case, determining the story you want to tell will be easy.

To do this, examine the Strategic Plan, the Economic Development Plan, the Culture Plan, the Tourism Plan, etc. and determine the commonalities between them. There may be clear priorities, themes or directions that emerge, and these are what you want to inform your story.

For places where the story is not as easy to agree upon, or there is no Strategic Plan in place, consider what the plan for prosperity is in your town or city. Read other municipal plans and understand what strategic priorities emerge from them, then look at how cultural resources in your community can help to achieve them.

If you want to tell a story about improving integration and participation in your community, you may want to develop evidence around *strengthening social cohesion*. If your story focuses on job creation, you may want to measure things that are part of the *creating wealth* outcome cluster.

#### Select the indicators you want to track

Once you have determined what you want to measure, then you can select your indicators based on this. You may want to track *total expenditures on arts and culture* (an input) over time; as well as *funds leveraged by municipal investment in arts and culture grants* (a process) which can be seen to *foster creativity* or *create wealth* (outcomes). Indicators will give you the evidence you need to support your story.

Try not to think of selecting the indicators as an exercise in whittling down the list of over 70. It is recommended that you track no more than 15 indicators. This will ensure replicability, keep

data collection manageable, and not be too resource intensive. The story you tell will be developed over time as you see trends emerge in the data you collect.

An example:

A Northern Ontario community holds as one of its strategic priorities to attract and retain youth. Many of Council's decisions and resource allocations are made with this priority in mind. In order to tell the story of this town, you need to measure the contribution culture can make to the quality of place that would help to attract and retain youth. Some sample indicators you might use to tell this story are:

- 11. Number of "outdoor activities" businesses
- 19. Amount of trail space
- 56. Walkability
- 62. Housing affordability

### A note on data analysis

This guidebook provides you with information and links to various data sources. It also recommends a menu of indicators to choose from. It is not a rulebook; it is meant to generate discussion and begin the work on generating evidence for MCP. The guidebook has been designed to apply to all Ontario municipalities as much as possible, taking into consideration data availability and constrained municipal resources. However, we understand that a deeper analysis of certain indicators will be useful in some places, depending on the story you want to tell. If there is a more detailed analysis you want to undertake with the data you collect, we encourage you to do so.

For instance, combining postal code data with some of the indicators can provide you with more detailed information. When examining Number of visits to cultural facilities and spaces (#43), for example, combining the postal code data of participants with participation numbers can provide a municipality with a more detailed picture of participation. Such an analysis can reveal information about where the participants are coming from and can also show which postal codes have low participation rates.



### **VIII. Getting the Data**

The outcomes or indicators you select can be influenced by the type of data available for what you want to measure. There are three types of data referred to in this guidebook:

- data available from existing sources including Statistics Canada;
- data your municipality is already collecting; and
- data that your municipality may need to start collecting if it wants the information. This type of data may largely by qualitative and available through surveys.

As a starting point, your municipality will need to establish a baseline by collecting data.

### **Establishing Baselines**

A baseline is a starting place. It is a number that is recorded the first time something is measured. It is a measurement that is used as a reference for subsequent measurements – a benchmark. Baselines allow municipalities to assess progress toward a goal, or to assess trends that compare measures over several years.

### **Data Sources**

### **Existing Data Sources**

The primary source for much of the data that is currently available and suitable for measuring the impacts of municipal cultural planning in Ontario is Statistics Canada, primarily data that is collected through the census. This data is reliable and collected regularly, often every year, or every five years for census data. This data allows comparisons to be made both internally and between municipalities because it is systematically collected using the same definitions across time and place.

Statistics Canada data is available at the CA (census agglomeration), CMA (census metropolitan area), CD (census division) or CSD (census subdivision) level (See sidebar). There are often costs associated with disaggregation as some data may only be available at the CMA level. The reason data may not be available at more specific levels is due to privacy concerns and the statistical unreliability of small sample sizes.

### **Statistics Canada Data Availability Levels**

Census Metropolitan Area /Census Agglomeration (CMA/CA) An area consisting of one or more adjacent municipalities situated around a major urban core. To form a census metropolitan area, the urban core must have a population of at least 100,000. To form a census agglomeration, the urban core must have a population of at least 10,000.

### Census Division (CD)

A group of neighbouring municipalities joined together for the purposes of regional planning and managing common services (such as police or ambulance services). These groupings are established under laws in effect in certain provinces and territories of Canada. For example, a census division might correspond to a county, a regional municipality or a regional district. In other provinces and territories where laws do not provide for such areas, Statistics Canada defines equivalent areas for statistical reporting purposes in cooperation with these provinces and territories.

#### Census Subdivision (CSD)

An area that is a municipality or an area that is deemed to be equivalent to a municipality for statistical reporting purposes (e.g., as an Indian reserve or an unorganized territory). Municipal status is defined by laws in effect in each province and territory in Canada.

Source: Statistics Canada. No date. Illustrated Glossary. Retrieved from http://geodepot.statcan.ca/Diss/Reference/COGG/Index\_e.cfm

#### **Data Your Municipality Already Collects**

The data you are looking for may already be collected by your municipality. Most municipalities collect large amounts of data. However it may be challenging to find it. Where the indicator table in this guidebook refers to locally sourced data, we try to identify the municipal department that is likely to collect it. Generally, this data will not be able to be compared between other municipalities because it is collected by one municipality for its own purposes and the collection methodology will not be consistent in other places. However, data collected as part of the Province of Ontario's Municipal Performance Measurement Program (MPMP) and the Ontario Municipal Benchmarking Initiative (OMBI) - a co-operative of 15 Ontario municipalities – can be compared with other municipalities as it is collected the same way (see sidebar).

#### **MPMP**

The Municipal Performance Measurement Program (MPMP) is a performance measurement and reporting system that promotes local government transparency and accountability. It also provides municipalities with useful data to make informed municipal service level decisions while optimizing available resources.

All Ontario municipalities are required to report MPMP efficiency and effectiveness measures for services provided by their municipality. The following service areas are included in the 2011 program:

- o General government
- o Protection (fire, police)
- o Building services
- o Transportation (roadways, transit)o Environment (wastewater, storm
- water, drinking water, solid waste)
- o Parks and recreation
- o Library services
- o Land use planning

Source: Ministry of Municipal Affairs and Housing. No date, Municipal Performance Measurement Program (MPMP). Retrieved from http://www.mah.gov.on.ca/Page297.a spx

### OMBI

The Ontario Municipal Benchmarking Initiative (OMBI) is a groundbreaking collaboration between 15 progressive Ontario municipalities. Led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality, OMBI fosters a culture of service excellence in municipal government. It does this by creating new ways to measure, share and compare performance statistics to help Councils, staff and citizens understand where their administrations are performing well and where they can make improvements. OMBI also allows experts in each of the participating municipalities to share ideas on leading operational practices, so that they can find new ways to improve the delivery of services in their municipality.

Source: Ontario Municipal CAO's Benchmarking Initiative. No date. Welcome to OMBI. Retrieved from http://www.ombi.ca/index.asp

*Cultural Resource Mapping: A Guide for Municipalities* provides some advice about how to search for internal data with respect to building a cultural resources database that may be useful for indicator data collection as well. The guide advises that when contacting other municipal departments, ensure that the following questions are being discussed for every data source of interest:

- What is the data typically for?
- Does your organization collect this information directly, or does it get it from another source? Where does it reside?
- How often is the data updated and who is responsible for updating it?
- Is any of the data sensitive? I. e. is it restricted from use by certain staff, other organizations or the public?
- What format is it managed in?<sup>9</sup>

### **Data Collected for Specific Purposes**

### **Surveys**

Surveys are the simplest and most common way to collect qualitative data. You could administer a survey at little cost through Survey Monkey (www.surveymonkey.com) and ask several questions easily, thereby gathering data for several indicators at once and conserving resources. Keep in mind that an accurate sample may require surveys to be administered in person at the door or at events so that you are not reliant on visitors to your website or an existing contact list you may have.

Depending on your town or city's needs and focus, you may want to collect new data in order to evaluate some specific impacts of municipal cultural planning. Most often, this is accomplished through surveys (see sidebar) and can be time and labour intensive. As this data will be qualitative and its collection methodology and mechanisms will not be consistent across municipalities it will only be used in the place it was collected. Sometimes this data can be collected as a few additional questions on an already scheduled survey instrument. You may want to ask the CAO or City Manager to make all departments aware of the surveys that the municipality is undertaking each year. Wherever possible, this guidebook has identified which municipal department is likely to be responsible for carrying out the work to collect this data.

<sup>&</sup>lt;sup>9</sup> Municipal Cultural Planning Incorporated. 2010. *Cultural Resource Mapping: A Guide for Municipalities*. Retrieved July 21, 2011, from http://www.ontariomcp.ca/library.

### IX. Table of Indicators

	LIST OF INDICATORS					
	INPUTS PROCESSES	FOSTERING CREATIVITY		NGHTENING AL ESION ORGANIZATIONAL CHANGE		
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES		
1	Total expenditures on arts and culture by municipality	Total annual net operating expenditures plus total grants expenditures plus total capital expenditures.	Municipal budget/Annually	Includes operating, grants and capital expenditures.		
2	Total operating (net) expendi- tures by municipality on arts and culture	Total annual net operating expenditures on arts and culture by the municipality.	Municipal budget/Annually			
3	Total grants expenditures by municipality on arts and culture	Total annual arts and culture grants expenditures by the municipality.	Municipal budget/Annually	18		

		FOSTERING CREATIVITY SCREATING WEALTH	( 🚬 ) QUALITY 🛛 💽 SOCI	AL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
4	Total capital (annual) expen- ditures by municipality on arts and culture	Total annual capital arts and culture expenditures by the municipality.	Municipal budget/Annually	
5	Per capita expenditures on arts and culture by municipal- ity	Total annual expenditures (including op- erating, grants and capital expenditures) divided by total population.	Municipal budget; census of popula- tion/Annually	Includes operating, grants and capital expenditures.
6	Per capita cost to provide culture services	The total culture operating costs and culture grants divided by total population. (Does not include capital costs.)	Municipal budget; census of popula- tion/Annually Reported by municipalities partici- pating in OMBI.	OMBI indicator: Culture Operating Cost Including Grants per Capita (CLTR 205). Includes costs provided to venues such as art galleries, historical sites, cultural centres and museums. Does not include libraries, parks and recreation programs. Does not include capital costs. 15 Ontario municipalities currently par- ticipate in OMBI.



	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
7	Per capita arts and culture grants expenditures	Total annual arts and culture grants ex- penditures by the municipality divided by total population.	Municipal budget; census of popula- tion/Annually	Same indicator as reported by OMBI: Arts Grants per Capita (CLTR 110).
8	Municipal culture investment in culturally distinct and di- verse communities	The number of community cultural orga- nizations and artists from aboriginal or diverse ethnocultural communities who have received municipal culture funding and amount of funding received.	Local Culture Department/Depen- dent on local data	
9	Cultural resources database	Is there a cultural resources database?	Local Culture Department/Depen- dent on local data	
10	Number of businesses in the culture sector	Total number of businesses in each of the cultural industries included in the culture sector, according to NAICS codes. Total number of businesses in all cultural indus- tries in the culture sector.	Statistics Canada. No date. Canadian Business Patterns (CBP) (database). For description of database and cost see footnote <sup>11</sup> . <u>CBP Database</u> Semi-annually	The Canadian Framework for Culture Statistics defines the culture sector as "creative activity and the goods and services produced by it, and the preser- vation of human heritage". The Frame- work includes 14 culture industries in the sector. See Appendix 2 for detailed NAICS codes for the culture sector.

	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH		INGHTENING AL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
11	Number of "outdoor activities" businesses	Total number of businesses in each of the industries included in "outdoor activities", according to NAICS codes. Total number of businesses in all "outdoor activities" industries.	Statistics Canada. No date. Canadian Business Patterns (CBP) (database). For description of database and cost see footnote. <u>CBP Database</u> Semi-annually	The set of industries included in "Out- door Activities" has been adapted from the list developed by the City of Dryden and the Dryden Development Corpora- tion as part of the Kenora District Re- source Mapping Project. See Appendix 4 for detailed NAICS codes.
12	Number of workers in cultural industries	Total number of workers in cultural indus- tries. Add total number of workers in each of the cultural industries at a four-digit NAICS code level. (See Appendix 2 for complete list of cultural industries.)	Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-559-XCB2006009 (Canada, Code01). Industry - North American Industry Classification Sys- tem 2002 (433), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data (table). Industry by North American Industry Classification System (2002) Every 5 years	The Canadian Framework for Culture Statistics defines culture as "creative activity and the goods and services pro- duced by it, and the preservation of hu- man heritage". The Framework includes 14 cultural industries that are involved in the creation, production, manufacturing, distribution and preservation of culture goods. Statistics Canada data for industries is only available up to 4 digit NAICS codes. 4 digit NAICS codes for cultural indus- tries are: 3231, 3271, 3346, 4144, 4511, 4512, 4539, 5111, 5121, 5122, 5151, 5152, 5161, 5175, 5191, 5322, 5413, 5414, 5418, 5419, 6116, 7111, 7113, 7114, 7115, 7121, 8129, 8132, 8133, 8139.

and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data (table).for detailed NAICS codes.Industry by North American Industry Classification System (2002)Harrage and Census Agglomerations, 2002Statistics Canada data for industries is only available up to 4 digit NAICS codes. 4 digit NAICS codes for "outdoor activi- ties" industries are:Industry by North American (2002)Industry Classification System (2002)4871, 4872, 4879, 7121, 7131, 7139, 7212.Every 5 yearsWhen using this indicator, be aware that NAICS 7121 (Heritage Institutions) is also counted in Indicator 12-Number of workers in cultural industries. It may be best to decide with cultural indus- tries or "outdoor activities" industries. It		INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH		CNGHTENING IAL ESION
door activities" industries door activities" industries at a four digit NAICS code level.of Population, Statistics Canada catalogue no. 97-559-XCB200600 (Canada, Code1). Industry - Nort American Industry Classification Sys- tem 2002 (433), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Over of Census - 20% Sample Data (table).door Activities" has been adapted from the list developed by the City of Dryden and the Dryden Development Corpora- 		INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
22	13		activities" industries. Add total number of workers in each of the "outdoor activities"	of Population, Statistics Canada catalogue no. 97-559-XCB2006009 (Canada, Code01). Industry - North American Industry Classification Sys- tem 2002 (433), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data (table). Industry by North American Industry Classification System (2002)	door Activities" has been adapted from the list developed by the City of Dryden and the Dryden Development Corpora- tion as part of the Kenora District Re- source Mapping Project. See Appendix 4 for detailed NAICS codes. Statistics Canada data for industries is only available up to 4 digit NAICS codes. <u>4 digit NAICS codes for "outdoor activi- ties" industries are:</u> 4871, 4872, 4879, 7121, 7131, 7139, 7212. When using this indicator, be aware that NAICS 7121 (Heritage Institutions) is also counted in Indicator 12-Number of workers in cultural industries. It may be best to decide whether to include the 7121 category with cultural indus- tries or "outdoor activities" industries. It includes museums and galleries but also nature parks.

	INPUTS PROCESSES	FOSTERING CREATIVITY		INGHTENING IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
14	Number of workers with cul- tural occupations	Total number of workers with cultural oc- cupations. Add total number of workers in each of the cultural occupations, accord- ing to NOCS codes. See Appendix 3 for complete list of cultural occupations.	Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-559-XCB2006011 (Canada, Code01) .Occupation - National Occupational Classification for Statistics 2006 (720), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metro- politan Areas and Census Agglom- erations, 2006 Census - 20% Sample Data. (table). Occupation by National Occupa- tional Classification Every 5 years	The Canadian Framework for Culture Statistics defines culture as "creative activity and the goods and services pro- duced by it, and the preservation of hu- man heritage". The Framework defines the occupations within the sector under two categories: 1) Culture occupations and 2) Culture support occupations. Cul- ture occupations are creative and artistic production occupations and heritage collection and preservation occupations. Support occupations are those related to culture that help to finance or support creation and production (copyright col- lectives, agents, managers, promoters). See Appendix 3 for NOCS codes for cultural occupations.
15	Number and distribution of cultural facilities and spaces	The number and distribution by planning district or ward of cultural facilities and spaces owned by the municipality, not- for-profit and private sector	Local Cultural Resources Database (Culture Department)/Dependent on local data	Cultural facilities and spaces: buildings and sites that host cultural activity. These are usually in Cultural Resources Databases as geocoded data and can be readily mapped.
16	Affordable cultural facilities and spaces	The total square footage of appropriately zoned space, and cost per square foot.	Local Cultural Resource Database data, local private sector data, and local non-profit sector data/Depen- dent on local data	

	INPUTS PROCESSES	FOSTERING CREATIVITY	QUALITY	INGHTENING IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
17	Number of municipal cultural heritage designations	The total number of municipally designat- ed properties of cultural heritage value or interest under Part IV of the Ontario Heri- tage Act and total number of municipally designated neighbourhoods, districts or areas of special cultural heritage under Part V of the Ontario Heritage Act.	Local Heritage or Culture Depart- ment, soon Ontario Heritage Proper- ties Database (see notes)/Dependent on local data Data may also be available through municipal website.	Ontario Heritage Properties Database is scheduled to be online late 2011. Ontario Heritage Properties Data- base Database is designed to allow users to search using one, some, or all of the fol- lowing: • Name of Municipality • Name of Municipality • Name of County/Regional Municipality • Street Name • Building/Property Type • Date of Construction • Type of Recognition or Protection
18	Number of listed cultural heri- tage properties	The total number of listed cultural heri- tage properties on the municipal register.	Local Heritage or Culture Depart- ment Data may also be available through municipal website.	As of 2005, the Ontario Heritage Act allows municipalities to include on the municipal register properties of cul- tural heritage value that have not been designated. This is commonly known as "listing". Listing is a means to for- mally identify properties that may have cultural heritage value or interest to the community. See subsection 27 (1.2) of the Ontario Heritage Act.

	INPUTS PROCESSES	FOSTERING CREATIVITY (S) CREATING WEALTH		
				ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
1	19 Amount of trail space	The total kilometres of trails and total kilometres of trails per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	Can be used to identify quality of place.
2	20 Amount of open space	The total hectares of municipally owned open space and total hectares of mu- nicipally owned open space per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	Can be used to identify quality of place.
2	<sup>21</sup> Indoor recreation facility space	The total square metres of municipally owned indoor recreation facilities and total square metres of municipally owned indoor recreation facilities per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	
2	22 Outdoor recreation facility space	The total square metres of municipally owned outdoor recreation facility space and total square metres of municipally owned outdoor recreation facility space per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	
2	Bike Paths	The total kilometers of designated bike pathways or trails.	Local – Parks and Recreation Depart- ment/Dependent on local data	Can be used to identify quality of place.

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<ul> <li>Number and seasonal distribution of celebrations and festivals issued by the municipality. Total number of celebrations and festivals issued by the municipality. Total number of celebrations and festivals issued by the municipality. The number of celebrations and festivals are funded by the municipality.</li> <li>Number of celebrations and festivals number of celebrations and festivals are funded by the municipality. The number of celebrations and festivals funded by the municipality.</li> <li>Number of cultural events in municipal facilities</li> <li>Number of cultural events in municipal facilities</li> <li>Number of community cultural or for particulations funded by the municipality.</li> <li>Number of cultural events in municipal facilities</li> <li>Number of community cultural or for particulations funded by the municipality.</li> <li>The number of cultural events held in municipal facilities</li> <li>Number of community cultural or for particulations funded by the municipality.</li> <li>Number of community cultural events held in municipal facilities</li> <li>Number of community cultural or for particulations funded by the municipality.</li> <li>The number of cultural events held in municipal facilities.</li> <li>Number of community cultural organizations funded by the municipality.</li> <li>Number of community cultural organizations funded by the municipality.</li> <li>The number of community cultural organizations funded by the municipality.</li> <li>The number of community cultural organizations funded by the municipality.</li> <li>The number of community cultural organizations funded by the municipality.</li> <li>Community cultural organizations funded by the municipality.</li> <li>The number of community cultural organizations funded by the municipality.</li> <li>Community cultural organizations funded by the municipality.</li> <li>Community cultural organizations funded by the municipality.</li> <li>Comm</li></ul>			QUALITY (				5 PROCESSES		
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municipal facilities       municipal facilities.       from Facilities Management Department/Dependent on local data         27       Number of community cultural organizations funded by the nunicipality.       The number of community cultural organizations funded by the municipality.       Local Culture Department/Dependent on local data       Community cultural organizations that representent the community. These are uprofits and can include arts a advisory committees, ethno associations, local arts community.	atre events, curally signifi-	Celebrations and festivals can in music, dance and other theatre of buskers, celebrations of cultural cant places, seasonal celebration culinary events.						festivals fund	25
nizations funded by the municipality. nizations funded by the municipality. dent on local data are organizations that represent the community. These are uprofits and can include arts a advisory committees, ethnoral associations, local arts countered arts countered.			ilities Management Depart-	from F					26
	sent arts, interests in usually non- and heritage o-cultural	Community cultural organizatio are organizations that represent heritage and ethno-cultural inte the community. These are usual profits and can include arts and advisory committees, ethno-cult associations, local arts councils, schools and library boards.					izations funded by	tural organiz	27

	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH	QUALITY (	NGHTENING AL ESION ORGANIZATIONAL CHANGE
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
28	Funds leveraged by municipal investment in arts and culture grants	Increase in operating budgets of commu- nity cultural organizations that received grants from the municipality. This is a total of earned revenue, private revenue, federal funds, provincial funds, municipal grants funds and other funds. The total amount can also be expressed as a per- centage increase.	Municipal budget and audited financial statements of organizations receiving grants/Annually	
29	Integration into municipal planning and decision mak- ing	Are arts and culture recognized in a mu- nicipal plan (E. g. Official Plan, Strategic Plan or Sustainability Plan)?	Local Planning Department; City Manager's Office/Dependent on local data	Also see Indicator 69.
30	Educational attainment	Total number of residents aged 15 and older whose highest educational attain- ment is a university certificate, diploma or degree.	Statistics Canada. No date. "2006 Community profiles". Census. Statistics Canada Catalogue no. 92- 591-XWE. Ottawa, Ontario. See Total population aged 15+ with a univer- sity certificate, diploma or degree. 2006 Community profiles	Highest certificate, diploma or degree refers to the highest certificate, diploma or degree completed based on a hier- archy which is generally related to the amount of time spent 'in-class.' For post- secondary completers, a university edu- cation is considered to be a higher level of schooling than a college education, while a college education is considered to be a higher level of education than in the trades.
			Every 5 years	Data available for CMAs, CAs, CDs and CSDs and HRs (Health Regions). 27

	INPUTS PROCESSES	FOSTERING CREATIVITY		ENGHTENING IAL IESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
31	Major field of study	Total number of residents aged 15 and older whose major field of study is visual and performing arts and communications technologies.	Statistics Canada. No date. "2006 Community profiles". Census. Statistics Canada Catalogue no. 92- 591-XWE. Ottawa, Ontario. See Total population aged 15+ with Major Field of Study for visual and per- forming arts and communications technologies.	'Field of study' is defined as the pre- dominant discipline or area of learning or training. It is collected for the highest certificate, diploma or degree above the high school or secondary school level. 'Visual and performing arts and com- munications technologies' is primary grouping 02 of Statistics Canada's Clas- sification of Instructional Programs (CIP), 2000.
			2006 Community profiles Every 5 years	Data available for CMAs, CAs, CDs and CSDs and HRs (Health Regions).
32	Number of residents who consider themselves artists	Track total number of yes responses to the survey question "Do you consider yourself to be an artist? If yes, do you consider yourself: a) professional or b) amateur? Are you a) established; b) mid-career or c) emerging?"	Local survey/Dependent on local data	Definitions of professional, amateur, established, mid-career and emerging adapted from Canada Council for the Arts (See Appendix 1).
33	Percentage of residents sat- isfied with arts, culture and heritage offerings	Track responses to the survey question: "How satisfied are you with the selection of arts, culture and heritage offerings in your municipality?" Count the number choosing 'somewhat' or 'very satisfied' and divide by the total number of respondents with an opinion.	Local survey/Dependent on local data	Arts, culture and heritage offerings defined as films, slide shows, live music, concerts, live theatre, dance or literary events, art galleries, art displays, muse- ums or heritage displays.

<ul> <li>Arts education offerings provided in schools</li> <li>35 Arts education offerings provided in the community</li> <li>Total number of arts training and education programs offered by community</li> <li>Local Culture Department/Dependent</li> <li>Arts include but are not limited to: Visuation programs offered by community</li> </ul>		INPUTS PROCESSES	FOSTERING CREATIVITY CREATING WEALTH	QUALITY (	INGHTENING IAL ESION
<ul> <li>Arts education offerings provided in the community</li> <li><sup>35</sup> Arts education offerings provided in the community</li> <li><sup>36</sup> Dial number of arts training and education programs offered by community cultural organizations.</li> <li><sup>36</sup> Dial number of arts training and education programs offered by community cultural organizations.</li> </ul>		INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
vided in the community tion programs offered by community cultural organizations. dent on local data arts, Media arts, Performing arts, Litera arts, Contemporary art, Design arts, Interactional arts, Contemporary arts, Interactional arts, Contemporary art, Design arts, Interactional arts, Contemporary art, Design arts, Interactional arts, Contemporary arts, Interactional art	34		elementary and high school boards in the		Arts include but are not limited to: Visual arts, Media arts, Performing arts, Literary arts, Contemporary art, Design arts, Inte- grated arts, and Interdisciplinary arts.
	35		tion programs offered by community		Arts include but are not limited to: Visual arts, Media arts, Performing arts, Literary arts, Contemporary art, Design arts, Inte- grated arts, and Interdisciplinary arts.

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	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH	QUALITY SOC	IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
36	Impact of the culture sector on GDP	Total GDP in dollars of information and cultural industries (NAICS 51) and arts, entertainment and recreation (NAICS 71). See notes	Statistics Canada, CANSIM: Gross do- mestic product (GDP) at basic prices, by North American Industry Classifi- cation System (NAICS) and province, annual (dollars). (Table 3790025)	GDP data is only available at the pro- vincial level due to small sample sizes. The data available at the provincial level costs \$3 per variable requested.
			GDP CANSIM Table Every 5 years	The Canadian Framework for Culture Statistics defines the culture sector as "creative activity and the goods and services produced by it, and the preser- vation of human heritage". The Frame- work includes 14 culture industries in the sector. Depending on the area of the economy, GDP data is available at various levels of NAICS codes. Culture industry NAICS codes are not available for GDP beyond 2 digit codes, how- ever many of the codes are included in "information and cultural industries" (NAICS 51) and "arts, entertainment and recreation" (NAICS 71) for which there is data. The City of Toronto hires consultants to make estimates of Toronto's likely por- tion of the Ontario culture sector GDP based on this data and their own. The Conference Board of Canada is also able to estimate GDP using Statistics Canada data, but data availability for municipali- ties is still problematic.
		1	1	30

	INPUTS PROCESSES	FOSTERING CREATIVITY		ENGHTENING AL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
37	Average artist employment income	Average artist employment income for each of the nine "artist" categories by NOCS codes. Add average income for each category and divide by total number of categories added.	Statistics Canada, no date. Census. Statistics Canada catalogue no. 97-563-XCB2006063. Employment Income Statistics (4) in Constant (2005) Dollars, Work Activity in the Reference Year (3), Occupation - National Occupational Classification for Statistics 2006 (720A) and Sex (3) for the Population 15 Years and Over With Employment Income of Canada, Provinces, Territories, Cen- sus Metropolitan Areas and Census Agglomerations, 2000 and 2005 - 20% Sample Data Employment Income Statistics Every 5 years	"Artists" is a set of 9 NOCS codes origi- nally grouped by the Canada Council for the Arts in 1999. The NOCS codes for artists are: F021; F031; F032; F033; F034; F035; F036; F132; F144. Note: When data is withheld for privacy reasons, 0 appears. This does not mean the average income is 0. This is often the case for smaller municipalities where there are few artists working.
38	Number of film and television productions	The number of location permits issued by the municipality for film and television productions.	Local Culture Department or Film Office/Dependent on local data	

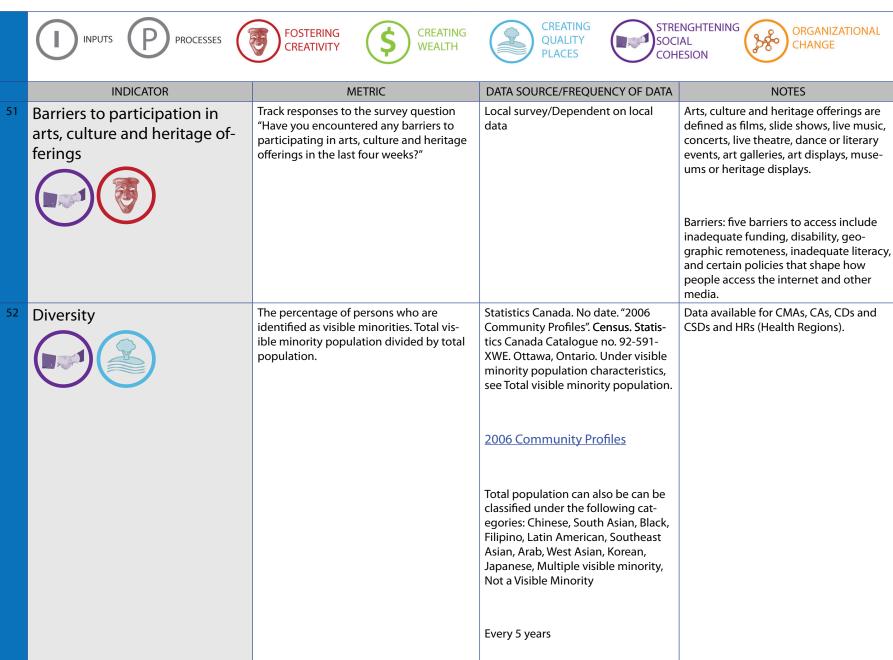
	INPUTS PROCESSES	FOSTERING CREATIVITY		ENGHTENING IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
39	Number of visitors	Total number of person visits to the mu- nicipality in a year. (Data is also available by breakdown of overnight and same day visits.)	Ministry of Tourism and Culture Re- gional Tourism Profiles. See Table 1.1: Person visits: Length of Stay	Analysis based on Statistics Canada microdata collected in the Travel Survey of Residents of Canada and the Interna- tional Travel Survey.
			Ministry of Tourism and Culture Regional Tourism Profiles.	Profiles available by Regional Tourism Organization, CMA or CD.
			Annually, although because surveys can be completed up to six months after the end of the year, there is some lag in reporting results.	
40	Visitor Spending	Total amount of spending by visitors in dollars. (Breakdown of culture spending and recreation spending may also be of interest, although there are no definitions provided for these categories.)	Ministry of Tourism and Culture Regional Tourism Profiles. See Table 1.11: Total Visitor Spending.	Analysis based on Statistics Canada microdata collected in the Travel Survey of Residents of Canada and the Interna- tional Travel Survey.
		(Data is also available by breakdown of overnight and same-day visitor spending.)	Ministry of Tourism and Culture Regional Tourism Profiles.	Profiles available by Regional Tourism Organization, CMA or CD.
			Annually, although because surveys can be completed up to six months after the end of the year, there is some lag in reporting results.	For culture spending, survey respon- dents are asked the question "How much was spent on cultural activities or attrac- tions?" and for recreation spending, they were asked "How much was spent on sports or recreational activities?"
				32

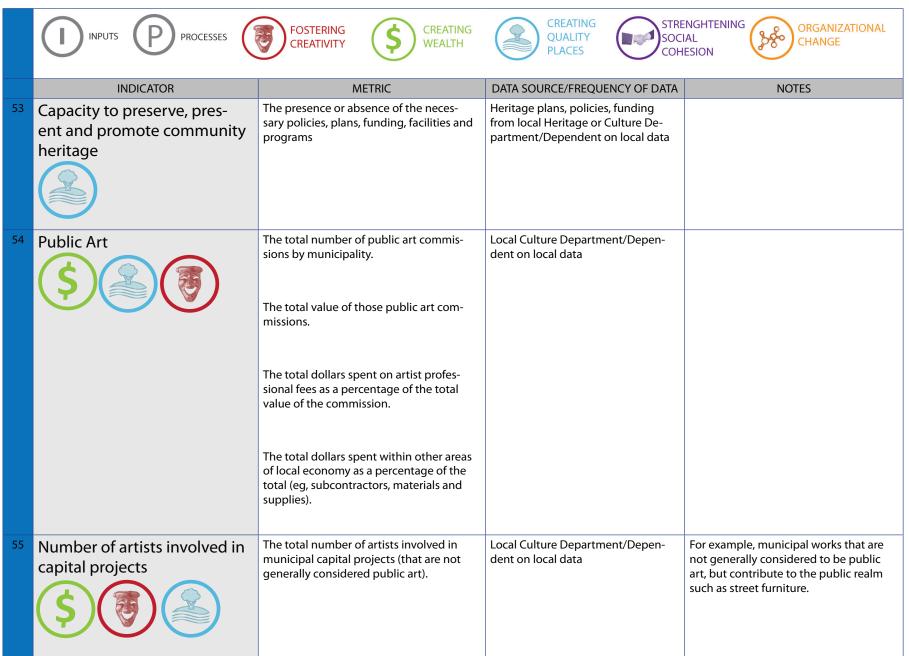
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	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH		INGHTENING IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
41	Trip Activities	Total number of trip activities undertaken when visiting a particular place, by cat- egory. Categories included are: festivals/ fairs; cultural performances; museums/art galleries; zoos/aquariums; sports events;	Ministry of Tourism and Culture Re- gional Tourism Profiles. See Table 1.8: Person visits: Trip Activities	Analysis based on Statistics Canada microdata collected in the Travel Survey of Residents of Canada and the Interna- tional Travel Survey.
		casinos; theme parks; national/provincial nature parks; historic sites; any outdoor/ sports activity (subdivided into: boating; golfing; fishing; hunting; downhill skiing/ snowboarding.)	Ministry of Tourism and Culture Regional Tourism Profiles.	Profiles available by Regional Tourism Organization, CMA or CD.
			Annually, although because surveys can be completed up to six months after the end of the year, there is some lag in reporting results.	
42	Consumer spending on cul- ture	Total spending on culture per household by adding total spending for 26 spending items considered "spending on culture".	Statistics Canada. No date. Table 203- 0010 Survey of Household Spending Survey (SHS), household spending on recreation, by province and terri- tory, annual. CANSIM (database).	Data only provided at provincial level and 14 CMAs. Census Subdivisions can- not be produced from these survey re- sults since the sample size is too small to support reliable data output. Data that is available at provincial level costs \$3 per variable requested (e. g. data request with all 26 items would be \$78).
			Annually	Hill Strategies produces a report oc- casionally which examines household spending on culture by analysing data for 26 spending items considered "spending on culture". <sup>12</sup>
				33

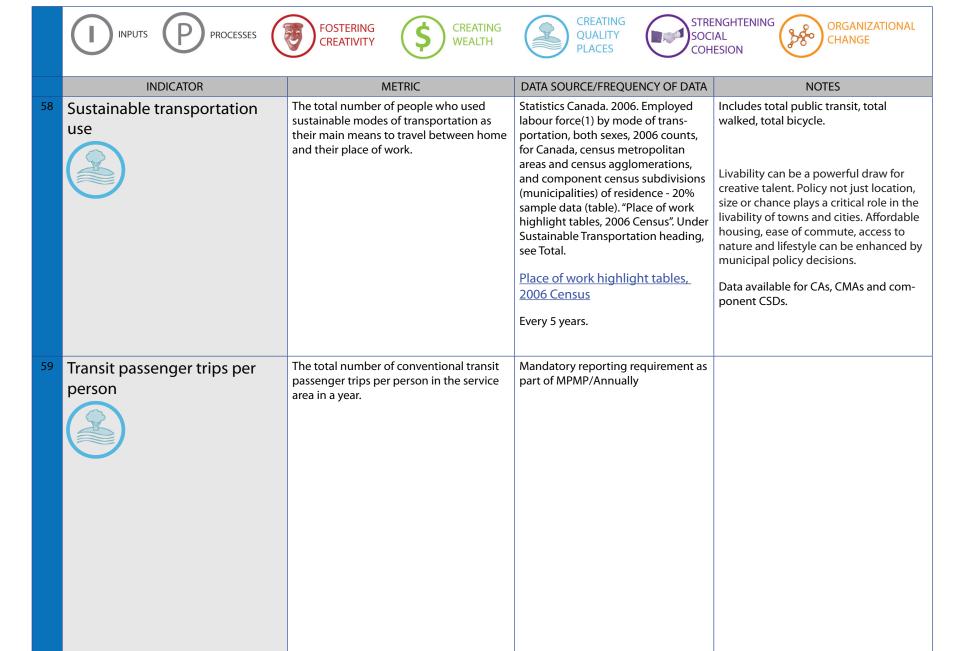
		FOSTERING CREATIVITY SCREATING WEALTH		ENGHTENING IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
43	Number of visits to cultural facilities and spaces	Total number of visits to municipally- owned or municipally-funded cultural facilities and spaces.	Local Culture Department/Depen- dent on local data	Cultural facilities and spaces are build- ings and sites that host cultural activity.
44	Attendance at municipally permitted celebrations and festivals	The estimated attendance numbers at municipally permitted celebrations and festivals.	Local Culture Department/Depen- dent on local data	Celebrations and festivals are an impor- tant expression of culture and commu- nity. They usually occur in partnership with a community cultural organization. They can include music, dance and other theatre events, buskers, celebrations of culturally significant places, seasonal celebrations and culinary events.
45	Attendance at cultural events in municipal facilities	The estimated attendance numbers at cultural events that take place in munici- pal facilities.	Local Culture Department/Depen- dent on local data	
46	Estimated volunteer participation in community cultural organizations and cultural events, celebrations and festivals	Estimated number of volunteers, and volunteer hours at municipal and munici- pally-funded community cultural organi- zations and cultural events, celebrations and festivals. Multiply total number of volunteer hours x \$22.38.	Local Culture Department; Volunteer hourly rate in 2011 (Rate of \$22.38/ hr) <sup>13</sup> /Dependent on local data	Community cultural organizations are organizations that represent arts, heritage and ethno-cultural interests in the community. These are usually non- profits and can include arts and heritage advisory committees, ethno-cultural associations, local arts councils, dance schools and library boards.

	INPUTS PROCESSES	FOSTERING CREATIVITY		IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
47	Hours municipally-owned cultural facilities and spaces are in use as a percentage of the time they are available	The total number of available hours of municipally-owned cultural and facilities spaces divided by total number of hours municipally-owned cultural facilities and spaces are permitted.	Local Culture Department/Depen- dent on local data	Cultural facilities and spaces are build- ings and sites that host cultural activity. Available hours are considered the number of hours the space or facility is available for permitting.
48	Total participant hours for recreation programs	Total participant hours for recreation pro- grams (including registered, drop in and permitted programs) per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	Participant hours are reported for regis- tered, drop in and permitted programs. Special events are not included in this measure.
49	Library uses per person	Total number of library uses divided by total population.	Mandatory reporting requirement as part of MPMP/Annually	Library uses include both electronic and in-person in library materials use, electronic information resources use, references use, and library visits.
50	Accessibility of arts, culture and heritage offerings	Track responses to the survey question "Do you feel that arts, culture and heritage offerings are physically, financially and geographically accessible to you?"	Local survey/Dependent on local data	Arts, culture and heritage offerings are defined as films, slide shows, live music, concerts, live theatre, dance or literary events, art galleries, art displays, muse- ums or heritage displays.





	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH		INGHTENING IAL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
56	Walkability	The total number of people who used walking as the main means of travel be- tween home and their place of work.	Statistics Canada. 2006. Employed labour force(1) by mode of trans- portation, both sexes, 2006 counts, for Canada, census metropolitan areas and census agglomerations, and component census subdivisions (municipalities) of residence - 20% sample data(table). "Place of work highlight tables, 2006 Census". Un- der Sustainable Transportation, see Walked heading. Place of work highlight tables, 2006 Census Every 5 years.	Data available for CAs, CMAs and com- ponent CSDs. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions <sup>14</sup> .
57	Transit use	The total number of people who used public transit as the main means of travel between home and their place of work.	Statistics Canada, 2006. Employed labour force(1) by mode of trans- portation, both sexes, 2006 counts, for Canada, census metropolitan areas and census agglomerations, and component census subdivisions (municipalities) of residence - 20% sample data (table). "Place of work highlight tables, 2006 Census". Under Sustainable Transportation, see Public Transit. <u>Place of work highlight tables,</u> <u>2006 Census</u> Every 5 years.	Data available for CAs, CMAs and component CSDs. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.



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	INPUTS PROCESSES	FOSTERING CREATIVITY		IAL IESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
60	Commuting distance	The median commuting distance, in kilometers, between the residence and workplace location.	Statistics Canada. 2006. Employed la- bour force(1) 15 years and over hav- ing a usual place of work in occupied private dwellings by commuting distance(2), 2006 counts, for Canada, census metropolitan areas and cen- sus agglomerations, and component census subdivisions (municipalities) - 20% sample data (table) "Place of work highlight tables, 2006 Census". See Median commuting distance. Place of work highlight tables, 2006 Census Every 5 years	Data available for CAs, CMAs and com- ponent CSDs. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.
61	Vacant industrial space	Total square feet of vacant space zoned for industrial use.	Your municipal GIS department can contact the Municipal Property Assessment Corporation (MPAC) to request property codes <sup>15</sup> for industri- ally zoned land and structure codes that apply to industrial buildings. If these databases are linked through the roll number and the parcel file, it will be possible to have a graphic representation of the properties in these databases.	Vacancy is hard to determine. You may want to work with your property tax office to determine if parcels are vacant by checking whether a business tax has been paid recently. In larger cities, commercial databases do not track vacant industrial space of less than 500 000 square feet.

INPUTS PROCESSES	FOSTERING CREATIVITY CREATING WEALTH	QUALITY PLACES	ESION
INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
62 Housing affordability	The total number of households (includ- ing renters and owners) spending 30% or more on shelter costs.	Statistics Canada, 2006. Housing affordability for owner and renter households, showing presence of mortgage and condominium status for owner households, 2006 counts, for Canada, provinces and territories, and census subdivisions (munici- palities) with 5,000-plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census." Select data category called "spend- ing 30% or more of household income on shelter costs". See total households . <u>Shelter costs highlight tables, 2006 Census</u> . Every 5 years	Data available for municipalities with 5000 plus population. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.

Inclusing conditioning renters, owners, band housing) in need of regular maintenance.of dwelling and number of persons per room by housing tenure, 2006 counts, for Canada and census subdivisions (municipalities) with 5,000-plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census". Select data cate gory called "regular maintenance only", then "minor repairs", then "major repairs. See total households for each data category.ing of loose floor tiles, bricks or shi defective steps, railing or siding, etc.Data available for municipalities w structural repairs to walls, floors or ings, etc.Data available for municipalities w structural repairs to walls, floors or ings, etc.The total number of households (includ- ing renters, owners, band housing) in need of major repairs.Shelter costs highlight tables, 2006 CensusThe total number of households (includ- ing renters, owners, band housing) in need of major repairs.Shelter costs highlight tables, 2006 CensusEvery 5 yearsEvery 5 years			FOSTERING CREATIVITY SCREATING WEALTH	QUALITY PLACES COH	ORGANIZATIONAL AL ESION
ing renters, owners, band housing) in need of regular maintenance.of dwelling and number of persons per room by housing tenure, 2006 counts, for Canada and census subdivisions (municipalities) with 5,000-plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census." Select data cat- egory called "regular maintenance only", then "minor repairs", then "major repairs. See total households for each data category.ing of loose floor tiles, bricks or shi defective steps, railing or siding, etc.Data available for municipalities w 5000 plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census" Select data cat- 		INDICATOR			
	63	Housing condition	ing renters, owners, band housing) in need of regular maintenance. The total number of households (includ- ing renters, owners, band housing) in need of minor repairs. The total number of households (includ- ing renters, owners, band housing) in	of dwelling and number of persons per room by housing tenure, 2006 counts, for Canada and census subdivisions (municipalities) with 5,000-plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census." Select data cat- egory called "regular maintenance only", then "minor repairs", then "major repairs. See total households for each data category. <u>Shelter costs highlight tables,</u> <u>2006 Census</u>	Data available for municipalities with 5000 plus population. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by

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	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH	QUALITY (	IAL IESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
64	State of good repair backlog in municipal and non-munici- pally owned cultural facilities and spaces	The aggregated amount of money re- quired to bring municipal and non-munic- ipally owned cultural facilities and spaces to a state of good repair.	Local Cultural Resource Database data, local private sector data, and local non-profit sector data/Depen- dent on local data. ArtsBuild Ontario Facilities Portal is expected to provide this data for municipally owned facilities and spaces (to be launched in 2012).	The ArtsBuild Ontario Portal is an online knowledge sharing tool that can be used by any non-profit arts organization, arts service organization, arts council, museum, municipality, and arts venue in Ontario. Users simply need to complete their organization's profile and keep your information up-to-date to access the information and knowledge sharing features of the Portal. Funders will be able to access aggregated information stored in the Portal to get a realistic view of the state and condition of arts facilities in Ontario. Any user can search venues across the province in the Venue Search. The ArtsBuild Ontario Portal will be launched in 2012.
65	Culture Department	Is there a Culture Department?	Local Culture Department/Depen- dent on local data	
66	Culture Plan	Does the municipality have a culture plan approved by Council?	Local Culture Department/Depen- dent on local data	
67	Annual reporting	Does the municipality produce an annual report card to evaluate its culture plan?	Local Culture Department/Annually	

	INPUTS PROCESSES	FOSTERING CREATIVITY SCREATING WEALTH		ORGANIZATIONAL AL ESION
	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
68	New legislation	The total number of new bylaws created that relate to culture.	Local Planning Department, Culture Department/Dependent on local data	
69	Collaboration	Is there an interdepartmental collabora- tion mechanism for culture within the municipality? How often does it meet?	Local Culture Department/Depen- dent on local data	
70	Arts Council	Is there an Arts Council, Board or Advisory Committee?	Local Culture Department/Depen- dent on local data	
71	Heritage Council	Is there a Heritage Council, Board or Advisory Committee?	Local Culture Department/Depen- dent on local data	
72	Cultural Roundtable	Is there a cross-sectoral collaboration mechanism for culture external to the municipality? How often does it meet?	Local Culture Department/Depen- dent on local data	This is often set up as a partnership for cultural mapping.

### Footnotes for Table of Indicators

10 Indicators can relate to more than one process or outcome. Our placement of icons is not meant to be definitive, but rather to encourage discussion.

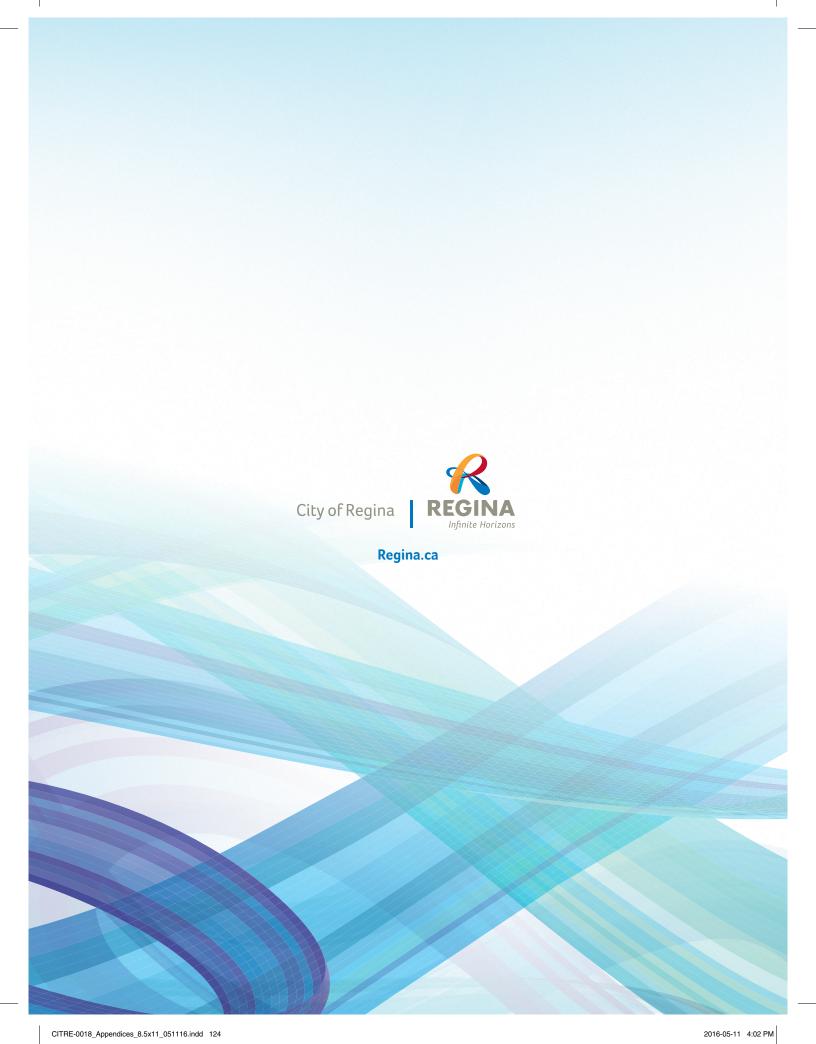
11 CBP contains data that reflects counts of business locations and business establishments by: 9 employment size ranges, geography groupings, census metropolitan area and census agglomeration; and industry using the North American Industry Classification System. Available through one year subscriptions for various specificities: Canada and Provinces: \$150, Census Metropolitan Areas and Census Agglomerations: \$400, Census Divisions: \$600, Full CD-ROM (all of the above): \$1,100.

12 These 26 items are: Artists' materials, handicraft and hobbycraft kits and materials, Musical instruments, parts and accessories, Admissions to museums and heritage-related activities, Antiques, Live performing arts, Works of art, carvings and other decorative ware, Audio equipment (e.g., CD players, radios, digital music players, speakers), Blank audio and video tapes, CDs, DVDs, Maintenance and repair of audio, video, computer and communications equipment, Pre-recorded audio and video DVDs, CDs and downloads, Rental of cable TV services, Rental of audio, video, computer and communications equipment and other services, Rental of satellite TV and radio, Rental of DVDs, video games and videodiscs, Televisions, DVD players, digital video recorders, and other TV or video components, Movie the-atre admissions, Digital cameras and accessories, Other cameras and accessories, Photographers' and other photographic services, Books and pamphlets (excluding school books), Kindergarten, nursery, elementary and secondary textbooks, Magazines and periodicals, maps, sheet music and other printed matter, Newspapers, Post-secondary textbooks, Services related to reading material (e.g., duplicating, library fees).

13 Volunteer Hourly Rate updated from HRSDC's 2008 rate of \$17.62 in accordance with Canadian Heritage in reference to Statistics Canada, CANSIM, table 281-0030 and Catalogue no. 72-002-X and based on Ross, David. (1994). How to Estimate the Economic Contribution of *Volunteer Work*. Department of Canadian Heritage, Ottawa, ON.

14 Lewis, Nathaniel and Betsy Donald. January 2010. A New Rubric for "Creative City" Potential in Canada's Smaller Cities. Urban Studies, vol. 47 no. 1 29-54.

15 <a href="http://www.mpac.ca/pages\_english/property\_owners/property\_code\_inventory.asp">http://www.mpac.ca/pages\_english/property\_owners/property\_code\_inventory.asp</a>





### Regina City Council Delegation – Monday, May 30, 2016

### RE: 2015 Annual Report and Public Accounts

Good evening ladies and gentlemen, my name is Chad Novak, and I am here representing the Saskatchewan Taxpayers Advocacy Group, which is a grassroots organization proudly standing up for the rights of individual taxpayers. I am here to address the 2015 Annual Report and Public Accounts. Right off the top, I want to make it very clear that I respect the work that all of the Finance Team puts into these reports, and I am by no means trying to take anything away from their contributions over the past year. I am confident that we have a highly skilled and trained staff throughout the City of Regina – but that does not make their work immune to public criticism as the case may be. Also, due to the very limited five minutes that you allow for delegations, I will barely touch the surface of this report, and I invite you to visit Chad4Regina.com for more information.

Something that I am very proud to be responsible for is ensuring that our City provides fair and equitable treatment to all taxpayers of Regina. I'm also looked towards for translating some of the more often complex municipal issues and reports that come out. I know that is what City Councillors are supposed to be for, but for a variety of reasons, they choose to come to me instead.

Before we go into too much detail, I would be remiss if I didn't bring up a very serious concern about the reliability of the figures contained within these financial reports. I appreciate these reports are audited, but as a Chartered Professional Accountant myself, I know that audits are only reliable on the material aspects of the financial situation of an organization, and they aren't really designed to catch the kind of – assumedly – clerical or typographical errors as shown in **Appendix A** and **B**. While these may be clerical or typographical errors, they are quite significant and certainly do bring into question the reliability of the entire report.

Further on the clerical or typographical errors, I feel obligated to ask for further clarification from Administration as to what the exact Operating Surplus was for 2015. As you can see in **Appendix C**, **D** and **E**, I have found at least three different figures that could be interpreted by residents as the 2015 Surplus. If I, as a CPA, am having difficulty differentiating between these, I imagine you can appreciate that the average resident would have their head spinning by looking at all of these different figures. The taxpayers of Regina put a significant amount of trust into these reports and, more importantly, what you as Councillors are able to translate to them in layman's terms. I would like to issue an open challenge here tonight to every Councillor in attendance, without asking Administration – *can you personally identify what the actual Operating Surplus is just by reading this report*, or more importantly, how it relates to the bottom line when challenged by a taxpayer as to how it might impact their Property Taxes. Any potential typographical errors aside, I am wondering if your Administration can provide a summary on the 1% Property Tax that was to be dedicated to Residential Road Renewal. Can they provide a rundown of how that worked out exactly? The reports are quite vague in that regard, and I was hoping that such a program would be uniquely identified to demonstrate exactly the value that taxpayers have received for the money allocated. More specifically, when I'm looking at the Expenditures, as in **Appendix F**, I note that "Roads and Traffic" actually spent \$12.8 Million <u>less</u> than was budgeted for. Presumably, the budgeted figure included this 1% separate allocation. Granted, there are most likely far more than just residential road repair within that expense item, but without a more detailed breakdown, taxpayers are left in the dark as to how well that 1% is actually working out – *if it is at all*. Or, is it turning out to be just another way to justify tax increases with little to nothing to show for it, simply because it's labelled roads, people would be more willing to accept it - which anyone in Regina knows, our roads are in desperate need of attention.

Thank you for your time this evening, and I will gladly answer any questions you may have.

**Appendix A** (Found on Page 116 of 2015 Annual Report)

Consolidated Financial Sta	tements		
ecember 31, 2015			
NOTES TO THE CONSOLIDATED FINANCIAL STATEM	IENTS		
15. TAXATION REVENUE			
	Budget 2015	Actual 2015	Actual 2014
Total taxation revenue levied	225,667	351,590	337,666
Taxes levied on behalf of others: Regina School Division No. 4 Global Transportation Hub Authority Regina Roman Catholic Separate School Division No. 81		(84,437) (1,591) (37,589)	(82,110) (1,268) (37,577)
Taxation revenue	225,667	227,973	216,711
City of Regina Municipal levies Grants in lieu Supplementary taxes Other	179,036 22,899 1,600 1.770 205,305	180,751 23,058 1,551 <u>1,875</u> 207,235	+70,117 22,561 2,135 1,828 196,641
Regina Public Library Taxation levies Grants in lieu	18,069 1 267	18,510 1,189	+17,680 1,210
Regina Downtown Business Improvement District levies Regina's Warehouse Business Improvement District levies	5 19,336 801 226	19,699 803 236	18,890 948 232

### EXPENSES

The total operating expenses incurred by the City of Regina totalled \$487.5 million in 2015. This is a decrease of \$46.3 million (8.7%) from 2014. This decrease is the net result of reductions in landfill liability and expenses related to employee benefit obligations of \$28.5 and \$28.2 million respectively. Reductions in landfill liability and employee benefits obligations were greater than the increased expenses resulting from higher demand for services due to population growth and inflationary cost adjustments.

#### Table 13: Expenses – Budget to Actual and Prior Year Comparison

	2015 Budget	2015 Actual	Variance Favourable (Unfavourable)	2014 Actual	Increase (Decrease)
Parks, recreation and community services	100,289	98,529	(1,760)	95,132	3,397
Police	79,143	76,480	(2,663)	101,740	(25,260)
Legislative and administrative services	77,652	73,296	(4,356)	67,742	5,554
Water, wastewater and drainage	77,423	70,690	(6,733)	66,986	3,704
Roads and traffic	80,854	68,030	(12,824)	56,642	11,388
Fire	48,776	46,041	(2,735)	45,912	129
Transit	38,055	39,285	1,230	38,482	803
Waste collection and disposal	21,796	(8,128)	(29,924)	32,159	(40,287)
Grants	3,717	3,559	(158)	3,856	(297)
Planning and development	19,793	19,739	(54)	25,192	(5,453)
	547,498	487,521	(59,977)	533,843	(46,322)
	547,498	487,521	(59,977)	533,843	(46,3

The schedule above includes both operating and capital expenses. Yet - these are favourable??

Of the total expenditures incurred, almost 65.6% is attributed to four areas: Parks, recreation and community services; Police; Legislative and administrative services and Water, wastewater and drainage.

### Appendix C (Found on Page 3 of 2015 Annual Report)

Total revenues in 2015 were \$657.0 million, a decrease of \$23.5 million from 2014. Total expenses in 2015 were \$487.5 million, a decrease of \$46.3 million from 2014.

The planning, development and monitoring of the annual operating and capital budgets is a fundamental component of the City's financial administration. For 2015, the City's General Operating Fund ended the year with an operating surplus of approximately \$9.9 million. The surplus is determined on a basis consistent with the presentation of the 2015 General Operating Budget before PSAB standards are consolidated and applied.

The City's achievement in providing accurate and articulate financial statements were recognized by the Government Finance Officers Association of the United States and Canada (GFOA) for the 23rd consecutive year. The 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, 2014. 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,

( Holden

Chris Holden City Manager & Chief Administrative Officer

### Appendix D (Found on Page 60 of 2015 Annual Report)

Key financial highlights for 2015 are as follows:

- The 2015 Consolidated Financial Statements report net financial assets of negative \$69.7 million, a
  decrease of \$121.7 million from \$52.0 million at the end of 2014. The decrease in net financial asset
  position is due to the financing of major capital projects, namely the new Mosaic Stadium project and
  the Wastewater Treatment Plant upgrade, to meet the City's present and future demands.
- The 2015 Consolidated Financial Statements also show an excess of revenues over expenses of \$169.5 million compared to \$146.7 million in 2014.
- The City's accumulated surplus increased from \$1.6 billion at the end of 2014 to \$1.8 billion at December 31, 2015. Virtually all of the accumulated surplus is tied up in non-financial assets, such as tangible capital assets, which represents the service capacity available for future period. Non-financial assets were \$1.8 billion at the end of 2015.
- Revenues decreased by \$23.5 million and expenses decreased by \$46.3 million from 2014. The main
  reason for the decrease in revenue is due to the consolidation of Regina Exhibition Association
  Limited in the prior year.
- The City's reserves increased by \$26.0 million to \$236.7 million.

### Appendix E (Found in FA16-20 of May 10, 2016 F&A Committee Agenda)

### FA16-20

May 10, 2016

To: Members, Finance and Administration Committee

Re: City of Regina Unconsolidated Unaudited Year-End 2015 Financial Report

### RECOMMENDATION

That this report be forwarded to the May 30, 2016 meeting of City Council for informational purposes.

### CONCLUSION

The City of Regina's 2015 unconsolidated unaudited General Operations surplus is an estimated \$5.1 million. While the surplus is the result of many factors experienced over the course of the year, it is mainly due to increased interest revenue, gain on the sale of bonds and lower taxation assessment appeals risk being realized.

The City of Regina's 2015 unconsolidated unaudited Utility Operations surplus is an estimated \$7.1 million. The surplus is mainly due to an unanticipated increase in water sales through the fall. It is important to note that the Utility surplus, or deficit, in any one year is factored into the

### **Financial Statement Discussion & Analysis**

(in thousands of dollars)

### December 31, 2015

### EXPENSES

The total operating expenses incurred by the City of Regina totalled \$487.5 million in 2015. This is a decrease of \$46.3 million (8.7%) from 2014. This decrease is the net result of reductions in landfill liability and expenses related to employee benefit obligations of \$28.5 and \$28.2 million respectively. Reductions in landfill liability and employee benefits obligations were greater than the increased expenses resulting from higher demand for services due to population growth and inflationary cost adjustments.

### Table 13: Expenses – Budget to Actual and Prior Year Comparison

	2015 Budget	2015 Actual	Variance Favourable (Unfavourable)	2014 Actual	Increase (Decrease)
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Police	79,143	76,480	(2,663)	101,740	(25,260)
Legislative and administrative services	77,652	73,296	(4,356)	67,742	5,554
Water, wastewater and drainage	77,423	70,690	(6,733)	66,986	3,704
Roads and traffic	80.854	68,030	(12,824)	56,642	11,388
Fire	48,776	46,041	(2,735)	45,912	129
Transit	38,055	39,285	1,230	38,482	803
Waste collection and disposal	21,796	(8,128)	(29,924)	32,159	(40,287)
Grants	3,717	3,559	(158)	3,856	(297)
Planning and development	19,793	19,739	(54)	25,192	(5,453)
	547,498	487,521	(59,977)	533,843	(46,322)

The schedule above includes both operating and capital expenses.

Of the total expenditures incurred, almost 65.6% is attributed to four areas: Parks, recreation and community services; Police; Legislative and administrative services and Water, wastewater and drainage.

### To: His Worship the Mayor and Members of City Council

### Re: 2015 City of Regina Annual Report and Public Accounts

## **RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE** - MAY 10, 2016

That the 2015 City of Regina Annual Reports and Public Accounts be approved.

### FINANCE AND ADMINISTRATION COMMITTEE – MAY 10, 2016

Chad Novak, representing the Saskatchewan Taxpayers Advocacy Group, addressed the Committee.

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 May 10, 2016, considered the following report from the Administration:

### **RECOMMENDATION**

That this report be forwarded to the May 30, 2016 City Council meeting for approval.

### CONCLUSION

The 2015 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 2015 Public Accounts have also been drafted for the Committee's review.

### BACKGROUND

The draft 2015 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 2015 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

### 2015 Annual Report

The 2015 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 assets and liabilities (the financial resources available to provide future services and the future revenues required to pay for past transactions)	<ul> <li>Includes tangible capital assets</li> <li>Reserves and Reserve Funds are reported as part of "Accumulated Surplus"</li> </ul>
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	<ul> <li>Includes amortization charge – capital spending is not shown as expenditures</li> <li>Only reflects interest payments on debt (debt principal repayments reflected in balances shown on Statement of Financial Position)</li> <li>Assumed assets reflected as revenue</li> </ul>
Consolidated Statement of Change in Net Financial Assets	Summarizes the change in net financial 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 financial assets (debt)
- 2. Accumulated surplus (deficit)
- 3. Annual surplus (deficit)
- 4. Annual change in net financial assets (debt)
- 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 2015 by \$121.7 million to a total of \$(69.7) million. This is generally attributable to increased long term debt to finance the major projects.

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 \$1.78 billion.

The City of Regina's accumulated surplus grew by \$169.4 million in 2015. This is attributable to an increased investment in tangible capital assets offset by the decrease in net financial assets primarily. 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, judgements 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 \$11.8 million, the City of Regina invested in \$348.7 million of new tangible capital assets (excluding assumed assets). It also incurred \$70.3 million of amortization expense, which represents an estimate of service capacity that was used up during 2015 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, 2015.

### **2015 Public Accounts**

The Public Accounts disclose financial information for 2015 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:

Name	Purpose	Comments
City Council	Details the total remuneration for the	
Remuneration and	Mayor and Councillors, and details of	
Expenses	expenses incurred directly or on behalf	
	of the Mayor and Councillors.	
Grants	<ul> <li>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:</li> <li>Operating and Capital Grants</li> <li>Tax Abatements and Exemptions</li> </ul>	In order to provide the disclosure outlined in <i>The Cities</i> <i>Regulations</i> , the term grants, rather than community investments, has been used in the Public Accounts document.
	<ul> <li>Subsidized Rent</li> <li>Transit Subsidies</li> </ul>	
Employee Remuneration	Provides information on employee salaries in excess of \$50,000 including any retroactive pay relating to prior years paid during 2015.	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.	

### TABLE 2: Public Accounts

### **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 fully the costs of items such as landfill liabilities, cost of replacing capital assets and being able to meet future post-employment obligations by having adequate funding in the reserves. The recommendation contained in this report requires City Council approval.

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.

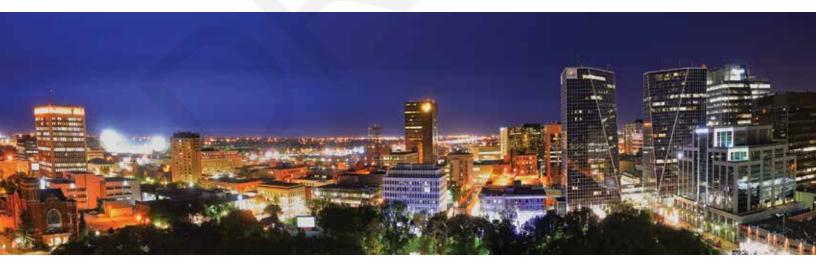
Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

# City of Regina (Saskatchewan, Canada) 2015 Annual Report

## Year-end December 31, 2015





City of Regina

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Prepared by City of Regina

- Finance Department
- Strategy Management Branch
- Communications Department

Audited by:

• Deloitte LLP



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, 2014

her R. Enger

Executive Director/CEO

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# **Message from the City Manager**

May 30, 2016

His Worship, the Mayor and Members of City Council

I am pleased to submit the City of Regina's 2015 Annual Report, pursuant to Section 155 of *The Cities Act*. The Annual Report includes consolidated financial statements for the City of Regina as required by the Public Sector Accounting Standards Board (PSAB) along with financial, statistical and other information about the City of Regina and related.

The Annual Report consists of the following sections:

### Introduction

The introduction familiarizes readers with the community, the organization, Council and its Administration. It also includes the City's strategic planning framework and major highlights of 2015.

### City of Regina Performance in 2015



This section outlines how the City reports on its performance, including meeting our commitment to the public to report on progress in implementing *Design Regina: The Official Community Plan.* 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. Last year, you saw the first measures in a rigorous measurement framework. For 2015, we have begun to include some data about the City's programs and services, including comparisons to other municipalities. Our measurement systems will continue to evolve and grow in the coming years.

### Financial Statement Discussion and Analysis

This section provides explanations and trend analyses to provide a broader understanding of the financial statements.

### **Financial Statements**

Detailed financial statements of this section include 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 Public Sector Accounting Board (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, Economic Development Regina (formerly 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.

City Council appointed the accounting firm of Deloitte, LLP to perform an audit of the City's 2015 Financial Statements. Their 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. 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 2015:

The City's (consolidated entity) net financial assets position decreased in 2015 by \$121.7 million to a total of \$69.7 million. This is due to the financing of major capital projects, namely the new Mosaic Stadium project and the Wastewater Treatment Plant upgrade, to meet the city's present and future demands.

Total revenues in 2015 were \$657.0 million, a decrease of \$23.5 million from 2014. Total expenses in 2015 were \$487.5 million, a decrease of \$46.3 million from 2014.

The planning, development and monitoring of the annual operating and capital budgets is a fundamental component of the City's financial administration. For 2015, the City's General Operating Fund ended the year with an operating surplus of approximately \$9.9 million. The surplus is determined on a basis consistent with the presentation of the 2015 General Operating Budget before PSAB standards are consolidated and applied.

The City's achievement in providing accurate and articulate financial statements were recognized by the Government Finance Officers Association of the United States and Canada (GFOA) for the 23rd consecutive year. The 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, 2014. 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,

( Holden

Chris Holden City Manager & Chief Administrative Officer

# **Message from the Mayor**

May 30, 2016

Dear Regina citizens,

On behalf of City Council, I am pleased to present to you the 2015 City of Regina Annual Report.

Our city continues on an exciting path. Our economic success has made Regina a prominent presence on the national stage; we have been named one of Canada's top destinations for mobile workers looking for their next career opportunity and we have become a hotspot for international migration because of our welcoming and diverse community. All this has resulted in Regina having one of the highest growth rates in all of Canada in recent years.

We have seen a tremendous amount of progress happen over the course of 2015. Major efforts like the new stadium, the railroad renewal project and upgrading the Wastewater Treatment Plant continue to be on-time and on-budget. Longstanding issues to the Civic Employee's Pension Plan were solved through a



negotiated agreement between the five employers and 21 employee groups. Capacity challenges at the Buffalo Pound Water Treatment Plant were dealt with through the expertise of our staff and a strong response from the public to voluntary water restrictions. The city played host to hundreds of forest fire evacuees from Saskatchewan's north and became a new home to hundreds of Syrian refugees.

City Council and administration are continuing to prioritize sustainability and the responsible use of taxpayer dollars. For example, joining a national municipal benchmarking initiative will give us consistent, comparable information about how effectively and efficiently Regina is delivering services to taxpayers. This is one more way in which we can be transparent and accountable to our residents. Our staff has also carried out an extensive consultation with the development industry during a review of Service Agreement Fees and Development Levies.

We are also doing more to show you where your tax dollars go. Next year we will implement a new system for our planning and budgeting processes, focusing more closely on service levels. In the future, this will allow us to get a better picture of the exact cost of delivering those services and the costs of increasing or reducing service levels. You as taxpayers will get a clearer picture of the cost of doing business and how far your tax contributions are going.

We want to ensure our priorities are your priorities. The City is increasing the amount of consultation and dialogue we have with taxpayers. This will continue as we create a robust public engagement strategy and revamp our advisory committee system. I encourage all Regina citizens to be involved with the work of the City by attending Council meetings, staying in contact with your Councillor and engaging with us through social media.

Sincerely,

Michael Fougere Mayor

## 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 foundation 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.

# **City Council**

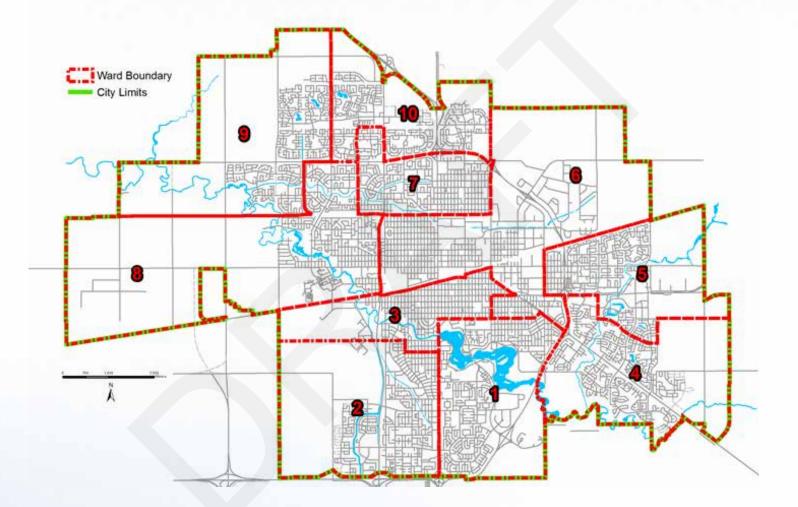
City Council is responsible for the governance of the City of Regina, subject to Provincial legislation. Members of City Council are elected every four years in a municipal election with the last held October 24, 2012. The City of Regina uses a ward system for electing Regina City Council, with the city 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. City Council members for the 2012-2016 term are shown in the picture below.



City Council members for the 2012-2016 term are:

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

### Map of Electoral Wards



# **Major Highlights of 2015**

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. Ultimately, the project will contribute to the Official Community Plan (OCP) 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.

As part of the RRI, the City of Regina is leading the planning and redevelopment of the 17.5 acre (7 ha) Railyard site in the centre of the city, formerly occupied by a railway intermodal facility. Over the next 10-15 years, the Railyard site will be transformed into a vibrant mixed-use area that complements both Downtown and the Warehouse District. In 2015, the Railyard Renewal Project began intensive planning including public consultations. At these sessions, residents and stakeholders had the opportunity to learn more about the Railyard Renewal Project and share their ideas and aspirations for the future of the site.

By the end of 2015, the Stadium Project was over 60% complete and was on target for substantial completion by August 31, 2016 with full completion in July of 2017. The first Saskatchewan Roughrider game in the new stadium will be played in June 2017.

To date, over 44,500 cubic meters of concrete has been placed within the new stadium. Seating and leg room will be significantly improved over the current stadium. Lighting will be an industry leading LED system, which will improve the spectator and athlete experience while using 75% less energy than traditional sport lighting systems.



Meeting regulatory requirements and industry best practices for design, construction and operation of infrastructure:

### Wastewater Treatment Plant Upgrade

The City of Regina had to build an upgraded wastewater treatment plant to meet new environmental regulations. This is one of our largest and most complex capital projects to date. An updated facility is essential so we can:

- Protect public health and our environment
- Improve water quality for downstream residents and businesses
- Meet the needs of our growing population

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% of the eligible capital costs. This funding is 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.

By the end of 2015, the upgraded Wastewater Treatment Plant was approximately 75% complete. Construction of the new plant and upgrades to the existing plant were on-budget and slightly ahead of schedule.

The new Wastewater Treatment Plant will be substantially complete by December 2016.



## Collaborating to contribute to community well-being:

### Addressing Capacity Challenges at the Buffalo Pound Water Treatment Plant

In May of 2015, water treatment capacity at the Buffalo Pound Water Treatment Plant was severely hampered by water quality issues in Buffalo Pound Lake. Residents and businesses in Regina were asked to voluntarily reduce water usage and the City's backup wells were put into service.

In the period from May 25 to June 8, when voluntary water restrictions were in place, the community's water use was reduced significantly. This reduction ensured that the water treatment plant was able to meet the City's water needs until a resolution to the capacity issues were identified and implemented.

Regina residents and businesses demonstrated their commitment to community well-being by their willingness to voluntarily reduce the water use. Ensuring City of Regina services and amenities are financially sustainable:

### **Resolving Pension Funding Issues**

City Council at its October 26, 2015 meeting, approved changes to the Regina Civic Pension Plan which took effect on January 1, 2016.

This decision was the culmination of several years of work involving the City Administration, the Civic Pension and Benefits Committee, the Pension Administrative Board, the Pensions and Disability Administration staff, the actuary and the other employers in the Regina Civic Employees' Superannuation and Benefit Plan and the provincial pension regulator.

All employer and employee groups worked together to create a Pension Plan that is sustainable into the future, protects the pensions of retirees, provides a secure predictable pension for existing employees and is affordable to taxpayers. More information about the final details of the new plan are available at Reginapensions.ca Contributing to the safety and security of Saskatchewan residents and international refugees:

### Supporting Fire Evacuees from Northern Saskatchewan and Syrian Refugees

In late June and early July of 2015, Northern Saskatchewan faced unprecedented forest fire activity. In total, 51 communities in the north declared states of emergency and over 5,000 northern residents were evacuated.

Regina embraced 1,800 evacuees and provided a coordinated response and support system for them which included:

- Housing
- Sports and cultural activities
- Library services
- Entertainment

Late in 2015, the Government of Canada began to fulfill its commitment to provide resettlement for 25,000 Syrian refugees. Since December, Regina has received approximately 450 refugees. The settlement effort has been superbly coordinated by the Regina Open Door Society, supported by a number of other agencies and services, along with a high level of support from residents and businesses. The Open Door Society reports that the vast majority of Syrian refugees have been settled in permanent homes and children have begun schooling.

Regina citizens and organizations once again demonstrated their commitment to the people of the province and from around the world through their hard work and generosity. Supporting orderly and sustainable long-term growth:

### Service Agreement Fee and Development Levy Review

The City of Regina uses Servicing Agreement Fees (SAF) and Development Levies (DL) to fund major infrastructure investments required for new growth and development, as per *The Planning and Development Act, 2007*.

A review of the development charge policy was completed in 2015 and a new SAF/DL policy was approved by Council. This new policy was a foundational step in implementing *Design Regina: The Official Community Plan Bylaw* 2013-48 (OCP).

The new policy is consistent with the OCP Community Priorities and goals. In particular, the recommendations are built on the principle that 'growth pays for growth' and those that benefit from a service pay for the service.

The recommendations approved in 2015 will ensure that adequate SAF/DL are charged to more accurately cover the cost of infrastructure that is triggered by development. The SAF/DL policy ensures that growth does not create an unfair financial burden on Regina taxpayers. The approach will decrease the risk to taxpayers to fund SAF/DL deficits should growth of the city slow down. The new policy has shifted all identified SAF/DL eligible growth-related capital projects to be paid for by developers – either indirectly via SAF/DL or directly, to be paid for by the developer. This shift minimizes the risk to taxpayers and allows for property taxes and utility fees to be focused on operations, maintenance and renewal of existing infrastructure, managing other non-infrastructure programs and services and funding other projects resulting from growth that cannot be charged to SAF/DL as per *The Planning and Development Act, 2007* (for example, police and fire stations, libraries, and transit).

The new SAF/DL policy and the related phasing plan approved by Council at the same time, places particular weight on two of the Community Priorities:

- Long Term Financial Viability: The policy strikes a balance between supporting growth and ensuring long term financial viability for the City and the taxpayer.
- Develop Complete Neighbourhoods: Historically Regina has allowed development to occur when and where developers identify a market demand. This has resulted in slow buildout of some neighbourhoods, delaying the development of support services inherent to the concept of 'Complete Neighbourhoods' (e.g. grocery stores and other retail, schools, transit, etc.). Keeping this Community Priority in mind, the new policy focuses development to allow for complete build out. This approach is likely to achieve complete neighbourhoods sooner.



### Improving ways of getting around Regina:

### **Universal Bus Pass**

In September 2015, City Council approved the establishment of an agreement between the City of Regina and the University of Regina Students' Union (URSU) for a Universal Bus Pass program (UPass) program. Under the terms of the agreement, the City of Regina pays the upfront costs of purchasing an additional five buses to extend transit service and increase frequency of service. In return, URSU would provide most students with bus passes at reduced cost for the fall and winter semesters (paid for through student fees). These student fees would fully pay for the operating costs of the service extension.

Service expansions are projected to include:

- A new route in the southeast of the city
- Adjustment of the Glencairn/University route for greater service coverage
- Expanded hours on the Harbour Landing/University route in off-peak times
- Increased service hours for the Hillsdale/Walsh Acres route and the University Express during peak times
- Increased late evening service for both the Glencairn/ University route and the Harbour Landing/University route

The program will result in improved service to meet the needs of students. But non-student Transit users will also benefit from this expansion.

The start date of the is scheduled for the fall semester of 2016.

# **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 community with a robust economy envied across Canada.

Today, Saskatchewan's capital has a population of 223,000 and serves a larger metropolitan area of 241,000 and it's growing. Between 2011 and the end of 2015, the city's population increased by nearly 30,000 or 15.4%. 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 primarily a 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 of recent years has levelled off in 2015, the city's economic prospects remain comparatively strong (Figure 1).

Economic Indicators	2013	2014	2015	2016F	2017f	2018f	2019f	2020F
Real GDP at basic prices (2007 \$ millions)	13,608	14,113	14,075	14,235	14,591	14,917	15,253	15,667
percentage change	6.1	3.7	03	1.1	2.5	2.2	2.3	2.7
Total employment (000s)	136	137	138	138	138	141	143	145
percentage change	6.2	0.4	1.0	0.0	0.2	1.9	1.5	1.5
Unemployment rate (per cent)	3.8	3.7	4.4	4.9	4.7	4.6	4.6	4.6
Personal Income per capita (\$)	51,853	51,922	52,931	52,877	53,189	54,430	55,698	57,026
percentage change	5.0	0.1	1.9	-0.1	0.6	2.3	2.3	2.4
Population (000s)	231	238	243	248	254	259	264	270
percentage change	2.8	2.8	2.3	2.1	2.2	2.1	2.1	2.0
Total housing starts	3,122	2,223	1,597	1,360	1,259	1,328	1,405	1,525
Retail sales (\$ millions)	5,275	5.591	5,500	5,560	5,662	5.845	6,058	6,281
percentage change	5.9	6.0	-1.6	1.1	1.8	3.2	3.7	3.7
<b>CPI</b> (2002=1.0)	1,267	1,297	1,315	1,338	1,366	1,394	1,425	1,455
percentage change	1.7	2.3	1.4	1.7	2.1	2.1	2.2	2.1

Sources: Statistics Canada; CMHC Housing Time Series Database; the Conference Board of Canada

FIGURE 1: CONFERENCE BOARD OF CANADA WINTER 2016 METROPOLITAN OUTLOOK

One of Regina's economic highlights in 2015, even with the levelling of the economy, was the construction sector, where building permits grew over 2014 levels (Figure 2).



Building Permits (2006 -- 2015)

FIGURE 2: BUILDING PERMIT ACTIVITY (2006-2015)

As an economic centre in Saskatchewan, Regina's success affects and is affected by Saskatchewan's economy. The city, with its amenities and services, provides an attractive place to live and work, which supports and drives economic growth in the province. Regina is a key service centre for industries outside the city such as oil and gas, agriculture and potash.

A 2006 report from the Conference Board of Canada found that urban economies drove the economic success of the surrounding areas. In 2014, Regina and Saskatoon accounted for more than half (54%) of Saskatchewan's gross domestic product (GDP). Regina has consistently out-performed the province in terms of economic measures.

	Demographics	
Regina		Saskatchewan
223,000	Population Year end, 2015	1,130,537
15.4%	Population Growth Rate % change 2011 Census – April 2015	9.4%
11.5%	Visible Minority Population 2011 Census	6.3%
2:1	Working Age Population as a Ratio of non-Working Age Population 2011 Cel	nsus 1.7:1
51.5%	Post-secondary education as % of Population 2011 Census	47.2%
	Local Economy	
Regina		Saskatchewan
4.1%	Unemployment Rate in December 2015	5.5%
\$91,200	Median Household Income in July 2012	\$80,010
	Employment by Sector	
Regina		Saskatchewan
20 %	Industrial	29%
28%	Office	19%
4%	Transportation & Warehousing	5%
13%	Wholesale & Retail Trade	12%
20%	Non-commercial services	20%

FIGURE 3: COMPARISON OF REGINA TO SASKATCHEWAN ON KEY INDICATORS

## **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 other sources.

The City delivers its services in a variety of ways, led by approximately 2,500 permanent employees and the equivalent of another 330 full-time positions made up of casual and part-time workers. Many services, such as sport, culture and recreation programs, are delivered in partnership with community organizations. Others, such as paratransit and wastewater treatment, are delivered through contracts with private businesses.

The City's organization structure is designed to strengthen corporate planning and coordinated service delivery across all service areas. All citizen-facing operational services of the organization report through a single structure to ensure planning and decision making is coordinated and aligned and the accountability for results is clear (Figure 4).

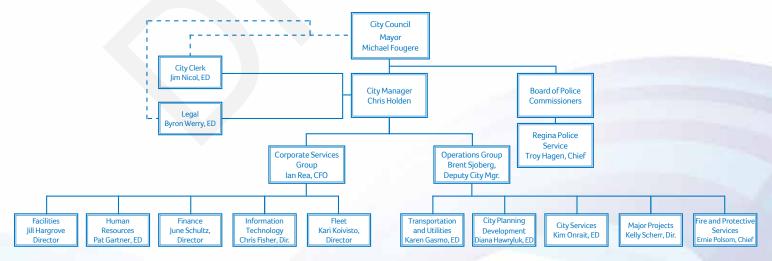


FIGURE 4: CITY OF REGINA ORGANIZATION STRUCTURE (2015)

## Strategic Context

Saskatchewan has enjoyed a prolonged period of economic growth. The thriving provincial economy and low unemployment rate have both boosted salary expectations and supported a flourishing service industry. However, in 2015, initiated by a stark drop in international oil prices, the province's economy has begun to show signs of slowing.

Issues that were front and centre when the economy was booming have been tempered. For example, apartment vacancy which was below 1% just a few years ago has increased to above the City's target level of 3%. The unemployment rate, which was as low as 3% just a year ago, created challenges for the City to recruit skilled tradespeople. This issue has recently moderated, with the unemployment rate rising to 3.8% by the end of 2015 and recruitment and retention has improved. However, even with the increased flexibility in the labour force, Regina continues to have one of the lowest unemployment rates in the country and demand for workers remains high.

As the economy cools, public expectations to manage the cost of municipal government will increase.

#### **Growth Management**

The robust economy of the past decade, while of great benefit to the community, created significant pressures for the City of Regina. Revenues are growing as a result of growth, however, not as quickly as costs. The City of Regina has needed to consider how to improve revenue growth and reduce costs. A key element of this effort has been to develop policies, incentives and programs to improve the population density of the community. If some of the new population coming to Regina can be accommodated without building new roads, sidewalks and other infrastructure, costs can be managed more effectively.

However, improved density is only part of the answer. In some cases, only new infrastructure can address the service requirements of a growing population. In the 1970s, the last time the city saw a significant growth period, new system infrastructure was built that could handle servicing a growing population. That excess system capacity (e.g. for things like water pressure) has now been used up and significant new investment will be required for Regina to service new growth areas.

Regina is also facing demands because of the growing population in communities surrounding the city. The number of non-residents who use City's services but don't contribute to the tax base is increasing. The City has continued to work with its partners in the region, to identify innovative ways to jointly plan and deliver services.

#### Asset Renewal and Financial Viability

One of the Community Priorities which emerged from the *Design Regina: The Official Community Plan* process was to ensure Regina's long-term financial viability. Of key concern to the community was the historic pattern the City had taken to manage perceived affordability of property taxes. This typically involved deferring investments in the renewal of assets and infrastructure to keep property taxes low. Residents recognized that two decades of this practice has created a backlog of necessary infrastructure renewal. This includes the renewal of residential streets, recreation facilities and other buildings in which the City conducts its business.

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 it will also reduce its economic competitiveness. The City has started developing strategies to address this which includes developing long-term asset management plans.

But the issue is complex. Typically asset management plans have been based on replacing or renewing assets to provide the same level of service. As Regina grows, it will also have to consider that demographics and resulting public expectations are changing and service requirements are evolving. No longer are we in an environment where infrastructure renewal simply means replacing "like with like." Infrastructure plans and decisions will need to be based on an evaluation of future program and service needs. The issue of infrastructure renewal is compounded for the City's water and wastewater Utility as a consequence of regulatory and climate changes. The City of Regina is committed to protecting the environment and meeting its regulatory requirements. The Utility's immediate regulatory challenge comes from the combined changes in provincial and federal regulations. These changes have necessitated significant capital investment in the Wastewater Treatment Plant to meet operating permit requirements and protect downstream water bodies. Significant investment has also been provided to reduce the risk of sewage bypass, which has occurred when unusual storm events push the drainage system beyond its capacity. These types of storm events are becoming more frequent. Finally, climate change has also affected conditions in Buffalo Pound Lake, Regina's water source. These conditions have led to a need to adjust water treatment processes and may result in the need to renew treatment infrastructure earlier than planned. This issue is currently being studied by the Buffalo Pound Water Treatment Plant.

## Employee Engagement and Retention

The reality is that the delivery of services to Regina residents is dependent on people. More than half of the City of Regina budget is spent on employee salaries – people who, for example, drive buses, pick up garbage, suppress fires, pave roads, clear snow and teach swimming lessons. The City is dependent on the skills and commitment of its employees to meet residents' expectations.

The economic strength the community has seen in recent years has affected the City of Regina's ability to recruit and retain highly skilled and qualified employees. Salary demands increased, particularly for skilled tradespeople, because of the labour market competition for employees and these demands were not always affordable for the City. While the demand has eased somewhat as the economy cools, the unemployment rate remains one of the lowest in Canada, therefore, issues still occur in some occupational categories.

Complicating employee recruitment and retention is the fact that City of Regina employees are aging. Indeed, one-third of the City's workforce is eligible to retire in the next six years. When considered in the context of an already competitive labour market, the City will be challenged to maintain service levels in the coming years without proactive strategies to improve our ability to recruit, retain, and develop employees with the necessary skills. Fortunately, not all people who are eligible to retire do retire. Until now and likely into the near term, the City has been able to sustain services and service levels in a competitive labour force environment because many employees choose to remain in the workforce. While this trend eases the challenge of recruitment and retention, it also elevates the risk as the number of employees eligible to retire increases each year. To begin to address this risk, the City has implemented various initiatives including training to develop future leaders and succession management across the organization.

#### Citizen Engagement

The City has not always done a good job of ensuring residents understand the role of the City, what services it delivers and how those services are paid for. As the City works to advance major issues, such as asset management and long-term financial viability, it will be essential to engage residents in a discussion of priorities and affordability. The City has spent 2015 readying for such engagement by developing information that can be used by residents to assess their priorities.

An important aspect of the City's response to this necessary engagement is reflected in its new membership with the Ontario Municipal Benchmarking Initiative (OMBI). This is a Canada-wide network of municipalities which have agreed to jointly define and cost municipal services and compare performance using standard indicators. The results will provide important context for discussions about the City of Regina's performance and should help build trust and confidence with residents.

## 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: In the absence of thorough asset condition information, there is a risk that one or more assets could deteriorate or even fail, resulting in an interruption or reduction in service levels to citizens.

The development of good asset condition information and plans to address asset weaknesses is a priority for the City. This was a focus of activity in 2015 and will continue.

• Succession Planning: In this current economic environment of low unemployment and rising incomes, the City is poorly positioned to compete in the labour market. Indeed, the City is already experiencing difficulty recruiting for key positions. As mentioned previously, this issue is further complicated by the fact that onethird 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.



# **Planning Our Future**

## Design Regina: The Official Community Plan

At the culmination of a four-year planning process, the City adopted *Design Regina: The Official Community Plan* (OCP) in 2013. 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 directs 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 full scope of 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 the Plan**

The OCP is the City's highest order plan and the basis upon which other policies and plans will be developed.

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 City; a growth plan that directs where and how growth will occur; and citywide policy sections that speak to various topics directly and indirectly related to the growth plan.

The OCP was developed with several subordinate plans of which many are 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 Urban Forest Management Strategy and the Recreation Facility Plan will continue to guide the City and will respond to the goals and policies of the OCP. Future updates to those documents will be based on the OCP, as will development of new strategies and plans.



## **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; and
  - 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; and
- 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; and
- 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; and
- 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; and
- 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; and
- Introduction of financial policies to guide the implementation of the plan and its policies.

## 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; and
- 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; and
- 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 the opportunity to respond to both the current circumstances the City 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* (the title of the plan) for the delivery of the OCP in the future. Each four-year Strategic Plan after that 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 that the far-reaching objectives of the OCP can be achieved. The focus of the four-year strategic plan is:

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 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.

## **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 are less likely to leave the City in pursuit of other opportunities, and contribute to a culture that can attract other like-minded employees. 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.

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

# A Message from the Chief Financial Officer

The City of Regina's 2015 Annual Report is the culmination of a thoughtful, comprehensive process that includes details about service delivery plans, funding strategies, assessments of the corporation's operating environment and financial condition and measurements of progress. It takes a team of committed staff across the corporation 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 2016 Budget. The budget document, Managing Priorities: Doing What Matters Most 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 Budget describes the plan and the Annual Report describes the results.

The 2015 Annual Report describes its progress, including an outline of the measurement and reporting framework that 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 2015 operational highlights, including our first report on operating performance using benchmarks that will also 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. Over the next three years, the detail and scope of this information will grow until the City is fully reporting on its performance in comparison to a number of other cities in Canada.

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,

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lan Rea Chief Financial Officer

# **Assessing our Performance in 2015**

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 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 began a process to measure and report on its operation performance. At the basis of this will be a set of benchmarks that will 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.

## **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 2015. These are presented and organized by the policy categories within the OCP.

A full listing of all decisions and actions taken to implement the OCP can be found at DesignRegina.ca/ OCPImplementation.

### **Community Priorities**

- Develop complete neighbourhoods: Create safe and inclusive neighbourhoods that are easy to get around and that have a mix of housing choices, amenities, and services. Community input will drive a proactive approach to city planning. The Final Phasing and Financing Plan, developed as part of the Service Agreement Fee and Development Levy policy review, and now a part of the OCP, supports development of complete neighbourhoods by limiting the number of neighbourhoods developing at any one time; this also helps to mediate growth-related impacts on City operations, which reduces risk to service levels and quality of life for existing residents.
- Create better, more active ways of getting around: Make it easier for people of all abilities to travel by investing in public transit in appropriate locations and planning for all active forms of transportation. This includes providing access routes so all people can more easily travel from home to work and to other destinations. A draft version of the City's first Transportation Master Plan (TMP) was completed in 2015 – a key guiding document that will advance the implementation of the OCP. This plan sets the course for how different modes of transportation are integrated into new and existing areas. The draft TMP contains 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. A new TMP Coordinator position at the City was created to coordinate projects related to implementation of the TMP.

• Achieve long-term financial viability: Spend money wisely to ensure the City's ability to manage its services and amenities both now and in the future. This includes considering the full costs of operating before committing to projects or services and to search out new ways to generate revenue to ensure the City has the financial resources to meet customers' needs. The City began work in 2015 on the development of a long range financial plan that directly responds to this community priority. The plan will project revenues and expenditures over a 10 to 20 year period and assess our financial viability over that term. It will provide valuable information on what will be needed to support ongoing services, including maintenance of assets to provide those services. Having a long range financial plan allows us to better understand the future ramifications of present-day spending decisions so that the City can plan not just with the short-term in mind but also over the next 20 years.

### **Financial Policies**

- **Policy 1.1** Allocate the cost of delivering programs and services based on [...] the benefits model
  - Cemetery fees were reviewed and as a result, a new three year fee schedule was approved to ensure full cost recovery and financial sustainability to the Cemeteries program and develop new assets required to meet sales demand
  - A Transit fare increase was approved which helps offset the tax supported funding needed to support the public transportation system, the plan runs through to 2017.
  - The City of Regina Snow Storage Site is a Cityowned and operated facility accessible free of charge to all users, 24 hours a day during the winter season. Approximately 60 percent of all snow hauled to the site is from commercial and private contractors with the remaining comes from Winter Maintenance activities of the City. In order to align the operations of the snow storage site with the financial principles of the OCP, a pay-per-load fee system based on truck size was proposed. With this new fee structure, the operations of the snow storage site will be supported by its users. It will also still remain accessible to all citizens, and commercial and private contractors for the winter season.

- **Policy 1.4** *Develop infrastructure in accordance with a phasing and financing plan:* As a follow up to the 'Interim Phasing and Financing Plan', completed in 2014, a full review of the Service Agreement Fee and Development Levy policy was undertaken in 2015. The updated SAF policies put into effect January 1, 2016 reflect the true costs of providing services to new developments and foster financial viability and sustainable growth. The policy allocates the development costs fairly between taxpayers and the developers to ensure that new development will not cause financial burdens to Regina taxpayers.
- **Policy 1.6** Make decisions on capital investment based on an understanding of the strategic priorities of the City and overall fiscal limitations. The Water and Sewer Utility has a long-term financial model that considers a twenty-five year horizon for capital and operational costs to determine financially sustainable rates.
- 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. In 2015, Council approved the cost-recovery business model the new Septage Hauling Receiving Station, which was under construction in 2015 and will be operational in 2016. Through this model, customers who use the service will pay fees that recover the capital and operating costs of the facility over its lifecycle.

## **Growth Plan**

- **Policy 2.3** Direct at least 30% of new population to existing urban areas as the City's intensification target.
  - In 2015, approximately 12% of estimated population growth occurred through intensification of existing areas of the city. The City anticipates that the intensification rate will fluctuate from year to year as has been the case in the past. In 2014, there was approximately 26% of growth from intensification while the average over the two years (2014-15) since the OCP was approved was 20%. While the OCP directs a five-year review of the split between greenfield and infill growth this is a measure that the City will continue to monitor closely.
  - The Railyard Renewal Project is important in supporting the intensification strategies in the OCP. This project launched in 2015 with public consultation on its design and vision.
- **Policy 2.6** *Phase and stage development in accordance with a phasing and financing plan.* As part of the Phasing and Financing Plan, amendments to the OCP approved by City Council in 2015, Regina's growth to 300,000 (300K) will be sequenced by separate phases in accordance with the plan.
- Policy 2.6 Prepare an intensification development strategy. Work continued on the four-year Intensification Work Plan (IWP) developed in 2014 with the initiation of a pilot project for laneway and garden suites as well as starting the process to draft guidelines for infill development. The guidelines are intended to help provide guidance to homebuilders, designers and developers to increase the compatibility of new housing developed in Regina's existing neighbourhoods.

### **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.
    - In 2014, the Regina and Region Water and Wastewater Study was completed in cooperation with a number of municipalities within the Census Metropolitan Area (CMA). The study was initiated 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. In 2015, the City continued discussions to explore shared servicing opportunities with its regional partners.
    - The City continued to collaborate actively 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.
- Policy 3.9 The RM of Sherwood and the City will collaborate where possible, particularly on the future of the City's aspirations for urban growth outside the city, and potential future land use conflict inside the city, to clearly define and differentiate future growth and future required urban land contained within the JOINT PLANNING AREA. The City of Regina and RM of Sherwood agreed to the definition of complementary industrial development. This agreement sets the foundation for future discussions between municipalities regarding servicing Sherwood Industrial Park in the RM north of the city and future discussions of shared services.

#### 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: In 2015, the City reduced the Urban Forest's pruning cycle by one year after exceeding the department's pruning target by 2000 trees. This effort should improve the health of the tree canopy over the longer term.

#### Transportation

- 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: Beginning in the winter of 2015, the City of Regina cleared sidewalks adjacent to City-owned parks on category 3 and 4 roads. This change to the Winter Road Maintenance Policy adds 26 km of sidewalks to the snow clearing schedule and, in turn, improves accessibility for citizens throughout the winter months.
- Policy 5.7 Proactively and strategically promote walking, cycling, carpooling and transit choices by using City and community-led programs and organizations to provide education and promote awareness. The OCP has been used to guide the development of operational plans for the new stadium, particularly the draft transportation and parking strategy which places a greater emphasis on active travel modes and transit use for stadium events. The strategy will be considered by Council in 2016.
- Policy 5.11 Enhance transit service in existing neighbourhoods to support continued residential and employment growth,
  - Implemented bus route changes on Victoria Avenue East to cover more area in the Victoria East area at no additional cost. The changes allowed residents to have more choice in bus routes and made it easier and more convenient to take the bus.
  - Service was introduced on five additional stat holidays that previously did not have any transit service. This allowed another transportation option during holidays. On average there were 3,200 rides given on each holiday.

- The approval of a U-Pass at the University of Regina will require addition routes and enhanced service frequencies to support the increase of students taking the bus. More direct, quicker routes will be implemented to make the service attractive. Around 10,000 students will have a U-Pass and will be able to use the Transit service while going to the University. This will enhance the overall Transit system and the services for residents. Ridership is expected to increase gradually as new users to the Transit system try it for the first time. This will build future generation Transit riders that will form new transportation habits.
- Bus service was introduced in the Hawkstone development to ensure this area had no more than a 400 meter walk to Transit services. Previously the distance was over 1,000 meters. This change connects Hawkstone to the rest of the neighbourhood and allows choice in transportation for the residents in this area.
- Policy 5.13 Maximize the accessibility of the conventional transit system while ensuring the paratransit system meets the needs of those unable to use the conventional system. In 2015, the City continued its pursuit of an overall action plan with respect to accessible taxicabs, supporting the priorities of sustainable transportation choices and social inclusion. This approach supports Transit Services' plan for reducing Paratransit refusal rates by utilizing taxicabs.
- **Policy 5.20** –*Consider improvements to existing infrastructure before constructing new or expanded roadways.* In 2015, the City of Regina undertook efforts to widen and improve the overall quality of the roadway on Victoria Avenue East between Prince of Wales Drive and Coleman Crescent. Through this project, accessibility and safety were improved and now allow for a more walkable neighbourhood while also improving traffic safety.
- **Policy 5.25** Develop an inviting and efficient citywide bikeway network to expand on-street and off-street cycling infrastructure to connect key trip generators and destinations. In 2015, the City opened an on-street bikeway along Chuka Boulevard in The Greens on Gardiner neighbourhood. There was also a boulevard trail along Parliament Avenue, from Pasqua Street to Lewvan Drive, constructed in 2015.

## Infrastructure

- Policy 6.3 Prepare and implement an asset management strategy for infrastructure. The City is developing master plans for the following asset categories, which will inform related asset management plans:
  - Water
  - Waste Water
  - Facilities
- 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: The Residential Road Renewal Program applies an asset management strategy with dedicated funding, through the 1 percent mill rate, to improve the condition of our residential streets. The Program allocates 10 percent of funding to roads in 'good' condition, 65 percent to roads in 'fair' condition and the remaining 25 percent to roads in 'poor' condition. In 2015, 87 projects improved the condition of a 19.2 km of our residential road network. The 2016 construction season will include approximately 20.8 km of roadway improvements and will continue to increase which will continue to maintain and improve our residential roads overall.
- Policy 6.6 Develop infrastructure plans that will:
  - Address both short- and long-term growth requirements;
  - Manage the impacts of new development on systemwide services

The Wastewater Treatment Plant project continued throughout 2015. The development of the new plant supports the environmental objectives of the OCP, improving effluent quality. It also supports the future growth of the community.

• Policy 6.12 – Explore waste-to-energy processes whereby waste and waste byproducts of one activity are used as resources for another. The construction of a waste-to-energy facility began in 2015. Beginning in 2016, this facility will convert landfill gas, a by-product of decomposing waste, into electricity. This electricity will be sold to SaskPower through the Green Options Partners Program.

## Land Use and Built Environment

## **Goal 1** – Enable the development of complete neighbourhoods.

- The Final Phasing and Financing Plan, developed as part of the Service Agreement Fee and Development Levy policy review, and now a part of the OCP, supports development of complete neighbourhoods by limiting the number of neighbourhoods developing at any one time; this also helps to mediate growth-related impacts on City operations, which reduces risk to service levels and quality of life for existing residents.
- New neighbourhood developments are required to meet criteria set out in the OCP. The City reviewed several proposals and concept plans in 2015 and is working with developers to ensure OCP criteria are met.
- **Policy 7.1.5** A diversity of housing types to support residents from a wide range of economic levels, backgrounds and stages of life, including those with specific needs. A pilot project for laneway and garden suites was initiated.
- Policy 7.29 Require medium office and major office to locate inside the DOWNTOWN, except where specifically excluded. Office policies in the OCP are reviewed annually respecting the effectiveness of the office policy and potential impacts the policy may be having on the Regina office market conditions. In 2015, a minor amendment was made to the OCP to allow Council to consider anomalous situations to relocate medium and major office away from potential hazards.
- Policy 7.35 Ensure quality design through preparation of guidelines or regulations for development that has a significant influence on the public realm (e.g. largeformat retail, multi-unit residential, and major corridors). Consultation regarding the creation of Infill housing guidelines commenced. The guidelines are intended to provide guidance to homebuilders, designers and developers to increase the compatibility of new housing developed in Regina's existing neighbourhoods in partial fulfilment of OCP policy 7.35 and policy 2.10.6.

### Housing

- **Policy 8.1** Support attainable housing in all neighbourhoods through ownership, rental housing and specific needs housing.
  - The City plays a key role in the federal government's Homelessness Partnering Strategy by providing leadership on the Regina Community Plan on Homelessness and the Community Advisory Board. In 2015, the following was accomplished to support the homeless population:
    - Allocated over \$700,000 to organizations for capital projects and to deliver housing and support services;
    - Completed a 'Point-in-Time Count' to identify the needs of the homeless; and
    - Developed a Housing First Model for Regina to be implemented in early 2016.
- **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. Laneway and garden suites guidelines were developed to allow the City to test and monitor the development of a limited number of these housing forms in existing neighbourhoods throughout the City, in partial fulfillment of the OCP's 30 % Intensification goal and the Comprehensive Housing Strategy.
- **Policy 8.7** Use incentives and alternative approaches to increase the supply of attainable housing, adequate specific needs housing, and innovative housing developments.
  - The Housing Incentives Policy underwent a complete review and update to reflect current market conditions with prioritization of funding for affordable rental units and non-profit housing providers.
  - Housing incentives tax exemptions were provided for 883 rental units and 142 ownership units for a total municipal investment of \$679,622 for new units, and \$1,576,918 for new and existing residential tax exemptions in 2015.

- Housing incentives capital grants were committed for 73 affordable rental units and 89 affordable ownership units for a total investment of \$2,430,000 in 2015.
- **Policy 8.10** Ensure the Condominium Conversion Policy Bylaw is consistent with the policies of this Plan and any strategies related to this Plan. The Condominium Policy Bylaw, which governs condominium conversions, was revised to address changes in provincial legislation requiring that the impact of a condominium conversion be measured. The revised Bylaw restricts conversions from taking place if the result of the conversion would decrease the rental vacancy rate below 3% at the neighbourhood level.

## Parks, Recreation and Open Space

- Policy 9.1.1 The OPEN SPACE SYSTEM will be managed in a comprehensive and environmentally sensitive manner. The City reviewed and revised the Herbicide Reduction Plan to ensure the long term health of open space assets by managing weeds while reducing herbicide use in parks and open space areas.
- **Policy 9.8** Encourage and facilitate partnerships to enable the development of parks and recreation facilities and the establishment of alternative financing. A private developer partnered with the City of Regina by donating the funds required to construct a spray pad on the site of the Northwest Leisure Centre. The initiative leverages partnerships to expand the services available to residents in the northwest of the City by creating a multifunction destination, increasing the variety of programs and services provided, and increasing access to a wide range of populations.

## 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.

- **Policy 10.1** Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve HISTORIC PLACES. The City committed financial support to a bid to host the 2016 Breakout West Awards and Festival, a celebration of the music industry in Western Canada. This funding was provided in partnership with a number of other partners and resulted in a successful bid for the event.
- **Policy 10.3** Identify, evaluate, conserve and protect cultural heritage, HISTORIC PLACES, and cultural resources. Renewal of Confederation Park on the site of the new Mosaic Stadium was initiated in 2015. Confederation Park is one of the oldest park areas in the City and the renewal project responds to the OCP's direction to conserve historic places.
- **Policy 10.11** Leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources and conservation of HISTORIC PLACES. City Council approved the Heritage Building Rehabilitation Program which replaced the former Municipal Incentives Policy for the Preservation of Heritage Properties which was adopted in 1991. The new Program provides a tax exemption to owners of municipally designated heritage properties equal to 50% of the costs associated with upgrading heritage character defining and structural elements of the designated buildings for up to a period of 10 years. In 2015, the Development Services Department processed three applications under the new Program including the Viterra Offices at 2006 Albert Street (Former C.W. Sherwood Department Store), the Patton Residence at 2398 Scarth Street, and the Hill Residence Carriage House at 2990 Albert Street for a total investment of \$3.3 million over 10 years.

### Social Development

- **Policy 13.23** Develop an integrated multi-modal transportation system that offers choices to all of Regina's residents regardless of location, income level or ability.
  - Paratransit initiated an Interactive Voice Response program and piloted the use of taxis to reduce the number of unaccommodated trips.
  - In 2015, the City continued its pursuit of an overall action plan with respect to accessible taxicabs, supporting the priorities of sustainable transportation choices and social inclusion.
  - Introduced an additional eight accessible taxicab licences in 2015, ahead of the original plan of adding four in 2015 and another four in 2016
  - Intent was to make accessible services comparable to regular taxicab services in terms of 24/7 availability and wait times
  - Supports Transit Services plan for reducing Paratransit refusal rates by utilizing taxicabs.
  - Two buses were added to the Paratransit fleet to increase capacity by 4,000 hours and increase the amount of service available to those that need it. The trip refusal rate is has been decreasing and more trips are being accommodated.
  - A pilot of an accessible bus stop was implemented at the transit hub on 11th Avenue. This initiative was supported by the installation of heated and lit bus shelters along 11th Avenue.

#### **Realizing the Plan**

• **Goal 7** – Ensure that the Zoning Bylaw facilitates development in accordance with the goals and policies of this Plan.

# 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. 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. To begin that work, in 2015 the City developed a policy framework to guide the organization to financial viability.

## **Financial Policies Framework**

In anticipation of the development of the City's long-range financial plan, a financial policy framework was developed in 2015. For more detail on the framework documents, see the City of Regina 2016 Budget. The framework sets out principles and benchmarks to help guide administration in making recommendations to Council on decisions related to financial planning and oversight at the City of Regina. There are 12 key policies in this framework:

- 1) Growth and Development
- 2) Strategic Initiatives and Enhancements
- 3) Debt
- 4) Investments
- 5) Budgeting
- 6) Revenues User Fees and Service Charges
- 7) Revenues Property Taxation
- 8) Revenues Non Recurring Revenues
- 9) Program & Services Review
- 10) Reserve Fund Management
- 11) Capital Project Financial Control Policy

The City will use this policy framework to regularly assess whether decisions contribute to, or detract from, the ultimate goal of strengthening the City's financial condition. The goal is to ensure the City has the financial capacity to meet the needs of the community, now and in the future.

## **Measuring Financial Viability**

The first performance measures that are reported are those measures which the City has been tracking and reporting previously, 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, the City's ability to meet service commitments to the public, as well as financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

## 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, is increasing. 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	2009	2010	2011	2012	2013	2014	2015	2016 Budget
Ratio of Financial Assets to Liabilities	1.07	1.11	1.25	1.30	1.41	1.10	0.88	n/a
Ratio of Assets to Liabilities	4.45	5.22	5.97	5.90	6.7	3.95	4.08	n/a
Ratio of Net Debt to Total Revenue	0.22	0.21	0.18	0.15	0.13	0.34	0.41	0.34
Total Debt Per Household	\$1,425	\$1,314	\$1,092	\$958	\$883	\$2,546	\$2,975	\$2,667

FIGURE 7: CITY OF REGINA'S SUSTAINABILITY INDICATORS

NOTE THAT DATA REGARDING THE RATIO OF FINANCIAL ASSETS TO LIABILITIES AND ASSETS TO LIABILITIES IS NOT YET AVAILABLE FOR 2016.

## 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 which reveal 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 2015, debt charges to total revenue, which shows the proportion of total revenue required to pay interest charges on debt, remained stable.

Flexibility Indicators	2009	2010	2011	2012	2013	2014	2015	2016 Budget
Ratio of Debt Charges to Total Revenue	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Municipal Taxes as per cent of Household Income	2.09%	2.14%	2.22%	2.25%	2.36%	2.66%	2.75%	2.45%
Ratio of Total Municipal Revenue to Taxable Assessment	0.04	0.04	0.04	0.04	0.04	0.03	0.03	0.03

FIGURE 8: THE CITY OF REGINA'S FLEXIBILITY INDICATORS

## 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 has resulted in reducing Regina's vulnerability, making it relatively low (Figure 9).

Vulnerability Indicator	2009	2010	2011	2012	2013	2014	2015	2016 Budget
Ratio of Government Transfers to Total Revenue	0.25	0.20	0.14	0.14	0.13	0.13	0.13	0.13

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 Rating Services, 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's credit rating by Standard & Poor's for 2015 was **AA+ (Stable)**. Regina has received this 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 management under this plan."

# **Strategic Plan Results**

The City of Regina's Strategic Plan attempts to accomplish two things:

- 1. Advance the long-term achievement of the Official Community Plan.
- 2. Address issues, risks and opportunities in the shorter term which will ultimately affect the City's capacity to achieve the OCP.

Many of the 2015 decisions and actions related to the achievement of the OCP which have been reported above, directly flow from the City's strategic plan. What follows is a report of activities which are either underway or more internally focused:

## Manage Growth:

A number of guiding documents that establish the policy, which define 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 three years. To date, the following policies have been reviewed:

- Service Agreement Fee and Development Levy Policy
- Housing Incentives Policy
- Neighbourhood Road Renewal Program

## Improve Financial Viability

The City of Regina is moving toward implementing full lifecycle asset management across all asset categories. The organization is moving forward to develop first generation asset management plans in seven asset categories by the end of 2017.

As part of the strategic plan, the City of Regina continued work to develop a long-term financial plan, which should be complete in 2016. Steps in this long-term plan include the following work:

- Development of first generation asset management plans
- Establishing a plan to implement Service Agreement Fees and/or Development Levies for infill development
- Introduction of new financial software that has the ability to provide predictive modeling and improved decision support
- Renewal and finalization of the City's financial policy framework

As this work is finalized, it will be knitted together to create a multi-year financial plan to better allow the City to plan its resource requirements and make informed decisions.

## Engage and Develop Staff

The City of Regina is facing a risk to the delivery of service because 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, the City started work to improve the work environment and 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 which has reduced time-lost injuries by 47% since 2011, with the biggest gains coming in 2014. Improvements were retained throughout 2015 and consideration is being given to expanding the program to see further benefits.
- The City, in partnership with the University of Regina, began delivering a City-specific program to support leaders so they have the skills to create a positive and productive work place. In 2015, two groups of 24 individuals each began the training program.
- The City of Regina started delivery of the new 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**

 The City joined the Ontario Municipal Benchmarking Initiative (OMBI) to improve its ability to report its effectiveness and efficiency to citizens. The benchmarking system will allow the City to compare its performance including the cost of its service delivery with other municipalities in Canada.





# **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. In 2015, the City identified a municipal benchmarking partnership that it wanted to participate in. The partnership will allow the City to compare its performance to that of other municipalities across a standard bundle of services. Through Ontario Municipal Benchmarking Initiative (OMBI), formal reporting on our performance will begin in 2016 for the first 12 service areas. Over the next three years, the City will launch performance reporting incrementally until we report on all 27 services that align with the OMBI framework. Below are some early results where they are applicable, using 2014 data.

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 2015. Included in each section are the selection of OMBI performance measures which were collected for 2014.

To understand the City's performance it is important to review the **influencing factors** for each set of measures, which are cited below. These influencing factors will affect a municipality's performance and should be considered when reviewing results. The factors are diverse, but generally fall into one of the following categories:

- Choices about the service level being provided
- Environmental conditions (e.g. weather, soil type, etc.)
- Economic conditions (e.g. labour market, goods and material cost, etc.)

Details on the influencing factors for each service with performance results reported can be found in Appendix A.

Data are presented below using the following legend:

- OMBI Lowest Performance:
- OMBI Highest Performance:
- City of Regina Performance:

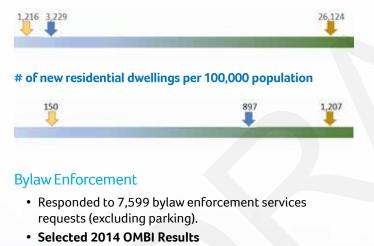
In the above legend, lowest performance is intended to mean performance that is counter to the desired direction. This may mean a higher value (e.g. a higher cost per capita). Highest performance is intended to mean performance that is in line with the desired direction. Similarly, this may mean a lower value (e.g. a lower cost per capita). There are some measures reported where higher and lower performance are not meaningful from a "desired/not desired" perspective. In these cases, the legend simply uses the higher value as the indicator of "higher performance."

Consistent with the contributing factors discussed above, lower performance and higher performance may be the consequence of factors outside of the City's control or choices the City has made based on priorities identified in the community. Over time, by monitoring the data, we have a way of examining and testing these choices and refining our understanding of what the community expects.

## **Building Permits and Inspections**

- The City of Regina issued 3,504 building permits, which was a 7% increase over 2014. The total construction value of the permits was \$675 million, which was also a 7% increase over the previous year. While 2015 was a record year in terms of the number of building permits issued, the value of permits peaked in 2012 at \$775 million.
- Selected 2014 OMBI Results

#### # of building permits issued





## Culture, Sport & Recreation

• Through the allocation of \$3.4 million, the Community Investment Grants Program supported the core operating and programming of 20 cultural, sport and recreation, social development organizations and further allocated 230 separate grants, ranging in amount from \$500 to \$30,000 for first time and recurring events, programs and services in the community.

- City Council approved to support the 2016 Breakout West Awards and Festival taking place in September. The event is a three-day celebration of Western Canadian music, which includes professional development opportunities for musicians, several smaller shows and the main awards show and concert. Providing funding for this event supports the Culture section of Design Regina. Specifically, policy 10.11 in 'leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources'. Also, in the Land Use and Built Environment section, specifically policy 7.7.5, stating 'Supporting historic places, cultural and civic resources and events'. The festival will provide professional development opportunities for artists while enlivening our community.
- Selected 2014 OMBI Results

## Culture

#### Arts grants per capita





Overall participant capacity for directly provided registered programs per capita



### Utilization rate for directly provided registered programs

## Fire

- The Fire Department responded to more than 6,900 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 seven fire departments in Canada and demonstrates performance to high international standards.
- There were four occasions where the Emergency Operations Centre was activated: Buffalo Pound Water Shortage, Northern Saskatchewan Fire Evacuees, Heavy Rainfall event and Syrian Refugee Planning.
- Selected 2014 OMBI Results

#### Number of staffed fire in-service vehicle hours per capita



Actual 90th percentile fire station notification response time (min:sec)



Number of residential structural fires with losses per 1,000 households



## **General Government**

- The City's Open Government Program enhanced the capacity and functionality of its self-serve data portal in 2015. The number of posted datasets increased to 79, of which, 19 provided data for public analysis and use and 60 were information of public interest.
- Access to Information requests are tracked as "formal" or "informal" requests. In 2015, 56 formal and 24 informal requests were received and processed.

- The City achieved 100% compliance with the defined 30-day or 60-day extension timelines for responding to Access to Information Requests. Conduct is outlined in The Local Authority Freedom of Information and Protection of Privacy Act and the Act applies to all local authorities.
- The Citizen Satisfaction Survey was reintroduced to gain insights into resident's perceptions about the programs and services they receive from the City. In fall 2015, 796 telephone interviews were conducted with a randomlyselected representative sample of Regina residents aged 18 years or older. The last Survey was conducted in 2012.
- Selected 2014 OMBI Results

# of formal Freedom of Information requests per 100,000 population



## **Corporate Services**

- In 2015, the Worker's Compensation Board received a substantial financial return which was then passed on to its clients. As a result of our continued improvements on workplace safety and the reduction of time loss related incidents, the City of Regina received a rebate of approximately \$1.13 million.
- The Human Resources department implemented a new human resources management system to replace a 15-year-old software system and a 25-year-old, mostly manual, time and attendance process. The new system provides more accurate information and is more efficient due to its largely automated process. For example, the system includes all rules from the various collective bargaining agreements and eliminates the possibility for misinterpretation and human error. This type of automation helps improve the accuracy of time, attendance and employee pay.
- The Aboriginal City Employees group (ACE) held its third annual National Aboriginal Day celebration.
   The employee group represented employees and the organization at various events including the North American Indigenous Games, career fairs and volunteer programs.

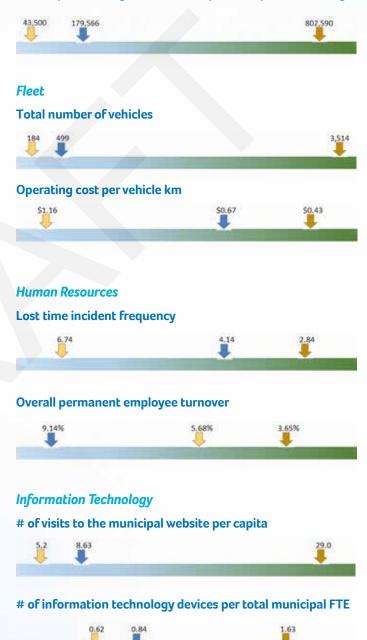
- The department completed its Five-Year Transit and Fire Fleet Funding Sustainability and Equipment Modernization Plan, which establishes stable funding to support the long-term renewal and sustainability of Transit and Fire Fleet assets, while also reducing the average asset age to industry norms.
- A significant goal of the OCP is to create financial sustainability. The Finance Department began working on the development of a long-range financial plan that directly responds to this goal. The plan will project revenues and expenditures over a 10 to 20 year period and assess our financial viability over that term. It will provide valuable information on what will be needed to support ongoing services, including maintenance of assets to provide those services. Having a long-range financial plan allows us to better understand the future ramifications of present-day spending decisions so the City can plan not just with the short-term in mind but also over the next 20 years.
- Work began to develop a Corporate Facilities Master Plan (CFMP). The CFMP sets out a strategy for identifying and prioritizing the renewal of City-owned facility assets. When complete, the Plan will allow a more holistic picture of the City's facility-related assets so it can better understand the implications of making different choices, or the timing of projects, all relative to other projects.
- The Facilities Preventative Maintenance (PM) Program was developed and implemented. Previously, maintenance has been more reactive than proactive, causing significant downtime of equipment, increased maintenance costs and increased capital costs, as the assets do not end up reaching their full useful life cycle. Taking a proactive approach to maintaining City infrastructure extends the useful life of the assets by reducing the chance of premature failure.
- Selected 2014 OMBI Results

#### **Facilities**

Total square footage of all buildings owned and leased by the municipality



#### Total square footage of the Municipal headquarter building



## Investment Management Gross % realized return on the total investment portfolio Gross % realized return on the total internally managed investment portfolio 128% 192% 408% Gross % realized return on the total externally managed investment portfolio 1,12% 3.81% 26,20%

## 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 2015, a total of 78 bylaws were prepared, including new, amended, and major re-writes of existing provisions. Several of these bylaws addressed important policy issues or changes to enforceability including:
  - The Clean Property Bylaw was amended to set a fee for using the City's snow storage site. The bylaw requires users to apply to use the snow storage site and sets out the way they are able to use the site.
- The Risk Management Branch oversees insurable risk management for the City and the Regina Police Service. Through this branch, the City was provided with guidance and oversight to reduce its risk and ultimately the cost of operating. In 2015, the branch investigated 1,045 incidents, settled 110 third-party claims and paid out a total of \$362,054.

- The department has been leading a project to make significant changes to the Civic Pension Plan. Along with assistance from the Finance Department, Communications Department and staff from Pensions and Disability Administration, this project was finalized at the end of 2015. The last phase of the project included negotiating the legal framework for the new governance structure for the plan, ratifying the benefit changes and new governance structure by all union groups and employers under the plan, conducting employee education sessions on the changes and working with the Superintendent of Pensions on legislative changes needed to implement those changes. One significant improvement is the provision for a dispute resolution mechanism, as well as a process for benefit changes and contribution changes to deal with any future financial difficulties.
- The department led the City's participation in extensive consultations with the Government of Saskatchewan to implement the recommendations made by the Commissioner in the Inquiry into the RM of Sherwood. Outcomes of the Inquiry brought amendments to *The Cities Act, The Planning and Development Act,* 2007 and The *Ombudsman Act,* 2012 all with the intent to increase transparency and accountability for municipalities.
- The Prosecutions Branch brought 1,055 charges to the Municipal Division of Provincial 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 space.

## Parks

• The department was able reduce the urban forest's pruning cycle by one year by pruning an additional 2,000 trees. The Regina Urban Forestry Management Strategy (RUFMS) states City of Regina trees should be pruned on a five to seven-year cycle. Due to service level choices, over time the pruning cycle has increased to 14 years and this extra work will help align the actual cycle time with the recommendations dictated in the policy.

- The Administration recommended and City Council approved the renewal of Confederation Park, which was built in 1967. Renewing a historic place is consistent with the policies of the OCP, specifically, the renewal meets the Culture section goal and many of the policies related to, "enhancing the quality of life and strengthening community identity through supporting cultural development and cultural heritage." The renewal will include regrading areas of the site, new pathways, lighting, irrigation systems and decorative items such as urns to hold annuals and didactic panels and a fountain replica.
- Selected 2014 OMBI Results

## All parkland in municipality as a percent of total area of municipality



## Hectares of natural and maintained parkland in municipality per 100,000 population



#### Planning

- In 2014, the City was asked by the provincial government to use Municipal Reserve Land to accommodate new joint-use school sites. Although a new practice, this ensures that the areas with the greatest need for new schools will have them, while reducing overcrowding in existing schools. The future joint-use school site will be located in a 300K population growth area called Rosewood Park within Coopertown, located west of Courtney Street and north of 9th Avenue North.
- A draft version of the City's first Transportation Master Plan (TMP) was completed in 2015 – a key guiding document that will advance the implementation of Design Regina. This plan sets out how different modes of transportation are integrated into new and existing areas. The draft TMP contains 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. A new TMP Coordinator position at the City was created to oversee projects related to implementation of the TMP.

- In 2015, Regina Planning Commission considered 70 reports seeking development approval with the majority being send to City Council for consideration. Key development approvals included:
  - Comprehensive redevelopment of the east Superstore including several commercial buildings, a four story medical clinic and retail building
  - Westerra subdivision phase I and zoning amendment
  - Rosewood Park school site rezoning
  - Amendments to Capital Crossing area in the Hawkstone concept plan
  - Multi-Generational Care facility (Orange Tree) in Harbour Landing
- The City ensures development of new infrastructure needed for City services, such as water, wastewater, drainage, landscaping and transportation, is meeting the necessary regulations and City standards. In 2015, the City managed17 servicing agreements with developers to construct new infrastructure in the following communities:
  - Hawkstone
- The Greens on Gardiner
- The Creeks
- Harbour Landing
- Kensington Greens

#### Roads

- This year saw the rehabilitation of 19.2 kilometres of road thanks to the availability of additional financial resources from the allocation of 1% of the 2015 mill rate increase to the renewal of residential roads. The work spanned across 87 projects for a total of \$7.5 million. The City developed a Proactive Repair Strategy in response to these new resources to stabilize the residential road network from further degradation.
- Other infrastructure repair work was completed on one bridge, signals at six intersections, eight pedestrian corridors, 7.3 km paved alleys, 13 km of gravel alleys and 32 new expressway lights. The department was also able to install new signals at six intersections and three new pedestrian corridors.

- The City of Regina Snow Storage Site is a City-owned and operated facility that was accessible and free of charge to all users, 24 hours a day during the winter season. To align the operations of the snow storage site with the financial principles of the OCP, a payper-load fee system based on truck size was approved. Approximately 60% of all snow hauled to the site is from commercial and private contractors and introducing a fee system aligns in particular, with policy 1.1.2 "Where some of the benefits of a program or service are citywide 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 charges." With this new fee structure, the operations of the snow storage site will be supported by its primary users while still being accessible to all citizens throughout the winter season.
- In 2015, the City of Regina took efforts to widen and improve the overall quality of the roadway on Victoria Avenue East between Prince of Wales Drive and Coleman Crescent. This work combined multiple smaller projects, which in turn allowed the combination of work to be done at a lesser expense. The work on Victoria Avenue East increases and improves accessibility and safety by allowing for a more walkable neighbourhood and improving traffic flow patterns. The final stages of this project will take place in 2016, including public consultations to understand the needs of the community in addressing access to businesses in the area. Once this public engagement is complete, City Council will be provided with information and options to complete the project.
- Selected 2014 OMBI Results

#### Vehicle km traveled per lane km (major roads)



% of bridges where the condition is good to very good

(Note: \*OMBI numbers includes culverts whereas City of Regina numbers do not)



#### Transit

- Ridership of transit saw a decrease of 3.4% from 6.6 million rides in 2014 to 6.4 million in 2015.
- A fare increase was approved by City Council, which helps offset the tax supported funding needed to provide the public transportation system.
- Work is always taking place to modernize the transit system. New bus shelters were installed on 11th Avenue to provide heat in the colder months, along with lighting to improve safety. A fully accessible bus stop began piloting at the 11th Avenue transit hub. Route planning will be easier as Regina Transit launched Google Transit to allow trip planning with Google.
- In 2015, Paratransit had a refusal rate of 6.3%, up slightly from the 2014 level of 5.3%. There was an increase in the demand for the Paratransit Service. We provided a total of 186,041 trips in 2015, up by roughly 2,600 trips compared to 2014, including 958 taxi trips (includes both accessible and regular). Paratransit received additional service hours and taxi funding in mid-2015. This allowed us to reduce our refusal rate in the second half of 2015, to achieve the 6.3% refusal rate.
- Significant work has been done to reduce the amount of unaccommodated trips for Paratransit users.
  - Paratransit began piloting the use of taxi rides to offset accessible transportation needs provided by the City. This year saw the addition of eight more accessible taxicab licenses. The original plan was to add four in 2015, with four more in 2016, however, in an effort to make accessible services comparable to regular taxicab availability and wait times, the decision was made to make the total increase in 2015. The pursuit of an overall action plan for the City with respect to the accessible taxicabs supports the priorities of sustainable transportation choices and social inclusion identified in *Design Regina*.
  - It was decided that Paratransit would add an additional two buses to its fleet. This work supports the Transportation policy in the OCP, specifically

5.13, that seeks to "Maximize the accessibility of the conventional transit system while ensuring the paratransit system meets the needs of those unable to use the conventional transit system". The two buses increased capacity by 4,000 hours and the amount of service available to those who need it. Adding the buses has helped decrease the trip refusal rate suggesting that more trips are being accommodated.

• Selected 2014 OMBI Results

#### # of Regular Service Passenger trips per capita



#### Waste Management

- The department injected \$11 million into an expansion project at the landfill to create 12 years of additional capacity of the Fleet Street site.
- The Solid Waste department reassessed the current consumption space and due to increasing waste, as well as our site accepting the waste from other landfills from surrounding communities, the capacity is less than previously estimated.
- Recycling continues to be a priority for the City. To help reach the goal of a 40% diversion rate by the end of 2015, a recycling program for multi-family residential units was approved and became mandatory starting in January, 2015. Over 96% of multi-family residential properties have filed a Waste Plan with the City and are providing recycling services for their tenants. For residential curbside collection of household waste and recyclables, collection is provided to over 62,000 singlefamily residential properties. To promote reducing household waste volume, a more compact curbside garbage cart was made available to residents.

- The construction of a waste to energy facility began in 2015. Once operational in 2016, the facility will convert landfill gas, a by-product of decomposing waste, into electricity. The electricity will be sold to SaskPower through the Green Options Partners Program. The facility and its accompanying benefits align directly with the OCP, section D4 Infrastructure – goal 4 policy 6.12 "Explore waste-to-energy processes whereby waste and waste by-products of one activity are used as resources for another."
- Selected 2014 OMBI Results

#### Tonnes of all material collected per household – Residential



## Water/Wastewater

- To reduce the risk of underground pipe failures and extend the life of the infrastructure, the City relined nine kilometres of water and wastewater pipes. The renewal was completed using cost-effective, trenchless technology, which 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 greenhouse gas emissions.
- Work was completed on a new detention pond and underground storm lines in south Albert Park, which will reduce the risk of property damage during heavy rain events.
- The second pressure zone pump station was completed and commissioned, resulting in increased water pressure for residents in north Regina and capacity for further growth in that area of the city.
- Through savings realized from the WWTP, the Utility is able to address critical aging infrastructure challenges sooner than anticipated. As a result, projects that were deferred for up to 10 years in the 20-year capital plan were advanced in 2015.
- Following the same reasoning as the new Snow Storage Site, the introduction of a fee-system, a cost-recovery business model was set for the new Septage Receiving Station, which will be operational in 2016. Through this model, customers who use the service will pay fees which will recover the capital and operating costs of the facility over its lifecycle. This aligns with the OCP goal 1 – Financial Principles, "where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are paid through user fees or other similar charges" rather than shared by the entire tax base.

- The Water Master Plan, which will guide the development of our water infrastructure over the long term, was started in 2015. This is consistent and encourage by the OCP, which proposes that "the infrastructure needed for growth will be planned from a long-term perspective." The way the Utility does financial planning is also consistent with the OCP. One of the goals is to "ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement." The Utility has a long-term financial model to include capital and operational costs to support financially sustainable rates.
- Selected 2014 OMBI Results

### Water

#### Megalitres of water treated per 100,000 population



#### Megalitres of treated wastewater per 100,000 population



# **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 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."

## 2015 Highlights

The Strategic Plan 2015-2018 is based on four strategic themes: service; communication; our people; and improvements. Below are highlights from 2015 under each of these strategic themes.

#### Service Delivery

- The Regina Police Service welcomed its first trauma dog, Merlot, in June 2015. Merlot is partnered with a Sergeant and stationed at the Regina Children's Justice Centre. Among other duties, this team assists children with disclosure during difficult interviews and comforts the victims of traumatic crime.
- The Regina Police Service is participating with SGI on a two-year pilot of automated speed enforcement. There are photo radar locations set up on Ring Road and in select school zones.
- The Police and Crisis Team (PACT), a partnership between the Regina Police Service and the Regina Qu'Appelle Health Region, became operational in September 2015. PACT is a collaboration intended to improve the response to persons facing challenges due to mental illness, addictions, or homelessness.

• The Regina intersectoral Partnership (TRiP) is an innovative example of crime prevention through social development. TRiP seeks to mitigate or eliminate varying levels of risk and victimization in a collaborative inter-ministerial working environment. TRiP Model is comprised of three components; the 11 and Under Initiative (11UI), the twelve&up Initiative and a Community Hub. 11UI and twelve&up focus on detected behaviours or conditions that place a child/youth in a position of vulnerability. The Hub is a rapid response to acutely elevated risk.

#### Communication

- The University of Regina conducted the bi-annual Regina Police Service Community Perceptions Survey. The results reflected high community satisfaction with the service provided, as well as high overall feelings of safety in Regina.
- A sample of public education efforts include information provided by specialty units on topics such as street gangs, child pornography and "sexting". Also crime prevention tips are delivered through social media such as the importance of removing keys and other valuables from vehicles to prevent thefts.
- Social media are playing an increasingly important role in educating the public to the work of the Regina Police Service. In addition to the corporate social media pages, there are twitter accounts for senior officers, a traffic safety officer, Merlot the PADS trauma dog and the RPS Cultural Unit.

#### **Our People**

 The Regina Police Service participated in a Professionalism in Policing survey, conducted by Carleton University. Staff were surveyed on topics such as professionalism, ethics and satisfaction. Results are due in 2016.

- The Regina Police Service leadership team, Sergeants and up, as well as civilian managers, received Road to Mental Readiness (R2MR) training. R2MR is designed to reduce the stigma of mental illness and promote mental health and resiliency in a police force work setting. The remaining staff will receive R2MR training in 2016.
- Eight administrative/technical positions which were held by police officers were civilianized, enabling the reassignment of eight police officers to front-line patrol duties.

## **Buffalo Pound Water**

The best way to describe 2015 at the Buffalo Pound Water is a year of celebration, change and challenge.

Her Honour, The Honourable Vaughn Schofield, Lieutenant Governor of Saskatchewan; Regina Mayor Michael Fougere; Moose Jaw Mayor Deb Higgins; MLA Warren Michelson and many members of the public, helped Buffalo Pound Water celebrate its 60th anniversary. Dr. Bill Brennan's keynote speech "From Rivals to Partners: Regina, Moose Jaw and Buffalo Pound Water, 1882-1955" provided a wonderful history of the provision of water for our earliest residents. Those attending enjoyed a fly-past by 15 Wing and plant tours.

The most significant change in 2015 came with our preparation for the transformation into the Buffalo Pound Water Treatment Corporation (Buffalo Pound Water). As a new a non-profit subsidiary of the City of Regina and the City of Moose Jaw, the 1951 and 1991 Joint Venture Agreements were replaced with a Unanimous Membership Agreement, approved by both City Councils in December. In anticipation for this change we developed our first strategic plan, an inaugural annual general meeting, a new website, logo and brand. Budget process improvements included developing multi-year budgets, introducing the first budget with funded capital projects, introducing the first capital water rate and allowing operating funds to build a reserve. The year brought significant challenges as the plant faced three power-loss events. A 16-day production event in late spring resulted in the plant not being able to meet our customers' normal water demands. The plant's lack of redundant power and deteriorating electrical infrastructure have a significant impact on the plant's ability to maintain a level of service reliability the cities expect from the plant. Environmental conditions also impact the plant's ability to meet water demands. Thermal gradients in the lake water due to low wind with high daytime and low evening temperatures, contributed to a short circuit of the treatment process resulting in the plant having a lower than anticipated production. An event of this magnitude or duration has never occurred in 60 years of operation. These events raised the level of understanding of the associated risks that could result in the cities running short of water. We recognize these risks are unacceptable and mitigation is needed.

The major capital project, funded by the cities under a 2010 agreement, is now managed by Buffalo Pound Water. This capital work will allow the plant to continue to meet regulatory requirements while mitigating some of the risks associated with the plant's aging electrical system. Construction began on the ultra-violet disinfection system and Archimedes screw pump. The plant electrical substation and related electrical work design began and is anticipated to be tendered in late 2016. Smaller capital projects proceeded in 2015 with three completed, two in design and two under construction.

The previous unfunded program of work now has approved funding and is part of the Buffalo Pound Water's Capital Projects. This work is required to maintain the 60-year-old plant to minimize risks and ensure regulatory compliance.

Buffalo Pound Water continues to develop and improve the Board's Risk Registry, which will assist in strategically targeting where operating and capital funding should be allocated to mitigate risks where possible. The Key Performance Indicators and the 2013 National Water & Wastewater Benchmarking Initiative data, presented to the cities and board, will assist the plant in making operational decisions. The quality of the raw water in Buffalo Pound Lake continues to be a major challenge. The raw water guality is very poor and has been degrading continually since 2011. The lake volume has been mixed with Moose Jaw River water as the river backed up into the lake in 2011, 2013 and 2015. As a result of this continued raw water quality degradation, plant chemical dosages were the highest they have ever been approximately three times higher than 2010. Even with the high chemical use, the treated water remained safe to drink. The organics in the lake have also changed and are now more reactive to chlorine with respect to the production of disinfection byproducts known as Trihalomethanes (THMs). THMs are impacting the cities' ability to meet Provincial Water Regulations and their Permit to Operate. The poor water guality is not expected to change for several years until the lake water volume has changed with water from Lake Diefenbaker. The Water Security Agency is currently studying the Buffalo Pound Lake water quality.

The operating budget experienced a shortfall in 2015, but was within the 20% refundable rate, which was designed to address the variabilities in the plant's operations. Revenues were down 8.3% from the cities forecasted water sales. Expenditures were over budget mainly due to increased chemical purchases, the unanticipated costs for emergency repairs for the electrical failures and the late spring production event.

Buffalo Pound Water, which provides safe drinking water to more than 260,000 people, was in full regulatory compliance with respect to the quality of the treated water provided to our customers: City of Regina, City of Moose Jaw, SaskWater and the Buffalo Pound Provincial Park.

## Economic Development Regina (formerly Regina Regional Opportunities Commission)

Economic Development Regina (EDR) is responsible for providing leadership for economic growth to the City of Regina and the community with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of business and tourism.
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth.
- Market and promote the Regina region for business, tourism, events, conventions and tradeshows.
- Ensure the Regina region prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors and a place of choice with a high quality of life for residents.

Our 2015 Business Plan was carefully designed to deliver on these five vision statements and on EDR's three strategic intents – which are:

- To be recognized as a 'best in class' organization that embraces service, excellence and lead practice operating principles.
- 2. The entrepreneurial spirit will power the Regina region to consistently achieve superior economic performance.
- 3. Make the Regina region into a top performing regional tourism ecosystem.

EDR's 2015 Highlights Include:

- Completed the Fabricated Metal Products Manufacturing Supply Chain analysis and action plan, to support the sector for growth.
- · Completed the Agri-business Supply Chain analysis.
- Launched the office of Strategic and Competitive Intelligence to provide market data and research to Regina companies.

- Created working groups to enable collaboration of stakeholders, including: the Strategic & Competitive Intelligence Alliance, Alliance for Events, Conventions, and Tradeshows, and the Tourism Leadership Council.
- Developed an Investment Attraction action plan to offer free, confidential, and customized advice to companies and investors.
- Initiated a regional Tourism marketing plan that targeted a family audience promoting Regina as a destination experience. The display/mobile impression rates of the leisure campaign showed a 204% campaign delivery rate. Visits and users are up on the website and geographic targets have jumped significantly.
- Regina was awarded 25 events with an estimated economic impact of \$8,759,441.
- Submitted bids with community partners seeking to bring 19 future national and international events and conventions to Regina.
- Received City Council approval for change of status to Municipal Corporation and developed appropriate materials to execute change including new identity.
- Participated in investment attraction missions in partnership with Saskatchewan Ministry of the Economy and Saskatoon Regional Economic Development Authority.
- Completed development of a stakeholder engagement survey framework and retained an independent thirdparty to refine and conduct the survey to establish performance baselines relative to 2015 KPIs and targets.
- Developed a proposal and received funding from the City of Regina to develop materials to market and communicate the Regina Advantage.

The next year will see the abundance of assets, which we call 'The Regina Advantage,' being mobilized to a much greater extent. Our vision is to continue the momentum toward creating a long-term, stable economic base and growing economy which will result in Regina becoming a larger and sustainable leading urban centre.

# Regina Exhibition Association Limited (Evraz Place)

The Regina Exhibition Association Limited (REAL) that operates as Evraz Place enriches the quality of life for people in the community through the hosting and delivery of local, regional, national and international events. REAL is an armslength, entrepreneurial organization owned by the City of Regina and governed by an independent Board of Directors appointed by City Council. Profits are reinvested in the business.

In 2015, REAL achieved the following results:

- Earned revenue of \$33.2 million, up 9.8% from 2014.
- Reported net income of \$545,017, down 45.6% from 2014, largely due to the falling loonie compared to a stronger US dollar, lower-than-forecasted ticket sales on a self-produced concert and expenses related to the new Mosaic Stadium with no offsetting revenue stream.
- Held more than 450 catered events and fed nearly 33,000 people, but the bottom line was lower overall compared to 2014, largely due to higher cost of goods sold and economic conditions with the downturn in the oil and gas industry which affected the number and size of events.
- Earned unplanned revenue of \$223,000 from improved and more proactive scheduling processes in our Sport & Recreation division.
- Operated the Red Cross Emergency Evacuation Centre for 850 victims of northern Saskatchewan forest fires who were displaced from their communities.
- Announced funding approval from the Government of Canada, Government of Saskatchewan, City of Regina, Regina Hotel Association and Canadian Western Agribition for the new International Trade Centre which will join all remaining buildings on our 100-acre property with the exception of the new stadium. This Trade Centre will make Evraz Place one of the largest interconnected event complexes in North America
- Participated in continued planning for the new Mosaic Stadium as the future operator of the facility.
- Hosted 50 tournaments in the Co-operators Centre and Credit Union EventPlex.

- Hosted signature annual events, including Canada's Farm Progress Show, the Queen City Ex, Canadian Western Agribition and the Spring Home & Garden Show
- Held 40 trade and consumer events, including indoor car, RV and boat dealers, the Majestic Car Show, Fan Expo Regina and a number of consumer product shows and craft sales.
- Hosted a range of concert and entertainment events, including Bryan Adams, Stars on Ice, Ed Sheeran, Journey, Shania Twain and Kevin Hart.

## **Regina Downtown**

The Regina Downtown Business Improvement District (RDBID) 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.

In 2015, RDBID embarked on an ambitious strategic planning process. Imagine Downtown incorporated an extensive public engagement campaign that included two town hall meetings, four focus groups and 1,600 on-street surveys. We will unveil our new 2016-2018 Strategic Plan in May 2016.

Through our Imagine Downtown engagement process, we found that Regina downtown's cachet continues to grow, bolstered by an ever-growing, diverse landscape of unique restaurants and pubs, niche retailers and marquis events and festivals. More than ever, there's more places to go, and more things to see and do.

- Since 2014, over 25 new businesses have opened in downtown Regina. These new businesses include restaurants and pubs, retail, health and fitness and service.
- Twelve restaurants have opened patios throughout downtown, adding to our vibrancy.

- City Square Plaza is home to 12 food trucks which serve a wide variety of menus throughout the summer months.
- Our annual 2015 pedestrian count showed a 30% increase in downtown pedestrian/bicycle traffic since 2012.
- The Info on the Go team is RDBID's visitor service team. They provide support at most downtown events and programs, assistance with membership engagement and had a key role in the Imagine Downtown public engagement process. In 2015, they had over 12,500 public interactions, an increase of 122% from 2014 of 5,600 interactions.
- Attendance at five outdoor Cinema Under the Stars movie nights reached more than 5,300 people, a 163% increase since 2012.
- Almost 1,500 people took to the ice rink at Victoria Park during our 2014-2015 season.

Downtown Regina is also the heart of arts, culture and heritage for the community. Many of our projects and initiatives embraced Regina's collective cultural values.

- RDBID held our first annual Jane's Walk around historic Victoria Park. The walk focused on the rebuilding effort that took place after the 1912 Tornado. We had 35 adults, five children and three dogs attend the walk.
- art{outside} is our first collaboration with the MacKenzie Art Gallery. The initiative, launched during Culture Days, involved the temporary installation of artwork reproductions from the MacKenzie Art Gallery collection. The six installations at City Hall and Victoria Park, curated by the MacKenzie, will be on display until summer 2016.
- As part of Culture Days, RDBID organized Doors Open Regina, a tour of 10 historic properties throughout downtown Regina. Over 40 volunteers assisted with 400 visitor tours during the one day event.
- Regina Downtown was approved as a Main Street Saskatchewan Affiliate Community. Through this program we will receive support and training to assist with economic development initiatives, marketing promotions and historic preservation.

Ensuring Downtown Regina is clean and safe is one of our most important mandates. To support our efforts, RDBID employs the Downtown Clean Team, who perform maintenance and cleaning tasks, including sweeping sidewalks, collecting rubbish, removing litter from public amenities, reporting streetlight outages, as well as removing and reporting graffiti as needed. We also work closely with the Regina Police Service and other community service providers to ensure the safety of everyone who comes downtown.

- In 2015, 566 bags of litter and garbage were collected in the downtown, an increase of 47% from 2014. This is over and above the garbage deposited in City of Regina waste bins.
- Our Clean Team removed 490 graffiti tags from downtown properties and street furniture, an increase of 59% from 2014.
- Our sidewalk sweeper covered 945 km of downtown sidewalks, an increase of 45% from 2014
- Regina Police Service Downtown BEAT spent more than 3,000 hours patrolling downtown on foot and over 700 hours on their bikes. They attended 125 events in Downtown and had an opportunity to make over 3,000 contacts with our business owners or employees.
- Four Downtown Dialogue meetings were held with our members in 2015 to discuss safety, security and the Cold Weather Strategy in the downtown.
- Street Culture Kidz Project Inc. began the S.I.P. (Soup in the Park) Program in 2013 with the intention of providing a higher level of safety during evening hours by engaging street involved individuals. In 2015, there were 616 individuals with 5,328 meals served and 95 individuals interviewed for the Street Culture questionnaire.

## Warehouse District

Regina's Warehouse Business Improvement District (WBID) was established in 2003 to promote and enhance the District's unique warehouse area and historical assets, enhance business conditions and improve the quality of life for those that live, work and utilize the area. The WBID 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 2015, the Warehouse District welcomed six new board members and a new Executive Director. Highlights of 2015 include:

- Implemented a new three-year strategic plan.
- A majority of the Broad and 7th Linear Park was installed. Installation of the sign is scheduled to be installed in spring 2016.
- Participated in discussions on the City of Regina Railyard Renewal Project.
- Clean-Up Day on May 9, 2015 had 14 enthusiastic volunteers who collected 3.4 tonnes of trash. Since its inception in 2004, the total trash collected is 71.12 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 2, 2015, saw 20 individuals attend an informative talk and walk around the Warehouse District led by Sarah McRaven, Sustainability Consultant, Beetle Green Consulting & Education and Warehouse District resident.
- Published three editions of the newsletter.
- Introduced the Warehouse District Fitness Walk. The walk toured various fitness facilities in the area and explored the history of the area during the walk between facilities. The walk was led by Don Black with 10 participants.

 First annual Warehouse District Brew festival was held on October 3 in the Railyard site on Dewdney Avenue. The event was created to highlight Warehouse District businesses and featured a main festival area with beer gardens showcasing the three area brewers, a main stage featuring local entertainers and dance groups throughout the day, food trucks and a children's area operated by North Central Family Centre. Many District area businesses participating by hosting sales or offering tours of their buildings and art studios. We incorporated a piece of District heritage by providing horse and wagon transportation for participants to tour the area and visit the various businesses. The event drew over 300 people to the main festival site.

## **Regina Public Library**

Regina Public Library (RPL) provides the citizens of Regina with opportunities to grow, learn, connect, gather and transform. We are committed to our patrons and to the community and we continue to make a difference in the lives of Regina citizens. In 2015, RPL had well over a million visits to our branches and Reginans continue to demonstrate how much they love their library.

Regina Public Library had many successes in 2015, some are highlighted below:

## George Bothwell Branch

RPL initiated plans to renovate its George Bothwell Branch at the Southland Mall. The branch is the second-most-used after Central and serves a large and continuously-growing group of patrons. Bothwell's current space has become too small to accommodate the thousands of patrons who visit it and it has become clear that the much-loved branch is in need of a renovation.

Early on in the design process RPL solicited input from the public, to make sure the renovations met their needs. RPL has since finalized design plans for a new Bothwell – one that's bigger and even better for patrons to use.

The plans for the branch reflect the changes happening to libraries the world over... ensuring they are spaces in which the community can congregate, share information, stimulate ideas and learning and establish connections.

## Mâmawêyatitân Centre

Regina Public Library partnered with the City of Regina and other groups to lead development and initiate construction of the Mâmawêyatitân Centre. The facility will be a hub of community activities and will include Scott Collegiate, a child care facility, City recreational complex, the RPL's Albert Branch and a community policing centre.

By the end of 2015, the project was over 25% complete and well on its way to being finished on schedule in mid-2017.

Like the Library, the Centre is created from community, driven by passion and inspired by lifelong learning for everyone. The potential for integration of programs and services with other community organizations gives RPL unprecedented reach in serving community needs while showing everyone the incredible offering of RPL and its staff.

## New Technology and Maker

Technology continues to play an important role at RPL and at libraries the world over. RPL is building and adapting its digital and technical offerings and offering digital and physical spaces in which the community can connect and share knowledge.

In 2015, two 3D printers were purchased for the library. The printers use an additive process, building successive layers of material to construct a three-dimensional object. One printer is available for public use and a second is being used in RPL programming. This type of printing has been a very popular addition at RPL. 3D printers are used extensively within the Maker movement, an umbrella term for independent inventors, designers and tinkerers who gather to discuss their hobbies and create new and useful objects. RPL hosted its second successful Maker conference in 2015. The event focused on education, entertainment and art for all ages and featured groups from around the community demonstrating their hobbies and interests.

RPL continued to introduce self-check stations in its Branches, allowing the public to self-manage their check outs. This provides the ability for RPL staff to shift focus from "transactional" check out services to more "human" interface services. This includes reference and readers' advisory, helping patrons with technology and enhancing operational services such as public programming.

In 2015, RPL improved its wireless network to enhance the availability and stability of WiFi services for patrons. It made improvements to its wired network and enhanced its system performance overall to accommodate new systems in the future.

### Transition to Polaris

In early fall, Regina Public Library worked alongside the Saskatchewan Information and Library Services Consortium (SILS), of which it is a member, to upgrade Saskatchewan's library catalogue system. The new catalogue system is now installed and work continues at RPL to fine tune and integrate the system.

#### **Evacuees**

Summer 2015 brought with it unprecedented wildfires that spread across the province's north. Hundreds of residents were forced from their homes to temporary living spaces such as at Evraz Place in Regina.

During the evacuation, RPL set up a mobile library at Evraz, providing free materials, literacy programming and daily entertainment to evacuees. RPL staff also worked with SaskTel to hard wire a computer lab for the evacuees to use.

#### Dunlop Art Gallery – Material Girls

The Dunlop Art Gallery received national attention with its Material Girls show. The show was developed, curated and hosted by the Dunlop team. It attracted nearly 10,000 visitors and broke attendance records, as well as received national press coverage from the Globe and Mail and Canadian Art magazine.

After receiving requests for the show to appear elsewhere, Material Girls was transitioned into a touring show, and is visiting several galleries across Canada. The tour was awarded a \$20,000 grant from the Saskatchewan Arts Board's Culture on the Go program.

#### Literacy Volunteers

Late 2015 saw the first influx of Syrian refugees into Canada. RPL anticipated a need for additional tutors to help newcomers learn English and issued a call to the public, requesting volunteer support. The response from the community has overwhelmingly positive: Hundreds of volunteers have contacted RPL to offer their help and support for the volunteer tutor program, which has helped address a backlog of requests from newcomers hoping to learn English. New tutors will also help provide these new residents with the confidence they need to integrate into our society.

#### Engaging the Community

In 2015, RPL partnered with the Regina Downtown Business Improvement District and the City's Attractions Committee to maintain a constant presence at events across Regina. The library was present at the Regina Farmers' Market, Regina Teachers' Convention, Community Fair for Newcomers, Cathedral Village Arts Festival, Queen City Pride event, I Love Regina Day and many more events across the city.

The library held its annual summer reading contest for children, teens and adults. Close to 5,000 children participated in the contest – an increase of 20% over 2014. The RPL offered special services to visually impaired patrons who wanted to participate in the Summer Reading Contest and Club and 2015 was the first year it was offered. The Library's Outreach Unit offered Aboriginal programming for the first time. The staff in the unit have been very involved in the Centre for Equitable Library Access program, which expanded RPL's collection of resources available to the visually impaired.

In 2015, RPL introduced a community access card, to provide access to library materials for members of the public who don't have a home address.

## The Library by the Numbers

- In 2015, over 76,000 library cards were in use at RPL by individuals and families.
- The following items are available to borrow:
  - 404,314 non-print items including e-resources such as streaming movies and music, books and audio books; DVDs; CDs; spoken word; art rentals and toys.
  - 398,178 print items including adult and young adult books and magazines, juvenile books and magazines and other print publications.
  - 48 outreach kits and videos for homebound patrons and those who can't read printed material; 3,612 audio books available from the Centre of Equitable Library Access and the National Network for Equitable Library
  - 7,200 foreign language books and magazines are available through RPL, as well as 291 language kits, 3,330 online newspapers and magazines in 60 languages other than English.

- Local English newspapers can be translated into 17 different languages using technology available at the library. RPL also has two literacy cafes to learn and practice English and 213 volunteer tutors to help newcomers learn English.
- Over 6,400 programs were offered to 135,000 participants. Program offerings included food tasting, healthy living, computer use, art programs and more.
- Nearly 7,500 people attended a film screening at the RPL Film Theatre.
- By the end of 2015, almost half of all checkouts were made on self-check machines. 89% were done or completed by patrons remotely and over 330,000 items were renewed remotely.
- Over 36,000 people visited the Dunlop Art Gallery in 2015: 21,821 at the Central Library location and 14,192 at the Sherwood Village location. The Dunlop has over 240 pieces of art available for the public to rent.
- RPL has 170 computer work stations and 20 children's literacy work stations throughout its branches. In 2015, the computers were used by the public for 150,604 hours the equivalent of about 17 years' worth of use.
- As of December 2015, there are 200 employees at RPL, 26 of whom are librarians, meaning they possess a library science graduate degree.
- 25,495 hours of service were provided to the public in 2015.

(in thousands of dollars)

## December 31, 2015

### INTRODUCTION

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, 2015. 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 2015" 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 (Effective January 1, 2016 Economic Development Regina)
- Regina Public Library
- Buffalo Pound Water Administration Board (Effective January 1, 2016 Buffalo Pound Water)
- Regina Exhibition Association Limited

Key financial highlights for 2015 are as follows:

- The 2015 Consolidated Financial Statements report net financial assets of negative \$69.7 million, a decrease of \$121.7 million from \$52.0 million at the end of 2014. The decrease in net financial asset position is due to the financing of major capital projects, namely the new Mosaic Stadium project and the Wastewater Treatment Plant upgrade, to meet the City's present and future demands.
- The 2015 Consolidated Financial Statements also show an excess of revenues over expenses of \$169.5 million compared to \$146.7 million in 2014.
- The City's accumulated surplus increased from \$1.6 billion at the end of 2014 to \$1.8 billion at December 31, 2015. Virtually all of the accumulated surplus is tied up in non-financial assets, such as tangible capital assets, which represents the service capacity available for future period. Non-financial assets were \$1.8 billion at the end of 2015.
- Revenues decreased by \$23.5 million and expenses decreased by \$46.3 million from 2014. The main reason for the decrease in revenue is due to the consolidation of Regina Exhibition Association Limited in the prior year.
- The City's reserves increased by \$26.0 million to \$236.7 million.

(in thousands of dollars)

## December 31, 2015

#### **Demographic and Economic Information**

	2015	2014	2013	2012	2011
Population (Census Metropolitan area)*	223,000	217,490	211,202	205,660	197,470
Building permits					
Number	3,504	3,229	3,300	3,342	2,790
Values (\$000)	675,795	628,109	734,737	773,273	547,700
Urban dwelling starts	3,093	1,954	3,122	3,093	1,694
Inflation rate for Regina (%)	1.9%	2.4%	1.7%	1.8%	2.9%
GDP Growth for Regina (%)	1.6%	3.3%	3.5%	4.2%	6.1%
Unemployment rate (%)					
Regina	4.1%	4.2%	3.7%	3.6%	5.3%
Saskatchewan	5.5%	3.8%	4.0%	4.7%	5.0%
Canada	6.9%	6.9%	7.1%	7.2%	7.4%
Average selling prices of homes (\$)	311,235	313,903	311,047	301,332	268,000

\* Population figure is for the Regina Census Metropolitan Area (CMA) as obtained from Statistics Canada, 91.7% of the CMA population is in Regina proper.

(in thousands of dollars)

## December 31, 2015

### REVENUES

The City of Regina had total operating and capital revenue of \$657.0 million in 2015. This is an decrease of \$23.5 million.

#### Table 1: Revenues - Budget to Actual and Prior Year Comparison

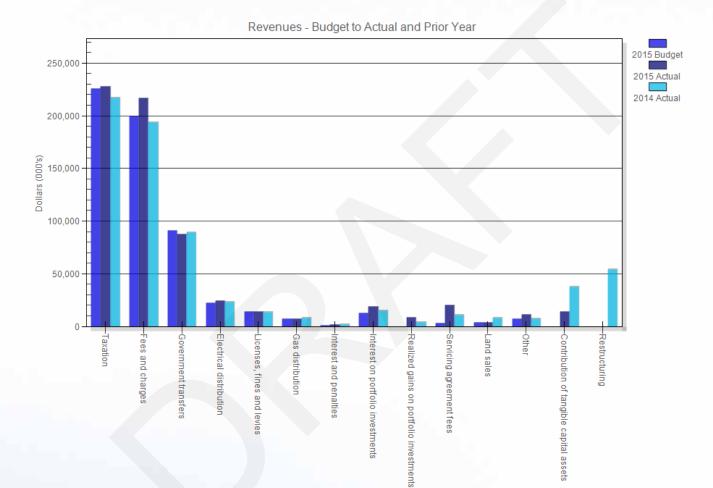
	2015 Budget	2015 Actual	Budget Variance Favourable (Unfavourable)	2014 Actual	Year over Year Increase (Decrease)
Taxation	225,667	227,973	2,306	216,711	11,262
Fees and charges	199,981	217,052	17,071	193,182	23,870
Government transfers	91,418	87,661	(3,757)	88,684	(1,023)
Electrical distribution	22,450	24,417	1,967	23,124	1,293
Licenses, fines and levies	14,272	14,211	(61)	13,394	817
Gas distribution	7,000	7,076	76	7,587	(511)
Interest and penalties	1,294	1,833	539	1,661	172
Interest on portfolio investments	12,944	18,940	5,996	15,024	3,916
Realized gains on portfolio investments	-	8,311	8,311	3,488	4,823
Servicing agreement fees	3,086	20,339	17,253	10,979	9,360
Land sales	3,503	3,877	374	7,735	(3,858)
Other	6,957	11,174	4,217	7,119	4,055
Contribution of tangible capital assets	-	14,114	14,114	37,745	(23,631)
Restructuring	-	-	-	54,086	(54,086)
	588,572	656,978	68,406	680,519	(23,541)

The schedule above includes both operating and capital revenues.

(in thousands of dollars)

## December 31, 2015

### Table 2: Revenues - Budget to Actual and Prior Year

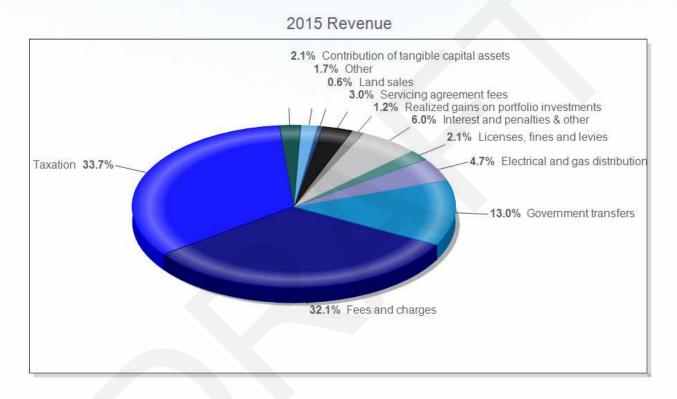


63

(in thousands of dollars)

## December 31, 2015

Of the total revenue earned in the year, more than 66% (2014 - 60%) is attributed to taxation and fees. **Table 3: 2015 Revenue by Type** 



**Taxation revenue** for 2015 was \$11.3 million higher when compared to 2014. This was primarily due to a 3.9% increase in the mill rate and new properties coming onto the assessment roll during the year.

**Fees and charges** for 2015 were \$23.9 million higher than 2014. This was mainly due to an increase in sewer service charge, waste management fees, drainage levy, landfill charges which totalled \$17.7 million and REAL consolidated fees and charges of \$3.9 million.

**Government transfers** were \$3.8 million below budget this was primarily due to the net impact of actual gas tax recognized being less than budget by \$8.0 million and un-budgeted \$6.0 million received for School Site Projects. The variability with budget is also due to capital grants, which vary from year to year. Government transfers in 2015 were \$1.0 million lower than 2014, which was primarily due to reductions in deferred Gas Tax and Urban Highway Connector's Grant, which were offset by government transfer for school site projects.

(in thousands of dollars)

#### December 31, 2015

**Servicing agreement fees** for 2015 were \$9.4 million higher than 2014. 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 allocated to eligible projects. Utility servicing agreement fees are recorded as revenue upon receipt or signing of new servicing agreements in accordance with revenue recognition principles. Servicing agreement fees collected in a given year are recorded as revenue or deferred revenue based on these principles. Deferred revenues related to servicing agreement fees decreased from 2014 to 2015.

**Contribution to tangible capital assets** for 2014 were \$14.1 million above budget since this item is not budgeted for. This revenue includes tangible capital assets, 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.

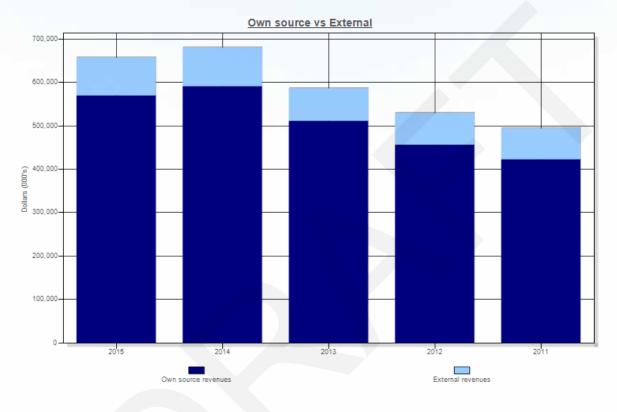
**Restructuring** for 2015 was nil compared to \$54.1 million in 2014. This was due to the consolidation of REAL in 2014.

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 and vulnerability and vulnerability and vulnerability described earlier in this document, Table 4 reflects a comparison of own-source revenue to external revenues.

(in thousands of dollars)

## December 31, 2015

#### Table 4: Own Source vs External Revenue



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 reduced dependency on other levels of government for revenues. The City has decreased its reliance on government transfers from 14.4% of total revenue in 2011 to 12.0% in 2015, meaning the City is more able to fund essential programs and services from own-source revenues.

(in thousands of dollars)

### December 31, 2015

Table 5 provides a summary of the total revenue collected over the last five years. The top five revenue sources include taxation, government transfers, electrical and gas distribution revenues, fees and charges, and contribution of tangible capital assets (Table 6).

#### Table 5: Revenue Summary (Five Years)

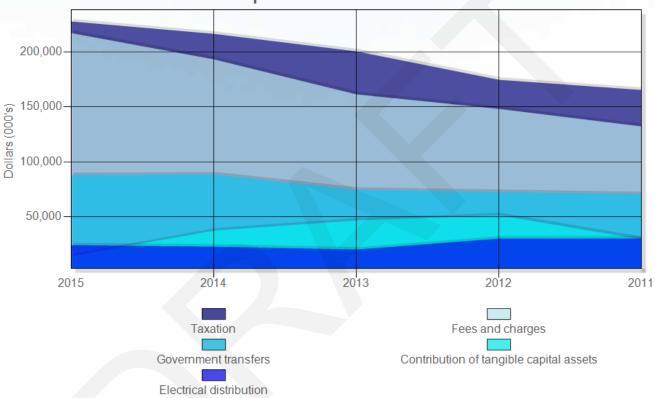
#### **Revenue Summary**

	2015	2014	2013	2012	2011
Taxation	227,973	216,711	200,326	174,843	165,224
Fees and charges	217,052	193,182	161,208	148,209	132,470
Government transfers	87,661	88,684	74,335	72,452	70,733
Electrical distribution	24,417	23,124	20,596	30,075	30,061
Licenses, fines and levies	14,211	13,394	11,814	11,421	11,097
Gas distribution	7,076	7,587	6,739	5,620	6,645
Interest and penalties	1,833	1,661	1,406	1,261	1,366
Interest on portfolio investments *	18,940	15,024	9,665	8,580	9,484
Realized gains on portfolio investments *	8,311	3,488	(1)	3,006	3,963
Servicing agreement fees	20,339	10,979	25,374	14,696	18,875
Land sales	3,877	7,735	18,128	2,667	9,871
Other	11,174	7,119	10,060	4,062	3,483
Contribution of tangible capital assets	14,114	37,745	46,980	51,753	29,711
Restructuring		54,086	-	-	-
	656,978	680,519	586,630	528,645	492,983

(in thousands of dollars)

## December 31, 2015

### **Table 6: Top Five Revenue Sources**



**Top 5 Revenue Sources** 

Further details on these five sources of revenue and the historical trend are described below.

(in thousands of dollars)

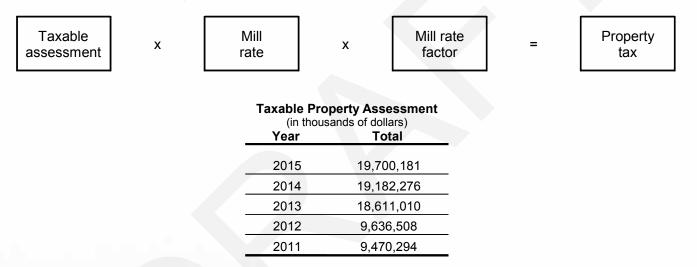
## December 31, 2015

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.

#### **Table 7: Taxable Property Assessment**



(in thousands of dollars)

## December 31, 2015

#### **Table 8: Mill Rates And Levies**

	Mill Ra	ites		<b>Business</b>	Improvement Levies
				Regina	Regina's Warehouse Business
Year	Municipal	Library	Total	Downtown	Improvement District
2015	9.2856	0.9372	2,025.2228	0.7388	0.7588
2014	8.9371	0.9216	2,023.8587	0.7388	0.7588
2013*	8.4404	0.8947	2,022.3351	0.7388	0.7588
2012	15.1059	1.6221	2,028.7280	0.8874	0.9785
2011	14.5389	1.5919	2,027.1308	0.8533	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

#### **Table 9: Municipal Mill Rate Factors**

Mill Rate Factors									
Property Class/Subclass	2015	2014	2013	2012	2011				
Residential	0.87880	0.87880	0.87880	0.90059	0.90059				
Condominiums	0.87880	0.87880	0.87880	0.90059	0.90059				
Multi family residential	0.87880	0.87880	0.87880	0.90059	0.90059				
Commercial and Industrial	1.32901	1.32901	1.32901	1.22945	1.22945				
Golf courses	0.86359	0.86359	0.86359	0.92187	0.92187				
Agriculture	1.32901	1.32901	1.32901	1.22945	1.22945				

(in thousands of dollars)

## December 31, 2015

	2015	2014	2013	2012	2011
Municipal tax levy	208,274	197,821	170,239	158,121	149,201
School boards tax levy	122,026	119,687	115,717	115,480	112,162
Library tax levy	19,699	18,890	17,818	16,722	16,023
Total tax levy	349,999	336,398	303,774	290,323	277,386
Tax levy per capita - Municipal*	934	910	807	699	689
Tax levy per capita - School boards*	547	550	548	511	517
Tax levy per capita - Library*	88	87	84	74	74
Total tax levy per capita* (\$)	1,569	1,547	1,438	1,284	1,280
Tax levy per household - Municipal**	2,281	2,208	1,948	1,858	1,813
Tax levy per household - School boards**	1,337	1,336	1,324	1,357	1,363
Tax levy per household - Library**	216	211	204	196	195
Total tax levy per household** (\$)	3,834	3,755	3,476	3,411	3,371
Tax arrears, end of year					
(prior to allowance for doubtful accounts)	8,078	4,740	4,740	4,740	5,004
Arrears as a % of total tax levy	2.31%	1.41%	1.56%	1.63%	1.80%
Tax levy as a % of Gen operating Revenue	0.32%	0.29%	0.29%	0.30%	0.30%
Total taxes collected	341,921	331,412	309,372	297,651	282,664

#### **Table 10: Tax Levies and Collection**

\* Population figure is for the Regina Census Metropolitan Area (CMA) as obtained from Statistics Canada, 91.7% of the CMA population is in Regina proper.

\*\* Household figure is for the Census Metropolitan Area (CMA) as obtained from Stats Canada 2011 census, 91.7% of the CMA population is in Regina proper. The 2010 to 2011 figures were based off the 2006 census.

\*\*\* Next census will be in 2016.

(in thousands of dollars)

## December 31, 2015

#### Table 11: Major Property Taxpayers in Regina in 2015

Regis	tered Owner	Total Taxable Assessment	% of Total Taxable Assessment
1.	Consumers' Co-operative Refineries Ltd.	245,713	1.25%
2.	Harvard Developments Inc.	171,656	0.87%
3.	Cornwall Centre Inc.	118,703	0.60%
4.	Boardwalk REIT Properties Holdings Ltd.	162,458	0.82%
5.	HDL Investments Inc.	95,522	0.48%
6.	Gordon Road Property Holdings Inc.	97,768	0.50%
7.	Regina Airport Authority	59,893	0.30%
8.	SGC Holdings Inc.	57,168	0.29%
9.	Westdale Construction Co. Ltd.	56,209	0.29%
10.	101143561 Saskatchewan Ltd.	54,826	0.28%
11.	Dream Asset Management Corporation	72,161	0.37%
12.	Enbridge Pipelines Inc.	45,767	0.23%
13.	First Willow Developments Ltd.	48,940	0.25%
14.	Arts Victoria Square Ltd.	52,605	0.27%
15.	Loblaw Properties West Inc.	45,455	0.23%
	Total	1,384,844	7.03%
	Total 2015 taxable assessment	19,700,181	_

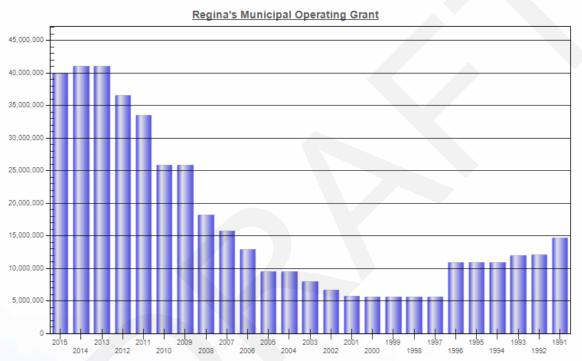
The list of major taxpayers does not include properties where grant or payments in lieu of property tax are paid.

**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.

(in thousands of dollars)

### December 31, 2015

**Government transfers** include 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. Table 12 shows the Provincial municipal operating grants received by Regina since 1991.



#### **Table 12: Municipal Operating Grants Trends**

**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. Electrical and gas distribution revenues increased by 3% or \$0.8 million in 2015 when compared to 2014.

Contribution of tangible capital assets reflect a trend of increased development in the city.

(in thousands of dollars)

## December 31, 2015

#### EXPENSES

The total operating expenses incurred by the City of Regina totalled \$487.5 million in 2015. This is a decrease of \$46.3 million (8.7%) from 2014. This decrease is the net result of reductions in landfill liability and expenses related to employee benefit obligations of \$28.5 and \$28.2 million respectively. Reductions in landfill liability and employee benefits obligations were greater than the increased expenses resulting from higher demand for services due to population growth and inflationary cost adjustments.

#### Table 13: Expenses – Budget to Actual and Prior Year Comparison

	2015 Budget	2015 Actual	Variance Favourable (Unfavourable)	2014 Actual	Increase (Decrease)
Parks, recreation and community services	100,289	98,529	(1,760)	95,132	3,397
Police	79,143	76,480	(2,663)	101,740	(25,260)
Legislative and administrative services	77,652	73,296	(4,356)	67,742	5,554
Water, wastewater and drainage	77,423	70,690	(6,733)	66,986	3,704
Roads and traffic	80,854	68,030	(12,824)	56,642	11,388
Fire	48,776	46,041	(2,735)	45,912	129
Transit	38,055	39,285	1,230	38,482	803
Waste collection and disposal	21,796	(8,128)	(29,924)	32,159	(40,287)
Grants	3,717	3,559	(158)	3,856	(297)
Planning and development	19,793	19,739	(54)	25,192	(5,453)
	547,498	487,521	(59,977)	533,843	(46,322)

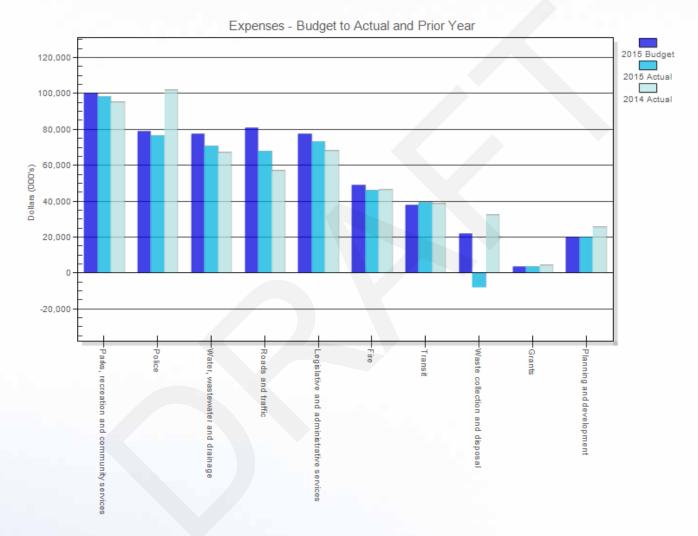
The schedule above includes both operating and capital expenses.

Of the total expenditures incurred, almost 65.6% is attributed to four areas: Parks, recreation and community services; Police; Legislative and administrative services and Water, wastewater and drainage.

(in thousands of dollars)

## December 31, 2015

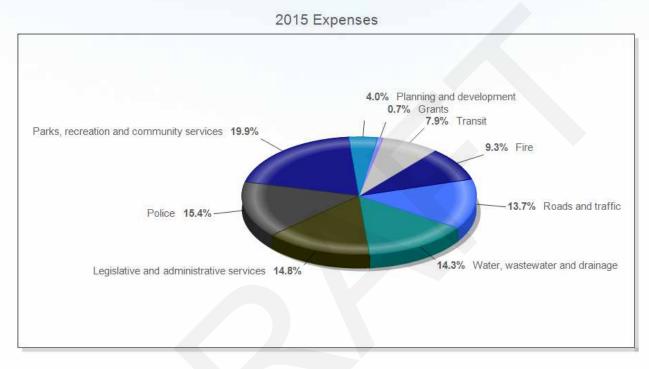
## Table 14: Expenses – Budget to Actual and Prior Year



(in thousands of dollars)

## December 31, 2015

#### Table 15: 2015 Expense by Type



**Water, wastewater and drainage** expenses were \$3.7 million higher than 2014. This increase was due to the full year payments made to EPCOR for existing facilities operation and maintenance payments. Additionally, amortization expense and utilities relating to water, wastewater and drainage also increased during the year.

**Legislative and administrative services** expenses were \$5.6 million higher than 2014. This was due to increases in debenture debt interest, amortization expense, wages and benefits and land development cost.

**Parks, recreation and community services** expenses exceeded 2014 actual by \$3.4 million. The main reasons for the increase were amortization expenses and wages and benefits.

**Police** expenses were \$25.3 million below 2014 results. This was due to changes in the Police Pension Plans in 2014 which resulted in a higher expenses for 2014.

**Waste Collection & Disposal** expenses were \$40.3 million below 2014 results. This was primarily due to a significant reduction in landfill liability resulting from changes in landfill liability estimation.

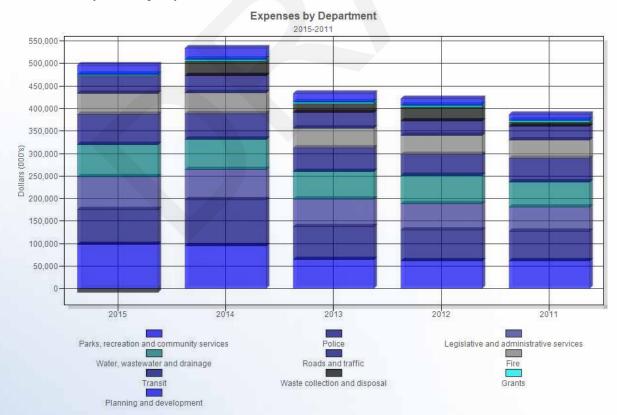
(in thousands of dollars)

### December 31, 2015

An analysis of the significant trends in expenses indicate that while the City of Regina's expenses have increased by \$105.3 million over the last five years (Table 16), 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 17 provides a graphic representation on the historical expenses by department.

#### Table 16: Expense Summary (Five Years)

	2015	2014	2013	2012	2011
Parks, recreation and community services	98.529	95.132	64.050	61.422	61.593
Police	76.480	101.740	73.308	69.156	65.229
Legislative and administrative services	73,296	67,742	61,147	57,510	54,055
Water, wastewater and drainage	70,690	66,986	61,435	63,392	56,153
Roads and traffic	68,030	56,642	52,085	45,783	52,397
Fire	46,041	45,912	44,083	43,575	40,950
Transit	39,285	38,482	34,312	31,049	30,494
Waste collection and disposal	(8,128)	32,159	19,712	30,977	8,490
Grants	3,559	3,856	4,459	4,575	3,968
Planning and development	19,739	25,192	18,888	14,167	13,166
Total	487,521	533,843	433,479	421,606	386,495



#### Table 17: Expenses by Department

(in thousands of dollars)

### December 31, 2015

Approximately 79% 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 (Table 18) with wages and benefits making up more than 54% of the costs and material, supplies and contracted services being almost 25%. Table 19 and 20 provides a graphic representation on the historical expenses by object.

The number of people employed by the City of Regina in the last five years, including casual staff, is as follows:

2015 - 4,896\* 2014 - 3,840\*\* 2013 - 3,604\*\* 2012 - 3,579\*\* 2011 - 3,500\*\*

\* 2015 This represents the number of employees paid during the year by the City of Regina and its related entities, which include: Buffalo Pound, Regina Downtown, Regina Warehouse, Regina Public Library, Regina Exhibition and Regina Regional Opportunities Commission.

\* 2011-2014 This represents the number of employees paid during the year by the City of Regina and its related entities, which include: Buffalo Pound, Regina Downtown and Regina Warehouse.

	2015	2014	2013	2012	2011
Wages and benefits	263,796	282,881	226,631	218,347	210,247
Materials, supplies and other goods	29,834	84,794	70,867	70,456	71,566
Contracted and general services	90,106	71,357	52,065	55,474	30,287
Transfer payments/grants	5,775	4,720	5,485	5,942	4,866
Utilities	18,324	15,380	16,110	12,557	14,124
Interest and bank charges	9,342	8,395	3,567	3,547	4,010
Amortization of tangible assets	70,344	66,316	58,754	55,283	51,395
Total	487,521	533,843	433,479	421,606	386,495

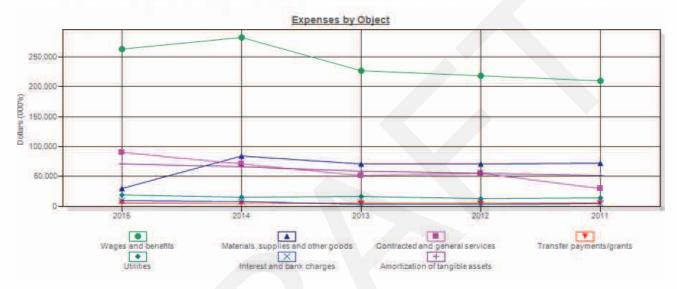
#### Table 18: Expense by Object

(in thousands of dollars)

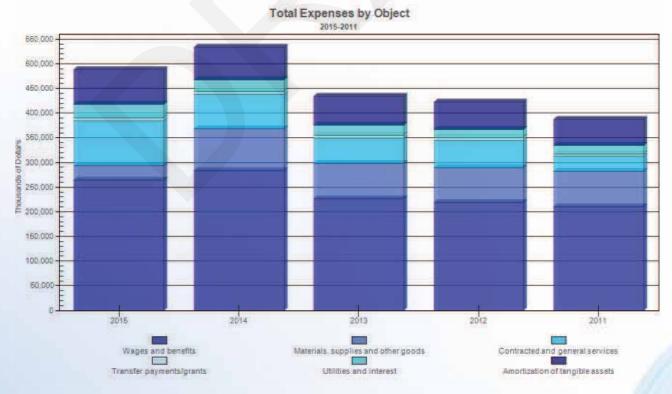
## December 31, 2015

Table 19 and 20 illustrates total expenses by object.

## Table 19: Expense by Object







(in thousands of dollars)

## December 31, 2015

GENERAL CAPITAL FUND						
	Budget 2015	Actual 2015	Actual 2014	Actual 2013	Actual 2012	Actual 2011
Revenues						
Government transfers						
Federal	10,968	2,974	9,090	11,864	15,906	14,244
Provincial	29,508	26,820	29,626	7,051	282	5,527
Servicing agreement fees	1,519	13,798	1,697	11,126	1,343	9,419
Other revenues	5,830	16,252	1,513	850	590	20,594
	47,825	59,844	41,926	30,891	18,121	49,784
Expenses	87,576	87,578	64,939	63,258	53,239	54,414
(Expenses over revenues)	(39,751)	(27,734)	(23,013)	(32,367)	(35,118)	(4,630)

Annually, City Council approves a Capital Plan to support the Strategic Plan and to respond to the service demands of the city, which requires investment in tangible capital assets. 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 projects 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 2015, the carry forward amount available in the General Capital and Utility Capital funds was \$125.6 million (2014 - \$253.3 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.

(in thousands of dollars)

## December 31, 2015

### **Statement of Financial Position**

	2015	2014	2013	2012	2011
Financial assets					
Cash	28,124	28,239	30,455	30,234	38,066
Short-term investments	271	269	374	670	12,608
Accounts receivable	42,877	42,940	62,377	61,278	51,829
Taxes receivable	4,884	4,406	4,527	2,854	2,871
Long-term investments	432,679	522,690	274,238	249,288	192,811
Property held for resale	329	329	349	42	73
	509,164	598,873	372,320	344,366	298,258
Financial liabilities					
Accounts payable and accrued liabilities	147,331	127,406	45,004	50,030	46,501
Taxes payable to school boards	5,990	6,010	5,442	5,919	5,053
Deferred revenue	44,702	44,234	35,452	28,928	17,853
Capital lease obligations	1,105	1,280	1,241	1,323	1,395
Long-term debt	271,651	228,087	77,200	81,550	89,900
Employee benefit obligations	78,948	82,221	52,743	52,009	51,110
Landfill closure and post-closure	29,124	57,630	47,337	44,160	27,186
	578,851	546,868	264,419	263,919	238,998
Net financial assets (liabilities)	(69,687)	52,005	107,901	80,447	59,260
Non-financial assets					
Tangible capital assets	1,835,703	1,549,388	1,324,081	1,207,572	1,121,240
Materials and supplies	7,802	7,516	6,754	5,807	6,287
Prepaid expense	6,625	2,077	8,241	-	-
ACCUMULATED SURPLUS (DEFICIT)	1,780,443	1,610,986	1,446,977	1,293,826	1,186,787
	1,100,140	1,010,000	.,0,077	1,200,020	1,100,707
ANNUAL SURPLUS	169,457	146,676	153,151	108,777	90,844

(in thousands of dollars)

## December 31, 2015

#### Investments

Fluctuations in long-term investments reflect the encashment of investments to settle milestone payments relating to major projects, the timing of expenditures of the funding allocated to various capital projects and management of investments to maximize interest revenue.

#### Accounts Receivable

Accounts receivable balance remained fairly consistent year over year.

#### Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities increased by \$19.9 million in 2015 due mainly to increases in the payable balances of PCL construction, relating to the Stadium project; and EPCOR Water Prairies Inc., relating to the Wastewater Treatment Plant of \$12.3 and \$8.9 million respectively.

#### **Deferred Revenue**

Deferred revenues balance remained fairly consistent year over year.

#### City of Regina Long-Term Debt (Non-Consolidated)

	2015	2014	2013	2012	2011
Total debt outstanding, beginning of year	228,087	77,200	81,550	89,900	106,600
Debt issued during year	49,603	200,400	-	-	-
Debt repayments during year	(6,039)	(49,513)	(4,350)	(8,350)	(8,350)
Total debt outstanding, December 31	271,651	228,087	77,200	81,550	89,900
General municipal debt outstanding, end of year	211,484	216,617	21,124	23,968	26,812
Water & Sewer Utility debt outstanding, end of year	10,564	11,470	56,076	57,582	63,088
WWTP debt outstanding, end of year	49,603				
Total debt outstanding	271,651	228,087	77,200	81,550	89,900
Authorized debt limit, December 31	450,000	450,000	450,000	350,000	200,000
Debt per capita (\$)*	1,218	1,049	333	361	414
Debt per household (\$)**	2,975	2,546	883	958	1,092
Debt per community assessed value	1.38%	1.19%	0.41%	0.85%	0.95%
Debt as a multiple of revenue	41.3%	33.5%	13.2%	15.4%	18.2%

\*Population figure is for the Regina Census Metropolitan Area (CMA) as obtained from Statistics Canada, 91.7% of the CMA population is in Regina proper.

\*\* Household figure is for the Census Metropolitan Area (CMA) as obtained from Stats Canada 2011 census,91.7% of the CMA population is in Regina proper. The 2010 to 2011 figures were based off the 2006 census.

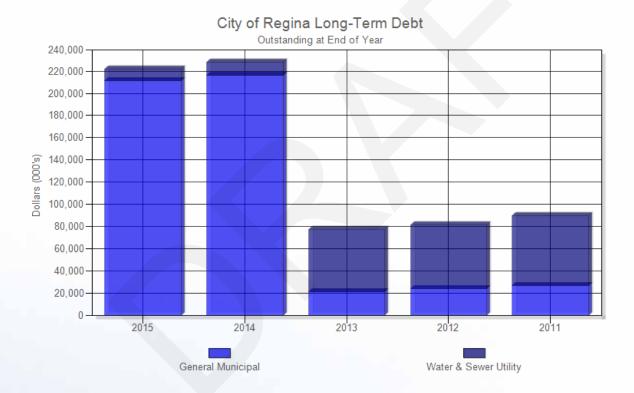
(in thousands of dollars)

#### December 31, 2015

#### Long-Term Debt

The City of Regina has an authorized debt limit of \$450.0 million. This amount remains unchanged from 2014. The debt limit is approved by the Saskatchewan Municipal Board pursuant to the provisions of *The Cities Act*. The City is \$178.3 million below its current debt limit.

#### Table 21: City of Regina Long-Term Debt



The City's tax-supported debt was \$211.5 million at the end of 2015, while debt incurred to fund the Water and Sewer Utility was \$10.6 million. The City incurred \$49.6 million of debt in 2015 relating to the deferred payments of Wastewater Treatment Plant liability.

(in thousands of dollars)

## December 31, 2015

The cost of servicing the debt over the past five years is presented in the Table 22.

#### Table 22: City of Regina Debt Service Cost

#### City of Regina Debt Service Costs

	2015	2014	2013	2012	2011
General municipal debt					
Principal	4,924	3,652	2,844	2,844	2,844
Interest	8,811	7,392	1,127	1,164	1,260
	13,735	11,044	3,971	4,008	4,104
Water and Sewer Utility					
Principal	906	44,606	1,506	5,506	5,506
Interest	531	1,684	2,256	2,383	2,649
	1,437	46,290	3,762	7,889	8,155
Total	15,172	57,334	7,733	11,897	12,259
Debt service costs as a % of total expenses	3.1%	10.7%	1.8%	2.8%	3.2%

(in thousands of dollars)

### December 31, 2015

#### Employee Benefit Obligations

Employee benefit obligations include liabilities for pensions, sick and severance, vacation and overtime. The increase in employee benefit obligations from 2011 to 2015 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 10 years, the cash outlays relating to this obligation will continue to grow.

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 Consolidated 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 \$25.7 million at December 31, 2015 (2014 - \$70.4 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.

	2015	2014	2013	2012	2011
City of Regina employer contributions	14,548	13,907	13,285	13,279	13,003

#### **Tangible Capital Assets**

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. The City's tangible capital assets include land, buildings, vehicles and equipment, roads and bridges, and underground and other networks.

	2015	2014	2013	2012	2011
Tangible Capital Assets - Net Book Value	1,835,703	1,549,388	1,324,081	1,207,572	1,124,240

(in thousands of dollars)

## December 31, 2015

#### **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 \$94.4 million from 2011 to 2015 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 \$30.5 million from 2011 to 2015, this was primarily due to Water and Sewer Utility Fund surpluses and return of funds from projects.

Reserve balances totalled \$236.7 million at the end of 2015 (2014 - \$210.7 million).

	2015	2014	2013	2012	2011
Reserves					
City of Regina Reserves	213,733	190,131	185,150	146,321	126,623
Group Benefits Reserves	9,010	8,827	8,041	7,801	7,621
Other Entities Reserves	13,977	11,714	10,617	9,127	8,033
	236,720	210,672	203,808	163,249	142,277



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(in thousands of dollars)

#### December 31, 2015

#### **REGINA REVITALIZATION INITIATIVE**

The Regina Revitalization Initiative (RRI) is a large scale redevelopment project which 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. Ultimately, the project will contribute to increase the density of Regina's population by providing new sites within the City where residential development can occur, hence reducing the need for Greenfield development. The primary activity of the RRI in 2015 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 RRIstadium project:

#### **Statement of Financial Position**

	2015	2014
Financial assets		
Accounts receivable	-	10
Long term investments	114,685	214,600
	114,685	214,610
Financial liabilities		
Accounts payable and accrued liabilities	56,177	43,867
Long-term debt	194,425	197,904
	250,602	241,771
Net financial assets (liabilities)	(135,917)	(27,161)
Non-financial assets		
Tangible capital assets	199,993	62,855
ACCUMULATED SURPLUS (DEFICIT)	64,076	35,694

# **Financial Statement Discussion & Analysis**

(in thousands of dollars)

# December 31, 2015

# Statement of Operations

	2015	2014
Revenues		
Taxation	2,292	1,482
Government transfers	25,000	25,000
Third party revenue	-	90
Interest on portfolio investments	6,057	5,823
Realized gains on portfolio investments	3,000	1,131
	36,349	33,526
Expenses		
Interest expense	7,967	6,073
Commission on borrowing	-	703
	7,967	6,776
Annual Surplus	28,382	26,750
ACCUMULATED SURPLUS, BEGINNING OF YEAR	35,694	8,944
ACCUMULATED SURPLUS, END OF YEAR	64,076	35,694

# **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.

Ian Rea, Chief Financial Officer Corporate Services May 30, 2016

C. Holden

Chris Holden, City Manager & Chief Administrative Officer

# Deloitte.

Deloitte LLP 2103 - 11th Avenue Mezzanine Level Bank of Montreal Building Regina SK S4P 3Z8 Canada

Tel: 306-565-5200 Fax: 306-757-4753 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.

Delaitle LLP

Chartered Professional Accountants, Chartered Accountants Licensed Professional Accountants

June 22, 2015 Regina, Saskatchewan

(in thousands of dollars)

# December 31, 2014

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	2015		2014
FINANCIAL ASSETS			
Cash	\$ 28,124	\$	28,238
Short-term investments (Note 4)	271		269
Accounts receivable (Note 3)	42,877		42,941
Taxes receivable	4,884		4,406
Long-term investments (Note 5)	432,679		522,690
Property held for resale (Note 12)	329		329
	509,164		598,873
FINANCIAL LIABILITIES			
Accounts payable and accrued liabilities	147,331		127,406
Taxes payable to school boards	5,990		6,010
Deferred revenue (Note 18)	44,702		44,234
Capital lease obligations (Note 6)	1,105		1,280
Long-term debt (Note 7)	271,651		228,087
Employee benefit obligations (Note 8)	78,948		82,221
Landfill closure and post-closure (Note 10)	29,124		57,630
	578,851		546,868
NET FINANCIAL (DEBT) ASSETS	(69,687	)	52,005
NON-FINANCIAL ASSETS			
Tangible capital assets (Note 9)	1,835,703		1,549,388
Materials and supplies	7,802		7,516
Prepaid	6,625	_	2,077
ACCUMULATED SURPLUS (Note 13)	\$ 1,780,443	\$	1,610,986

### Commitments and contingent liabilities (Note 11)

(in thousands of dollars)

# December 31, 2015

# CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

	Budget	Actual	Actual
	2015	2015	2014
REVENUE			
Taxation (Note 15)	\$ 225,667	\$ 227,973	\$ 216,711
Fees and charges	199,981	217,052	193,182
Government transfers (Note 16)	91,418	87,661	88,684
Electrical distribution	22,450	24,417	23,124
Licenses, fines and levies	14,272	14,211	13,394
Gas distribution	7,000	7,076	7,587
Interest and penalties	1,294	1,833	1,661
Interest on portfolio investments	12,944	18,940	15,024
Realized gains on portfolio investments	-	8,311	3,488
Servicing agreement fees	3,086	20,339	10,979
Land sales	3,503	3,877	7,735
Other	6,957	11,174	7,119
Contribution of tangible capital assets	-	14,114	37,745
Restructuring (Note 21)	-	-	54,086
	588,572	656,978	680,519
EXPENSES			
Parks, recreation and community services	100,289	98,529	95,132
Police	79,143	76,480	101,740
Legislative and administrative services	77,652	73,296	67,742
Water, wastewater and drainage	77,423	70,690	66,986
Roads and traffic	80,854	68,030	56,787
Fire	48,776	46,041	45,912
Transit	38,055	39,285	38,482
Waste collection and disposal (Note 10)	21,796	(8,128)	32,014
Grants	3,717	3,559	3,856
Planning and development	19,793	19,739	25,192
	547,498	487,521	533,843
Excess of Revenues over Expenses	41,074	 169,457	146,676
ACCUMULATED SURPLUS, BEGINNING OF YEAR	-	1,610,986	1,446,977
Restructuring (Note 21)	-	-	17,333
ACCUMULATED SURPLUS, BEGINNING OF YEAR AFTER RESTRUCTURING	 -	1,610,986	1,464,310
ACCUMULATED SURPLUS, END OF YEAR	\$ 41,074	\$ 1,780,443	\$ 1,610,986

(in thousands of dollars)

# December 31, 2015

# CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL (DEBT) ASSETS

	Bu	ldget	Actu	al		Actual
	2	015	201	5		2014
Excess of Revenues over Expenses	\$	- \$	6 169	,457	\$	146,676
Acquisition of tangible capital assets	(3	62,829)	(362	,829)		(224,501)
Amortization of tangible capital assets		70,344	70	,344		66,316
Proceeds on disposal of tangible capital assets		-	4	,445		987
Loss on disposal of tangible capital assets		-	1	,725		4,765
Restructuring (Note 21)		-	-			(54,086)
Decrease in net financial assets upon REAL restructuring (Note 21)		-	-		_	(1,910)
	(2	92,485)	(286	,315)		(208,429)
Net change in materials and supplies		-		(286)		(355)
Net change in prepaid		-	(4	,548)	_	6,212
		-	(4	,834)		5,857
Decrease in net financial assets	(2	92,485)	(121	,692)		(55,896)
NET FINANCIAL ASSETS, BEGINNING OF YEAR		52,005	52	,005	_	107,901

(in thousands of dollars)

# December 31, 2015

# CONSOLIDATED STATEMENT OF CASH FLOWS

	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES:		
Excess of Revenue over Expenses	\$ 169,457	\$ 146,676
Non-cash items		
Amortization of tangible capital assets	70,344	66,316
Loss on disposal of tangible capital assets	1,725	4,765
Contribution of tangible capital assets	(14,114)	(37,745)
Realized gains on portfolio investments	(8,311)	(3,488)
Restructuring (Note 21)	-	(51,043)
Net change in non-cash working capital balances		
Decrease in accounts receivable	64	21,290
(Increase) decrease in taxes receivable	(478)	121
Decrease in accounts payable and accrued liabilities	(85,991)	(6,826)
(Decrease) increase in taxes payable to school boards	(20)	568
Increase in deferred revenue	468	7,099
(Decrease) increase in capital lease obligations	(175)	39
(Decrease) increase in employee benefit obligations	(3,273)	29,478
(Decrease) increase in landfill closure and post-closure liability	(28,506)	10,293
Decrease in property held for resale	-	20
(Increase) in materials and supplies	(286)	(355)
(Increase) decrease in prepaid	(4,548)	6,212
	96,356	193,420
CASH FLOWS FROM CAPITAL ACTIVITIES:		
Acquisition of tangible capital assets	(193,196)	(102,134)
Proceeds on disposal of tangible capital assets	4,445	987
	(188,751)	(101,147)
CASH FLOWS FROM INVESTING ACTIVITIES:		
(Purchase) sale of short-term investments	(2)	105
Sale (purchase) of long-term investments, net	98,322	(244,964)
	98,320	(244,859)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Debt issued		200,400
Repayment of long-term debt	(6,039)	(50,031)
	(6,039)	150,369
DECREASE IN CASH	(114)	(2,217)
CASH, BEGINNING OF YEAR	28,238	30,455
CASH, END OF YEAR	\$ 28,124	\$ 28,238

(in thousands of dollars)

# December 31, 2015

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 1. SIGNIFICANT ACCOUNTING POLICIES

The Consolidated Financial Statements of the City of Regina (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 Board (RPL)
- Regina Regional Opportunities Commission (RROC)
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina Exhibition Association Limited (REAL)

Inter departmental and inter organizational transactions and balances have been eliminated.

The City has a 74.14% (2014 - 74.05%) interest in the Buffalo Pound Water Administration Board (BPWAB), a government partnership, that is proportionately consolidated.

The Regina Public Library has a 21.78% (2014 - 21.72%) 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 21 for further details.

(in thousands of dollars)

### December 31, 2015

### 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.

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. Expense recognition

Expenses are recorded using the accrual basis of accounting whereby expenses are recognized as they are incurred and measurable based upon receipt of goods and services and/or the legal obligation to pay.

#### d. 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, contribution of tangible capital assets, provision on tax appeals, and the amortization of tangible capital assets.

#### e. Materials and supplies

Inventories of materials and supplies are valued at the lower of net realizable value and average cost.

(in thousands of dollars)

# December 31, 2015

### 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, the Regina Public School Board and the Global Transportation Hub Authority. These taxes, which are not included in the City's financial results, are remitted to the respective entities 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 servicing 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.

Costs related to defined benefit pension plans considered to be single-employer plans, the costs are recognized when earned by Plan members. Pension benefits obligations are 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 multiemployer 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.

(in thousands of dollars)

### December 31, 2015

### 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 Buildings and building improvements	10 to 100 years 15 to 75 years
Vehicles and equipment Fire trucks and buses Police vehicles Other vehicles Equipment	15 to 30 years 4 to 10 years 2 to 25 years 4 to 50 years
Office and information technology Hardware Software Other	2 to 15 years 2 to 10 years 10 years
Infrastructure Plants and facilities Roads Underground networks Bridges and other structures	5 to 75 years 1 to 40 years 5 to 100 years 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.

Land under roads that is acquired other than by a purchase agreement is valued at a nominal cost. Works of art and historical treasures are not recognized in these Consolidated Financial Statements.

(in thousands of dollars)

# December 31, 2015

### 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 December 8, 2014.

#### k. Investments

All investments are recorded at cost less write downs to reflect other temporary declines in value. Investment transactions are accounted for at the trade date. Interest income is recorded on the accrual basis.

#### I. Foreign currency

Monetary items denominated in foreign currency are translated to Canadian dollars at exchange rates in effect as at December 31, and non-monetary items are translated at rate of exchange in effect when the assets were acquired or obligations incurred. Revenues and expenses are translated at rates in effect at the time of the transactions or at rates of exchange established by the terms of the forward foreign exchange contract. Gains (losses) on foreign currency translation are included as revenues (expenses).

#### 2. NEW STANDARDS AND AMENDMENTS TO STANDARDS

PS 3260, Liability for Contaminated Sites establishes standards on remediation, recognition and measurement and provides requirements for financial statement presentation and disclosure. This standard is applicable for fiscal years beginning on or after April 1, 2014, however it had no impact on the preparing of these Consolidated Financial Statements. The City continues to review its policies, procedures and systems to ensure consistent and accurate identification and estimation of liabilities associated with contaminated sites.

The following new standard and amendment to standards are effective for fiscal years beginning on or after January 1, 2017:

#### Introduction to Public Sector Accounting Standards

Standards and amendments effective for financial statements on or after April 1, 2017:

PS 2200, Related Party Disclosures

PS 3210, Assets

PS 3320, Contingent Assets

PS 3380, Contractual Rights

PS 3420, Inter-entity Transactions

(in thousands of dollars)

# December 31, 2015

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2. NEW STANDARDS AND AMENDMENTS TO STANDARDS (CONTINUED)

Standards and amendments effective for financial statements on or after April 1, 2018:

PS 3430, Restructuring Transactions

Standards and amendments effective for financial statements on or after April 1, 2019:

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

	2015	2014
Trade and other receivable	28,192	26,956
Water and sewer receivable	14,685	13,949
Government transfers receivable		2,036
	42,877	42,941

#### 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 0.80% (2014 - 1.10%).

(in thousands of dollars)

# December 31, 2015

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 5. LONG-TERM INVESTMENTS

Long-term investments include investments in a pooled bond fund.

	Ca	rrying Value		Fair Value
	2015	2014	2015	2014
Pooled bond fund	432,679	522,690	433,275	530,751

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. The average yield earned from investments was 3.25% (2014 - 3.62%).

### 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:

2016	515
2017	364
2018	191
2019	35
Total minimum lease payments	1,105

#### 7. LONG-TERM DEBT

#### Debenture debt

The City's long-term debt consists of \$221,826 (2014 - \$227,655) 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 are issued for 10 or 30-year terms with principal payable either annually or semi-annually and interest payable semi-annually.

#### **Obligation under long-term financing agreement – Public Private Partnership (P3)**

During construction of the Wastewater Treatment Plant (WWTP), the City records a portion of the project cost as construction in progress, using the construction cost to date and an equivalent liability to the EPCOR Water Prairies Inc.. The long-term debt represents the deferred capital payments portions of the project cost based on the terms of the agreement. Upon completion, the City amortizes the accumulated cost of the completed project over its useful life, expenses the annual interest cost and settled the long-term liability over the term of the project agreement. The City has \$49,603 (2014 - \$nil) of long-term debt. Debt is under a 27-year term with principal and interest payable monthly. The entire principal is due 2044.

(in thousands of dollars)

### December 31, 2015

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 7. LONG-TERM DEBT (CONTINUED)

	2015	2014
City of Regina unsecured debentures and loan		
Operating fund	211,261	216,185
Utility fund	10,564	11,470
WWTP debt - long term	49,603	-
Loans payable	223	432
Total debt	271,651	228,087
Authorized debt limit	450,000	450,000
Interest rates	3.40-6.462%	3.40-5.20%
Interest costs for year	9,342	8,157

#### **Bank indebtedness**

Pursuant to *The Regina Administration Bylaw No. 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, 2015, the City had no bank indebtedness.

The long-term debt is repayable as follows:

2016	6,143
2017	7,249
2018	7,475
2019	25,697
2020-2045	225,087
	271,651

(in thousands of dollars)

# December 31, 2015

### 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 2015	Total 2014
Defined benefit pension plans		
Regina Police Superannuation and Benefits Plan	26,997	29,360
RPPP Supplemental Pension Plan	2,745	2,688
Target Retirement Income Plan	(2,738)	(1,099)
	27,004	30,949
Other benefit plans		
Termination payments	23,438	21,426
Continuation of group life, medical and dental benefits	8,599	10,279
	32,037	31,705
Other plans and arrangements		
Vacation	16,097	15,407
Overtime	3,422	3,785
Group life, medical and dental plans	388	375
	19,907	19,567
	78,948	82,221

#### 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 are 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 assets.

(in thousands of dollars)

## December 31, 2015

### 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		RPPP Supplemental Pension Plan	Total 2015	Total 2014
Fair value of plan assets, beginning of	4 402	202 205		207 700	107 000
year Plan amendment	4,493	293,305	-	297,798	137,892
	- 4.826	-	-	-	131,643
Employees' contributions	<b>y</b> = - =	-	-	4,826	5,655
Employer contributions	4,680	3,495	-	8,175	6,968
Actual return on plan assets	(188)	24,513		24,325	33,486
Less benefits paid	(169)	(17,584)	-	(17,753)	(17,846)
Fair value of plan assets, end of year	13,642	303,729		317,371	297,798
Accrued benefit obligation, beginning of year Plan amendment Current period benefit cost Interest on accrued benefit obligation Actuarial loss Less benefits paid	3,822 - 7,928 501 - (169)	317,485 - - 20,991 - (17,584)	2,688 - - 179 - (122)	323,995 - 7,928 21,671 - (17,875)	153,682 148,921 7,749 20,622 10,942 (17,921)
Accrued benefit obligation, end of year	12,082	320,892	2,745	335,719	323,995
Funded status, plan surplus (deficit)	1,560	(17,163)	(2,745)	(18,348)	(26,197)
Unamortized net actuarial loss (gain)	1,178	(9,834)	-	(8,656)	(4,752)
Accrued benefit asset (liability)	2,738	(26,997)	(2,745)	(27,004)	(30,949)

(in thousands of dollars)

# December 31, 2015

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

	Target Retirement Income Plan		RPPP Supplemental Pension Plan	Total 2015	Total 2014
Current period benefit cost	7.928			7.928	7.749
Net actuarial loss due to plan amendment	-		_	-	1,519
Loss due to plan settlements and curtailments	-	_	-	-	14,553
Amortization of actuarial (gain) loss	33	(393)	-	(360)	3,185
Employee contributions	(4,826)	-	-	(4,826)	(5,655)
Interest expense	501	20,991	179	21,671	20,622
Expected return on plan assets	(595)	(19,466)	-	(20,061)	(18,926)
Change in valuation allowance	889		-	889	671
Benefit expense	3,930	1,132	179	5,241	23,718

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

(in thousands of dollars)

### December 31, 2015

### 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 \$5,162 (2014 - \$5,120). 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:

(in thousands of dollars)

# December 31, 2015

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

	City employees	Library employees	Group life, medical and dental plans	Total 2015	Total 2014
Accrued benefit obligation, beginning of year	20,353	1,073	10,279	31,705	27,414
Current period benefit cost	1,745	84	702	2,531	3,094
Interest on accrued benefit obligation	518	26	267	811	925
Actuarial (gain) loss	784	(58)	(1,640)	(914)	2,191
Less benefits paid	(1,058)	(82)	(1,009)	(2,149)	(1,256)
Change in assumptions	-		-	-	(826)
Unamortized net actuarial gain	-	53	-	53	163
Accrued benefit liability - unfunded	22,342	1,096	8,599	32,037	31,705
Current period benefit cost	1,745	84	<u> </u>	1,829	1,297
Amortization of actuarial loss (gain)	246	(5)	-	241	(79)
Interest expense	518	26	-	544	589
Benefit expense	2,509	105	_	2,614	1,807

	Aon Consulting Inc.		Mercer	
Date of most recent valuation	Dec 31, 2014	Dec 31, 2013	Dec 31, 2015	
Discount rate (%)	2.0	2.2	2.0-3.0	
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.

(in thousands of dollars)

# December 31, 2015

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 8. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

#### d. Multiemployer defined benefit plans

Two multiemployer 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 2015	Total 2014
Benefit expense	14,548	1,150	15,698	14,457
(Deficit) surplus of plan assets over benefit obligation per plan financial				
statements	(25,727)	33,421	7,694	(46,256)
Contribution rate as a percentage of salary:				
Members	9.42 - 13.96%	0.92%		
Employers	9.42 - 13.96%	0.92%		
City employee contributions	14,519	1,149	15,668	14,347
Date of most recent actuarial valuation	Dec 31, 2014	Dec 31, 2014		

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 multiemployer 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.

A valuation was performed as at December 31, 2014 establishing a minimum funding requirement. In accordance with the Minimum Funding Regulations and the Plan's funding policy, the unfunded liability determined by the December 31, 2014 valuation will be amortized over a period of no more than 20 years commencing January 1, 2016. The cost sharing arrangement was amended such that 60% of the unfunded liability for service prior to January 1, 2016 was to be funded by the participating employer contributions and 40% from employee contributions.

#### 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.

	2015	2014
Casual employee members' contribution rate	3.00 %	3.00 %
Elected official members' contribution rate	6.95 %	6.95 %
Members' contributions	329	308
Benefit expense	329	308

(in thousands of dollars)

### December 31, 2015

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 9. TANGIBLE CAPITAL ASSETS

	Net	Book Value
	2015	2014
General		
Land	107,169	99,308
Land improvements	61,122	56,370
Buildings and building improvements	128,141	128,105
Vehicles and equipment	141,151	132,912
Office and information technology	14,532	8,280
Infrastructure		
Plants and facilities	194,982	198,431
Roads	345,508	340,394
Underground and other networks	458,047	446,777
Bridges and other structures		15,264
	1,471,769	1,425,841
Assets under construction		123,547
	1,835,703	1,549,388

For additional information, see the Consolidated Schedule of Tangible Capital Assets (Schedule 3).

During the year write downs of assets were \$nil (2014 - \$nil). In addition, tangible capital assets contributed to the City totalled \$14,114 (2014 - \$37,745), which were capitalized and recorded as revenue at their fair value at the time of receipt.

During the year, tangible capital assets of \$129,342 (2014 - \$40,755) were included as assets under construction and a related accounts payable and accrued liability of \$49,739 (2014 - \$40,755) and long-term debt of \$49,603 (2014 - \$nil) were recorded in relation to the Wastewater Treatment Plant.

During the year, tangible capital assets of \$178,091 (2014 - \$43,867) were included as assets under construction and a related accounts payable and accrued liability of \$56,177 (2014 - \$43,867) were recorded in relation to the Regina Revitalization Initiative Stadium Project.

(in thousands of dollars)

### December 31, 2015

### 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.

	2015	2014
Estimated closure and post-closure costs over 40 years after capacity is reached	50,636	93,619
Discount rate	3.62 %	3.61 %
Expected year capacity will be reached	2030	2028
Capacity (m3):		
Used to date	10,938,072	10,193,453
Remaining	3,556,053	1,122,247
Total	14,494,125	11,315,700
Percent utilized	75.47 %	90.08 %
Landfill liability	29,124	57,630

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of groundwater and leachates from the site, and ongoing environment monitoring, site inspection and maintenance. 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. At December 31, 2015, as a result of engineering cost valuation, landfill closure and post-closure care liability assessment was estimated using data for when landfill site stops accepting waste rather than on a phase closure plan. The engineering cost valuation of the landfill liability is based on estimated future expenses in current dollars by applying a discount rate at the City's average long-term borrowing rate of 3.62% (2014 - 3.61%) and inflation rate of 2.32% (2014 - 6.5%). In addition, during the year management also extended the useful life of the site by expanding its capacity. These changes had the effect of decreasing the liability by \$28.5 million for the year ended December 31, 2015, which also had an impact on the waste and collection disposal expense in the current year.

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 two-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.

(in thousands of dollars)

# December 31, 2015

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 10. LANDFILL CLOSURE AND POST-CLOSURE (CONTINUED)

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.

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, 2015, the expected commitment related to the Wastewater Treatment Plant is \$305,703. 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. 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
2016	6,467
2017	10,573
2018	10,206
2019	13,256
2020 through 2044	265,201
	305,703

2) 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 21.4% and based on that the City has authorized a maximum contribution of \$8,800. As at December 31, 2015 the total contributed was \$3,234.

(in thousands of dollars)

## December 31, 2015

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 11. COMMITMENTS AND CONTINGENT LIABILITIES (CONTINUED)

3) 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 2014, and the target completion date is August 2016.

The target payment schedule is as follows:

Payments:	Amounts	Payment Target Date
Milestone payment	22,739	April 30, 2016
Substantial completion payment	82,671	August 31, 2016
Total	105,410	

4) 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 2015.

5) Railyard Renewal – This project relates to the development of the old CP Railyard.

6) As at December 2015, the City of Regina had an undrawn stand-by letter of credit, which have been issued in the maximum amount of \$650.

#### 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.

	2015	2014
Property held for resale	416	609
Valuation allowance	(416)	(609)
Property held for resale, net of allowance		-
Acquired property held for resale, net of allowance	329	329
	329	329
Property held for resale, estimated fair value - unaudited	6,745	12,953

(in thousands of dollars)

## December 31, 2015

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 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.

	2015	2014
Unappropriated surpluses:		
Regina Downtown Business Improvement District	42	96
Regina Regional Opportunities Commission	298	71
Regina Public Library	718	1,606
Regina's Warehouse Business Improvement District	75	35
Regina Exhibition Association Ltd.	167	892
Tangible capital assets	1,835,703	1,549,388
Appropriated surpluses:		
General capital projects	130,638	233,262
Utility capital projects	(4,939)	20,014
Reserves (Note 14)	236,720	210,672
Infrastructure to be funded from future servicing agreement fees:		
Water, wastewater and drainage	(38,151)	(35,832)
Obligations to be funded from future revenues:		
Long-term debt	(271,651)	(228,087)
Employee benefit obligations	(78,948)	(82,221)
Landfill closure and post-closure	(29,124)	(57,630)
Capital lease obligations	(1,105)	(1,280)
Accumulated surplus	1,780,443	1,610,986

(in thousands of dollars)

# December 31, 2015

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 14. RESERVES

	2015	2014
City of Regina reserves:		
General utility reserve	79,868	68,825
Facility reserve	1,000	800
General fund reserve	32,577	30,731
Landfill reserve	20,765	16,421
Regina revitalization initiative-stadium reserve	28,467	32,875
Land development reserve	3,224	4,309
Asset revitalization reserve	18,600	10,029
Equipment replacement reserve	4,278	4,061
Social development reserve	5,529	4,664
Operational commitments reserve	482	321
Planning & sustainability reserve	8,524	7,969
Winter road maintenance reserve	3,902	3,563
Regina Police Service general reserve	819	714
Asphalt reserve	2,320	1,502
Grants reserve	487	529
Golf course reserve	293	508
Technology reserve	490	572
Employer provided parking reserve	1,189	884
Cemetery reserve	528	472
Pest management reserve	350	337
Regina Police Service radio equipment reserve	41	45
	213,733	190,131
Group Benefits reserves:		
Group life insurance reserve	5,162	5,120
Dental benefits reserve	2,157	2,103
Medical - City of Regina reserve	1,148	1,071
Police services premium reduction reserve	421	375
Police long-term disability reserve	122	158
	9,010	8,827
Other Entities reserves:		
Regina Public Library reserves	11,353	8,937
Buffalo Pound Water Administration Board capital replacement reserve	1,933	2,127
Regina Downtown Business Improvement District reserve	471	471
Regina's Warehouse Business Improvement District infrastructure reserve	220	179
	13,977	11,714
	236,720	210,672

(in thousands of dollars)

# December 31, 2015

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### **15. TAXATION REVENUE**

	Budget	Actual	Actual
	2015	2015	2014
Total taxation revenue levied	225,667	351,590	337,666
Taxes levied on behalf of others:			
Regina School Division No. 4	-	(84,437)	(82,110)
Global Transportation Hub Authority	-	(1,591)	(1,268)
Regina Roman Catholic Separate School Division No. 81	-	(37,589)	(37,577)
Taxation revenue	225,667	227,973	216,711
City of Regina			
Municipal levies	179,036	180,751	170,117
Grants in lieu	22,899	23,058	22,561
Supplementary taxes	1,600	1,551	2,135
Other	1,770	1,875	1,828
	205,305	207,235	196,641
Regina Public Library			
Taxation levies	18,069	18,510	17,680
Grants in lieu	1,267	1,189	1,210
	19,336	19,699	18,890
Regina Downtown Business Improvement District levies	801	803	948
Regina's Warehouse Business Improvement District levies	226	236	232
	451,335	227,973	216,711

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, 2015, the following amounts are reflected in the Consolidated Statement of Financial Position for these provisions:

		2015	2014
Allowance for doubtful outstanding taxes netted against taxes receivable	-	3,201	2,698
Provision for assessment appeals included in accounts payable	-	1,204	1,588

(in thousands of dollars)

### December 31, 2015

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 16. GOVERNMENT TRANSFERS

	Budget		
	2015	2015	2014
Operating transfers			
Federal	41,484	41,418	40,344
Provincial	9,458	16,449	9,624
	50,942	57,867	49,968
Capital transfers			
Federal	10,968	2,974	9,090
Provincial	29,508	26,820	29,626
	40,476	29,794	38,716
	91,418	87,661	88,684

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, 2015 in thousands of dollars. There are no known contractual obligations or contingencies as at December 31, 2015. These amounts represent 100% of the Board's financial position and activities:

	2015	2014
Financial assets	4,904	4,650
Tangible capital assets	21,563	22,078
Other non-financial assets	110	133
Total assets	26,577	26,861
Total liabilities	2,958	2,396
Net assets	23,619	24,465

(in thousands of dollars)

# December 31, 2015

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 17. GOVERNMENT PARTNERSHIP (CONTINUED)

	2015	2014
Revenue	10,794	10,383
Expenses	12,882	11,421
Net loss	(2,088)	(1,038)

The above amounts are proportionately consolidated within the consolidated financial statements at 74.14% (2014 – 74.05%), 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:

	2015	2014
Financial assets	1,893	2,734
Financial liabilities	(1,101)	(903)
Non-financial assets	15,529	17,174
Net assets	16,321	19,005
Revenue	1,388	974
Expenses	8.299	7.427

#### **18. DEFERRED REVENUE**

	December 31, 2014	Externally restricted inflows	Revenue earned	December 31, 2015
Gas Taxes		5,957	-	5,957
Servicing agreement fees	32,670	1,101	(12,662)	21,109
Property taxes	1,024	-	(319)	705
Paved Alleys	2,413	3,411	(3,425)	2,399
Gravel Alleys	944	1,786	(1,802)	928
Cemetery Internments	681	-	(108)	573
REAL	1,111	5,500	(869)	5,742
Other	5,391	3,988	(2,090)	7,289
	44,234	21,743	(21,275)	44,702

(in thousands of dollars)

### December 31, 2015

### 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:

	2015	2014
Perpetual Care Trust	2,633	2,622
Williamson Driver Award	5	5
	2,638	2,627

#### 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. The organizational structure includes the Operations Group, which is led by a Deputy City Manager/Chief Operations Officer, the Corporate Services Group which, is led by Chief Financial Officer and Legal, and Governance and Strategy is led by two Executive Directors. The three divisions under Operations Group are City Services, Planning & Development, and Transportation & Utilities. The segmented information in these statements reflect the 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 Transit Services provide external customer services to public residents.

#### b. Transportation & Utilities

Transportation & Utilities is responsible to ensure 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. Planning & Development

Planning & 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, and real estate services.

(in thousands of dollars)

# December 31, 2015

### 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 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 Finance, Information Technology Services, Human Resources, Fleet Services, Strategy Management 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. 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.

(in thousands of dollars)

# December 31, 2015

CONSOLIDATED STATEMENT OF OPERAT	OLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION				
	General Operating	Utility Operating	General Capital	Utility Capital	Total City of Regina
REVENUES					
Taxation	207,766	-	-	-	207,766
Fees and charges	69,280	118,652	181	482	188,595
Government transfers	51,822	-	34,246	-	86,068
Electrical distribution	24,417	-	-	-	24,417
Licenses, fines and levies	13,859	-	352	-	14,211
Gas distribution	7,076	-	-	-	7,076
Interest and penalties	1,596	204	-	-	1,800
Interest on portfolio investments	19,304	-	250	(614)	18,940
Realized gains on portfolio investments	8,311	-	-	-	8,311
Servicing agreement fees	831	-	13,798	5,710	20,339
Land sales	3,877	-	-	-	3,877
Other	20,486	149	5,902	1,342	27,879
Contribution of tangible capital assets	-	-	12,914	1,200	14,114
	428,625	119,005	67,643	8,120	623,393
EXPENSES					
Parks, recreation and community services	39,208	-	2,236	-	41,444
Police	73,680	-	605	-	74,285
Legislative and administrative services	58,711	-	3,934	-	62,645
Water, wastewater and drainage	(61)	58,291	-	8,021	66,251
Roads and traffic	24,258		20,709	-	44,967
Fire	44,198	-	604	-	44,802
Transit	34,466	-	591	-	35,057
Waste collection and disposal	(9,612)	-	327	-	(9,285
Grants	5,805	-	5,500	-	11,305
Planning and development	19,739	-	-	-	19,739
Amortization	-	-	46,764	15,616	62,380
	290,392	58,291	81,270	23,637	453,590
Excess of Revenues over Expenses	138,233	60,714	(13,627)	(15,517)	169,803

(in thousands of dollars)

# December 31, 2015

### CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION

Schedule 1

nts 2015	Consolidation adjustments	REAL	RWBID	RPL	BPWAB	RROC	RDBID
30) <b>227</b> ,	(530)	-	236	19,699	-	-	802
15) <b>217</b> ,	(7,515)	26,873	13	652	7,693	741	-
46) <b>87</b> ,	(2,246)	939	4	1,149	-	1,720	28
24,4	-	-	-	-	-	-	-
14,2	-	-	-	-	-	-	-
7,0	-	-	-	-	-	-	-
1,8	-	-	-	-	32	-	-
18,9	-		-	-	-	-	-
8,3	-	-	-	-	-	-	-
20,3	-	-	-	-	-	-	-
3,8	-	-	-	-	-	-	-
06) <b>11,</b>	(19,406)	2,600	4	-	22	-	75
14,	-	-	-	_	-	-	-
97) <b>656,</b>	(29,697)	30,412	257	21,500	7,747	2,461	905
	(0.400)	28,267	164	17,092		2,209	901
20) <b>07</b>		28 2N/	104	17,092	-	2,209	901
•	(2,438)	20,201					-
74,2	-	-	-	-	-	-	
<b>74,</b> 10) <b>62,</b>	(10)	-	-	-	- - 7 031	-	-
<b>74,</b> 10) <b>62,</b> 03) <b>53,</b>	-	-	-	-	- - 7,031		-
74,3 10) 62,0 03) 53, 44,9	(10)				- - 7,031 -		:
74,3 10) 62, 03) 53, 44,9 44,9	(10)	-	-		- 7,031 - -		-
74,3 10) 62,0 03) 53, 44,3 44,3 35,0	(10)				- - 7,031 - - -		- - - -
74, 10) 62, 03) 53, 44, 44, 35, (9,	(10) (19,503) - - - -	-	-		- 7,031 - - - -		- - - - - -
74, 10) 62, 03) 53, 44, 44, 35, (9, 46) 3,	(10)				- 7,031 - - - - -		
74, 10) 62, 03) 53, 44, 44, 35, (9, 46) 3, 19,	(10) (19,503) - - - -		- - - - - - - - -	- - - - - - - - - - - - 2,217		- - - - - - - - - - - - -	- - - - - - - 52
74, 10) 62, 03) 53, 44, 44, 35, (9, 46) 3, 19, 70,	(10) (19,503) - - - -	4,374	- - - - - - - 10 - 174	- - - - - - - 2,217 19,309	- 7,031 - - - - - 1,295 8,326	- - - - - - - - - - - - - - - - - - -	- - - - - - 52 953

(in thousands of dollars)

# December 31, 2015

CONSOLIDATED STATEMENT	OF OPERATIONS BY SEGMENT				Schedule 2	
	City Services	Transportation & Utilities	Planning & Development	Regina Police Service	Corporate Services	Total City o Regina
REVENUES		_				_
Taxation	-	-	193,634	-	14,132	207,766
Fees and charges	34,843	25,267	6,738	622	121,125	188,59
Government transfers	27,388	3,548	560	7,223	47,349	86,068
Electrical distribution	-	-	-	-	24,417	24,41
Licenses, fines and levies	4,027	1,556	4,965	-	3,663	14,21
Gas distribution	-	-	-	-	7,076	7,07
Interest and penalties	-	-	1,596	-	204	1,80
Interest on portfolio investments	118		-		18,822	18,94
Realized gains on portfolio						
investments	-	-	-	-	8,311	8,31
Servicing agreement fees	757	-	1,588	-	17,994	20,33
Land sales	-	-	3,877	-	-	3,87
Other	324	1,608	6,170	1,544	18,233	27,87
Contribution of tangible capital assets	1 000	2.405			0.047	
	1,602	3,495		-	9,017	14,11
	69,059	35,474	219,128	9,389	290,343	623,39
EXPENSES						
Wages and benefits Materials, supplies, and other	74,630	38,390	16,603	64,817	38,713	233,15
goods Contracted and general	24,065	(12,515)	970	4,044	16,260	32,82
services	4,985	2,868	11,307	5,025	58,849	83,034
Utilities	166	15,379	-	361	3,430	19,33
Transfer payments/grants	66	1	5,510	37	7,907	13,52
Interest		-	-		9,342	9,34
Amortization	9,686	39,836	-	2,196	10,662	62,38
	113,598	83,959	34,390	76,480	145,163	453,59
Excess of Revenues over						
Expenses	(44,539)	) (48,485)	184,738	(67,091)	145,180	169,80

(in thousands of dollars)

#### December 31, 2015

#### CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

Schedule 2

RDBID	RROC	BPWAB	RPL	RWBID	REAL	Consolidation adjustments	Consolidated 2015
802	-	-	19,699	236	-	(530)	227,973
-	741	7,693	652	13	26,873	(7,515)	217,052
28	1,720	-	1,149	4	939	(2,246)	87,66
-	-	-	-	-	-	-	24,41
-	-	-	-	-	-	-	14,21 <sup>.</sup>
-	-	-	-	-	-	-	7,07
-	-	32	-		-	-	1,83
-	-	-	-	-	-	-	18,94
-	-	-	-	-	-	-	8,31
-	-	-	-	-	-	-	20,33
-	-	-	-	-	-	-	3,87
75	-	22	-	4	2,600	(19,406)	11,17
-	-	-	-	-	-		14,11
905	2,461	7,747	21,500	257	30,412	(29,697)	656,97
468	1,187	2,475	12,194	1	14,318	-	263,79
109	59	2,016	4,898	11	5,596	(15,679)	29,83
324	963	1,237	-	152	6,007	(1,611)	90,10
-	-	1,303	-	-	2,346	(4,661)	18,32
-	-	-	-	-		(7,746)	5,77
-	-	-	-	-	-		9,34
52	16	1,295	2,217	10	4,374	_	70,34
953	2,225	8,326	19,309	174	32,641	(29,697)	487,52
(48)	236	(579)	2,191	83	(2,229)		169,45
· · ·		. /					

(in thousands of dollars)

#### December 31, 2015

CONSOLIDATED STATEMENT	OF OPERATIO	ONS BY SEGMI	Schedule 2			
	City Services	Transportation & Utilities	Planning and Development		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 Material, supplies and other	74,216	38,666	15,276	89,319	35,659	253,136
goods Contracted and general	24,569	41,534	2,108	3,935	16,300	88,446
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
Excess of Revenues over Expenses	(80,919)	) (72,758)	165, <mark>826</mark>	(92,566)	173,681	93,264

(in thousands of dollars)

#### December 31, 2015

#### 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
-	-	-	-	-	-	-	7,73
84	-	3	-	4	2,600	(13,527)	7,119
-	-	-	-	-	-	-	37,74
-		-		-	54,086	-	54,08
1,032	1,807	6,746	20,581	237	81,696	(22,946)	680,51
357	1,108	2,297	11,650	10	14,323	-	282,881
103	60	1,419	5,319		4,678	(15,231)	84,79
334	686	1,029	-	137	4,118	(1,548)	71,35
-	-	1,263	-	-	2,028	(4,518)	15,38
-	-	-	-	-		(1,649)	4,72
-	-	-	-	-	-	-	8,39
47	21	1,279	2,296	10	4,115	-	66,31
841	1,875	7,287	19,265	157	29,262	(22,946)	533,84
191	(68)	(541)	1,316	80	52,434		146,67

(in thousands of dollars)

#### December 31, 2015

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS					dule 3
			General		
	Land	Land improvements	Buildings and building improvements	Vehicles and equipment	Office and information technology
<b>Cost</b> Balance, beginning of year	99,309	127,134	193,338	242,832	22,228
Add: Additions during the year Transfers from assets under construction	9,081 -	7,611 159	6,255 38	25,276 3,242	6,823 4,239
Less: Disposals during the year	1,221	575	121	14,354	2,202
Balance, end of year	107,169	134,329	199,510	256,996	31,088
Accumulated amortization Balance, beginning of year	-	70,764	65,289	109,865	13,948
Add: Amortization		2,976	6,222	18,959	4,810
Less: Accumulated amortization on disposals		533	142	12,979	2,202
Balance, end of year	-	73,207	71,369	115,845	16,556
Net Book Value	107,169	61,122	128,141	141,151	14,532

(in thousands of dollars)

#### December 31, 2015

#### CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

Schedule 3

		Infrastructure				
Plants and facilities	Roads	Underground and other networks	Bridges and other structures	Assets under construction	2015	2014
308,632	683,814	623,045	26,456	123,547	2,450,335	2,189,440
3,336	29,250	18,918	6,339	249,940	362,829	297,320
577	500	798	-	90	9,643	62,149
407	15,762	30	<u> </u>	9,643	44,315	98,580
312,138	697,802	642,731	32,795	363,934	2,778,492	2,450,33
110,201	343,420	176,268	11,192	-	900,947	865,365
7,288	21,187	8,416	486	-	70,344	66,31
333	12,313	-	_		28,502	30,734
117,156	352,294	184,684	11,678	-	942,789	900,94
194,982	345,508	458,047	21,117	363,934	1,835,703	1,549,38



#### 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, which comprise the statement of financial position as at December 31, 2015, 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 General Trust Fund of the City of Regina as at December 31, 2015, and the results of its operations for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants, Chartered Accountant Licensed Professional Accountants

May 23 , 2016 Regina, Saskatchewan

(in thousands of dollars)

#### December 31, 2015

#### STATEMENT OF FINANCIAL POSITION

	Perpetual Care Trust	Williamson Driver Award	Total 2015	Total 2014
ASSETS				
Cash	96	_	96	85
Long-term investments (Note 4)	2,654	5	2,659	2,542
Total Assets	2,750	5	2,755	2,627
LIABILITIES AND FUND BALANCES				
Due to the City of Regina	117	-	117	-
Fund balance	2,633	5	2,638	2,627
Total Liabilities and Fund Balances	2,750	5	2,755	2,627

See accompanying notes.

(in thousands of dollars)

#### December 31, 2015

#### STATEMENT OF REVENUE, EXPENDITURES AND CHANGE IN FUND BALANCE

Perpetual Care	Williamson Driver	Total	Total
Trust	Award	2015	2014
11	-	11	8
118	-	118	112
129	- /	129	120
118	-	118	112
118	-	118	112
11	-	11	8
2,622	5	2,627	2,619
2,633	5	2,638	2,627
	Care Trust 11 118 129 118 118 118 11 2,622	Care         Driver           Trust         Award           11         -           118         -           129         -           118         -           118         -           111         -           1129         -           111         -           2,622         5	Care Trust         Driver Award         Total 2015           11         -         11           118         -         118           129         -         129           118         -         118           119         -         118           111         -         118           118         -         118           111         -         111           2,622         5         2,627

See accompanying notes.

(in thousands of dollars)

#### December 31, 2015

#### 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.

(in thousands of dollars)

December 31, 2015

#### 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.

	2015	2014
Investment cost	2,659	2,542
Market value	2,724	2,631

#### 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, 2015, as they would not provide additional information.

#### **Appendix A**

## **Ontario Municipal Benchmarking** Initiative Influencing Factors

The factors are diverse, but generally fall into one of the following categories:

- · Choices about the service level provided
- Environmental conditions (e.g. weather, soil type, etc.)
- Economic conditions (e.g. labour market, goods and material cost, etc.)

The following outlines the influencing factors for each of the services with results reported in this document.

#### **Building Permits and Inspections Influencing Factors**

• **Growth:** Population growth and the overall economic growth of a municipality.

#### Parking Influencing Factors

- **Operating Standards and Policies:** Cost recovery policies, service hours (24/7 availability, or restricted access) maintenance standards (for line painting, lighting replacement, garbage collection, etc.).
- **Processes and Systems:** Type and quality of technology used to manage operations and enforcement, i.e. handheld devices vs. written; ticket management systems; meters vs pay and display machines, level of automation at parking surface lots vs parking garage structures.
- Utilization Levels: Use of variable-rate pricing structures, the availability of public transit/public transit utilization rate and the proximity of parking alternatives (free public parking, private lots) will impact utilization levels.

#### **Culture Influencing Factors**

- In-Kind Services: Municipalities may not have reported the value of in-kind services and may/or may not be able to quantify these services.
- **Municipal Policy:** Whether a municipality has adopted a cultural policy or plan, i.e. public art, special events, etc. and how the municipality has defined its roles and responsibilities, may affect the way programs and services are delivered and the sized of funding invested in the community.

#### Sport and Recreation Influencing Factors

- **Demographics:** Needs of different ethnic groups and socio-economic factors.
- **Facilities:** Number of facilities, mix of facility types, age of facilities, access to Board of Education facilities (e.g. gymnasiums).
- Partnerships: Degree to which the Municipality utilizes partnerships with external entities (third-party, community groups and contracted service providers) can influence the level of participation reported for directly provided registered programs.
- Programming: Variety of recreation programs offered, class length, mix of instructional vs drop-in vs permitted, number and extent of age groups with targeted programs, number of program locations, frequency and times of program offerings impacts available capacity. Municipal program delivery is also influenced by the activities of other service providers in the market place.
- Weather: Weather conditions can impact participation levels.

#### **Fire Influencing Factors**

- Fire Prevention and Education: Enforcement of the Fire Code and the presence of working smoke alarms.
- **Geography:** Topography, urban/rural mix, road congestion, fire station locations and travel distances from those stations.
- Nature and Extent of Fire Risk: Type of building construction or occupancy (e.g. apartment dwellings vs. single-family homes versus institutions such as hospitals).
- **Response Agreements:** Depending on response agreements between Fire Services, Emergency Medical Services (EMS) and hospital protocols, responses to medical calls can be a significant activity.
- Service Levels: Set by municipal councils, based on local needs and circumstances (staffing, resources, response expectations, etc.).

#### **Clerks Influencing Factors**

- **Citizen Engagement:** State of interaction with citizens and the amount of citizen trust/distrust of the organization.
- **Contentious Issues:** Whether there are prevailing major issues in the municipality (e.g. major construction projects, road widening, bids for international events, etc.).
- **Practices & Policies:** Responsiveness of the organization to requests; number of routine disclosure policies.

#### **Facilities Influencing Factors**

• Size of City Administration: The size of city administration and the way in which the municipality manages its services (direct delivery; partnerships; contract services) will affect number, size and type of facilities owned and operated by the municipality.

#### Fleet Influencing Factors

- Fleet Mix and Usage: Each municipality's fleet, the number of vehicles in each class and their usage will affect costs, i.e. light vehicles will incur less cost than heavy, etc. Inclusion of transit vehicles could lead to high overall costs. The average age of each municipality's fleet, number of hours used, the use of various vehicles (pure City use vs highway use) and the environment in which it is used will affect the amount required to be spent in maintenance.
- **Organization Form:** Some fleet groups are centralized, i.e. responsible for all fleet costs; and others are decentralized, i.e. other departments pick up some of the fleet costs.
- **Policy and Processes:** Some municipalities charge back for all costs; while others do not charge back for such things as facilities, purchasing, IT, HR, etc.

#### Human Resources Influencing Factors

• **Staffing of Services:** In some service areas, a significant number of seasonal and part-time staff is required (e.g. Parks and Recreation). As a result, these service areas tend to have higher turn-over rates, which result in providing a higher level of service and directly impacts Human Resources.

#### Information Technology Influencing Factors

- **Devices:** Number and types could be influenced by the types of services provided and/or the organizational culture.
- **Government Structure**: Different tiers of municipal government, i.e. single-tier or upper-tier, and the specific services each one offers will affect results.
- **IT Services:** Type of IT services provided may vary from one municipality to another, i.e. does IT include GIS, Telecommunications, etc.
- Organizational Form: Extent to which IT services are centralized or decentralized can influence reported results, i.e. services may also be contracted out, directly impacting full-time equivalent (FTE) levels.
- Processes and Systems: Database systems used could impact reporting capabilities.

#### Investment Management Influencing Factors

- Economic Conditions: Local economy, unionization, state of assets (life expectancy); prevailing interest rates and shape of the yield curve; availability of product.
- Geography: Population, density and land mass.
- **Government Structure:** Single tier or two-tier impacts the level of expenditures.
- **Organizational Form:** Reporting structure, levels within departments.
- **Policy and Practice**: General accounting practices (terms utilized for various receivables and payments); investment policy objectives, i.e. risk tolerances, preservation of capital vs growth; municipal life stage (growth vs maturity); legislative investment policy constraints; cash inflows/outflows to portfolio.

#### Parks Influencing Factors

- Demographics and Community Use: Community/ Resident demand for parks usage has increased in recent years particularly for large, social gatherings and various cultural activities, i.e. specialty fields, cultural gardens, community gardens, dogs off-leash areas, special events, etc.
- **Geography:** Varying topography affects the number of hectares (e.g. size of escarpment, number of lakes, transportation networks).

#### **Roads Influencing Factors**

• Maintenance Standards: Different standards, set by respective municipal councils, can have an impact on costs and affect municipal backlog of roads rated in poor condition and general levels of service.

#### **Transit Influencing Factors**

• **Demographics:** Average household income, auto ownership rates, age of population and communities with higher immigrant levels impact transit and market share.

#### Waste Management Influencing Factors

- **Diversion Efforts:** Nature and extent of a municipality's diversion efforts, i.e. enforcement of various programs, impacts the type and amount of material included in waste collection.
- **Education:** How municipalities promote, manage and enforce garbage collection, disposal, recycling and diversion programs and services.
- **Organizational Form:** Different service levels and standards; frequency of pick-ups, hours of operation, average number of people per household; residential vs commercial and industrial service.

#### Water Influencing Factors

- Conservation Programs: Extent of municipal water conservation programs can impact water consumption.
- **Treatment Plants:** Number, size and complexity of the municipality's water. treatment plants.
- Weather Conditions: Negative impacts associated with more severe and frequent extreme weather events.

#### Wastewater Influencing Factors

- **Policy and Practices:** Frequency of wastewater collection system maintenance activities, collection system age, condition and type of pipe material.
- Treatment Plants: Number, size and complexity of the wastewater collection systems and treatment plants operated.

**Appendix B** 

## **Service Partners**

#### Economic Development Regina

255, 1919 Rose Street 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 Kruger

#### **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

#### **Appendix C**

## 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.

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.

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.

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.

CPA Canada - Chartered Professional Accountants of

Canada: The CPA Canada conducts research into current business issues and supports the setting of accounting, auditing and assurance standards for business, not-forprofit organizations and government.

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. Contractual Obligations: Obligations of a government to others that will become liabilities when the terms of a contract or agreement are met.

**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 CPA Canada Handbook or IFRS for Government Business Enterprises.

GAAS-Generally accepted auditing standards: Standards established by CPA Canada 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.

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 CPA Canada 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: 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.

Present Value: The current worth of one or more future cash payments, determined by discounting the payments using a given rate of interest.

PSAB-Public Sector Accounting Board: The PSAB of the CPA Canada sets standards and provides guidance for financial and other performance information reported by the public sector.

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.

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-Regina Revitalization Initiative: The largest revitalization project in City of Regina's history begins with the construction of a new stadium at Evraz Place.

Servicing 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.



# 2015 Public Accounts

Year Ended December 31, 2015

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City of Regina

May 10, 2016

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, 2015.

This report is divided into the following sections:

- 1. City Council Remuneration and Expenses
- 2. Grants City of Regina
- 3. Employee Remuneration General Municipal, Regina Public Library, Police Services, Buffalo Pound Water Administration Board and Regina Downtown Business Improvement District
- 4. Expenditures City of Regina, Regina Public Library, Police Services, 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 provides an explanation of the contents.

The statements and schedules in this report include information on all City of Regina operations, Regina Public Library, 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, Regina Public Library, 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 2015 actual and budgeted revenues and expenses.

Respectfully submitted,

June Schultz, CPA, CMA Director, Finance This page left blank intentionally.

### **City Council Remuneration**

and Expenses



### DRAFT

### **City Council Remuneration and Expenses**

### For the Year Ended December 31, 2015

(in dollars)

		Deputy		
	Base	Mayor	Travel	Total
	Salary	Salary	Per Diems	Remuneration
Mayor				
Fougere, Michael	111,275		-	111,275
Councillors				
Bryce, Sharron	36,812	-	400	37,212
Burnett, Bryon	36,812	-	-	36,812
Findura, John	36,812	-	300	37,112
Flegel, Jerry	36,812	600	-	37,412
Fraser, Shawn	36,812	600	600	38,012
Hawkins, Bob	36,812	600	-	37,412
Hincks, Terry	36,812	600	-	37,412
Murray, Wade	36,812	600	400	37,812
O'Donnell, Mike	36,812	600	-	37,412
Young, Barbara	36,812	-	-	36,812

#### Expenses

Expenses		Leased		Total
	Travel	Car	Communications	Expenses
Mayor				
Fougere, Michael	9,169	13,113	-	22,283
Councillors				
Bryce, Sharron	4,349	-	3,758	8,107
Burnett, Bryon	1,123	-	-	1,123
Findura, John	3,626	-	2,627	6,252
Flegel, Jerry	3,805	-	990	4,795
Fraser, Shawn	5,383	-	704	6,086
Hawkins, Bob	1,611	-	5,173	6,783
Hincks, Terry	968	-	4,197	5,165
Murray, Wade	3,337	-	-	3,337
O'Donnell, Mike	526	-	-	526
Young, Barbara	3,270	-	70	3,340

#### **Board of Police Commissioners**

	Board	Board	Board
	Payments	Per Diems	Travel
Mayors			
Fougere, Michael	1,088		
Councillors			
Hincks, Terry	1,068		
Murray, Wade	1,068		

See accompanying notes.

#### Notes to City Council Remuneration and Expenses

#### For the Year Ended December 31, 2015 (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 2015 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 2015:

Councillor			2015 Expenses
Bryce, Sharron		V V	8,507
Burnett, Bryon			1,123
Findura, John			6,552
Flegel, Jerry			4,795
Fraser, Shawn			6,686
Hawkins, Bob			6,783
Hincks, Terry			5,165
Murray, Wade			3,737
O'Donnell, Mike			526
Young, Barbara			3,340
-			

#### Note 5

Each Councillor has an annual budget of \$3,800 that covers home and business office services. Home and business office services include: computer, copier, facsimile, internet, electronic organizer, office supplies and mobile devices.

The following table summarizes the expenses incurred for each Councillor in 2015:

## Notes to City Council Remuneration and Expenses For the Year Ended December 31, 2015

(in dollars)

Councillor	2015 Expenses
Bryce, Sharron Burnett, Bryon Findura, John Flegel, Jerry Fraser, Shawn Hawkins, Bob Hincks, Terry Murray, Wade O'Donnell, Mike Young, Barbara	3,800 1,400 954 2,476 3,367 1,208 2,950 2,305 1,867 1,634

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# **Board Remuneration and Expenses** For the Year Ended December 31, 2015

Board Member	Board Payments	Board Travel
Board of Police Commissioners		
Fougere, Michael	1,088	1,283
Hincks, Terry	1,068	-
Murray, Wade	1,068	2,137
Pankratz, Vic	1,080	1,980
Selinger, Gordon	1,080	4,014
Board of Regina Public Library		
Brenner, Elmer	2,880	2,757
Bryce, Sharron	1,200	1,009
Fougere, Michael	480	-
Kapoor, Renu	2,740	3,959
Kobayashi, Cindy	2,820	2,709
Lucke, Darryl	8,100	11,601
March-Burwell, Barbara	2,560	3,464
Quinlan, Sean	2,000	-
Weekes, Jerven	1,280	-
Board of Buffalo Pound		
Bellows, Derrick	16,500	2,881
McDonald, Chuck	11,950	1,403

#### **Notes to Board Remuneration and Expenses**

#### For the Year Ended December 31, 2015 (in dollars)

#### Note 1

Board remuneration and expenses have been reported in accordance with Section 10 of The Cities Regulations.

#### Note 2

Board payments represent amounts paid to Members of the Board for attendance at Board meetings.

#### **Board of Police Commissioners**

Board Members receive an honorarium of \$90 per month. The honorarium rate where board travel is involved is \$100 per day.

#### **Board of Regina Public Library**

Travel per diems are paid to Board members when they travel out of the city on Board business. Board members receive an honorarium of \$80 per meeting attended and the Board Chair receives \$100 per meeting attended. The honorarium rate where board travel is involved is \$100 per day.

#### **Board of Buffalo Pound**

The City of Regina has two representatives on the Board of Buffalo Pound. They are paid on a monthly basis.

#### Note 3

Board travel includes all 2015 travel and conference expenses incurred by Members of the Board that were funded by the respective Boards whether paid directly to the Members of the Board or on their behalf.





# **Grants - City of Regina**

#### For the Year Ended December 31, 2015

#### (in dollars)

				General Municipal	Library	
Name	Operating/ Capital	Subsidized Rent	Transit Subsidies	Tax Abate Exemp		
101162901 Saskatchewan Ltd.				112,350	11,340	
101172832 Saskatchewan Ltd.				104,100	10,507	
Al Ritchie Community Association Inc.	59,375					
Art Gallery of Regina Inc.	82,000					
Caledonian Curling Club		750,000				
Canadian Western Agribition	60,000					
Carmichael Outreach Incorporated	50,000		1,500			
Deveraux Heights Developments Ltd.				92,340	9,320	
Habitat for Humanity Regina Inc.	165,000			2,338	236	
Harvard Developments Inc., City Centre						
Equities Inc.				129,009	13,021	
Heritage Community Association Inc.	76,593	30,649				
MacKenzie Art Gallery Inc.	300,000			132,869	13,411	
Mobile Crisis Services Inc.	136,350					
Mounted Police Heritage Centre	100,000			329,225	33,229	
New Dance Horizons Inc.	52,000					
Newport Property Management Ltd.	240,000					
NewRock Developments (Sask) Inc.	195,000					
North Central Community Association Inc.	81,519					
NorthRidge Development Corporation	135,000					
NPR GP Inc.				96,445	9,734	
Queen City Eastview Community						
Association Inc.	102,941					
Ranch Ehrlo Society						
Regina & District Food Bank Inc.	36,400			69,885	7,054	
Regina Airport Authority				318,650	32,162	
Regina Downtown Business Improvement						
District (RDBID)	54,600					
Regina Early Learning Centre Inc.	130,415					

#### See accompanying notes.

#### **Grants - City of Regina**

#### For the Year Ended December 31, 2015

				General Municipal	Library
Norma	Operating/	Subsidized	Transit Subsidies	Tax Abate	
Name Regina Education & Action On Child	Capital	Rent	Subsidies	Exemp	
Hunger (REACH)	79,285	45,629			
Regina Exhibition Association Ltd.	5,905,000	6,000,000			
Regina Multicultural Council	63,750	0,000,000			
Regina North East Community Recreation	05,750				
Association Inc.	64,689				
Regina Regional Opportunities	04,089				
Commission (RROC)	1 744 500				
Regina Senior Citizens Centre Inc.	1,744,500				
e	136,600				
Regina Symphony Orchestra Inc.	149,000			10.006	5.006
Regina Trades & Skills Centre Inc.				49,896	5,036
Regina Treaty/Status Indian Services, Inc.	53,211				
Saskatchewan Science Centre Inc.	210,000			227,623	22,974
Sky Harbour Developments GP Inc.				174,404	17,603
Sterling Manor Apartments GP Inc.	105,000				
The Globe Theatre Society	128,000			7,498	757
The Regina Plains Museum Inc.	115,000				
Velocity Developments Ltd.	765,000.00				
Viterra Inc.	,			85,211	8,600

#### Notes to Grants For the Year Ended December 31, 2015 (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 and the tax exemption amounts disclosed represent both the municipal and library 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**



# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	eration	
	Employee Title	Regular	Other	
Ababei, Nicolae	Mechanical Inspector	80,263		
Abbas, Syed F.	Bus Operator	60,240	1,436	
Abtosway, Cory G.	Crew Lead, Landfill	86,666	100	
Acapuyan, Sheryl	Tangible Capital Asset and Compliance Consultant	67,524		
Ackerman, Amber	Corporate Information Analyst	75,699		
Ackerman, Daniel M.	Mechanical Helper- Preventative Maintenance	58,907		
Adam, Carl D.	Firefighter	91,213	69	
Aden, Adawe	Coordinator, Financial and Business Support	69,825		
Aebig, Cory	Crew Lead, Roadway Operations	97,265		
Agarwal, Vikash K.	Manager, Business Development	93,308	1,988	
Agha, Amir A.	Senior Engineer	106,522	1,000	
Agha, Raheela	Financial Admin Business Systems Analyst	77,281	1,000	
Agnew, Scott A.	Journeyperson, Mechanic	56,915	8,065	
Ahluwalia, Puneet	Bus Operator	53,306	175	
Aird, Janet	Manager, Waste Diversion	123,561	2,059	
Alarcon, Ian Angelo Q.	Project Engineer	94,550	1,072	
Alejandria, Joseph A.	Senior Engineer	108,710	1,000	
Alejandria, Richard H. A.	Graphics Technologist	60,913		
Ali, Murtoba	Accounting Clerk VI	60,626		
Allin, Robert	Bus Operator	58,155	375	
Altrogge, Jordan D.	Firefighter	51,879		
Amyotte, Jason W.	Tire Repairperson	53,845		
Amyotte, Kristen	Bylaw Standards Officer	64,366		
Anakaer, Dennis J.	Equipment Operator II	50,511		
Anderson, Aaron L. W.	Firefighter	77,830		
Anderson, Allen	Leadman, Parks Maintenance	56,518		
Anderson, Ann M.	Senior Communications Strategist	81,971	1,000	
Anderson, Brad	Bus Operator	58,854	25	
Anderson, Derek M.	Industrial Mechanic Apprentice	74,444	125	
Anderson, Jeff	Firefighter	100,891	59	
Anderson, John B.	Manager, Fleet Operations	125,418	1,988	
Anderson, Justin	Operational Service Representative	65,144		
Anderson, Kevin K.	Bus Operator	70,394	25	
Anderson, Loreen R.	Community Consultant	66,571		
Anderson, Michael	Trades 1, Distribution System Services	104,609		
Anderson, Robert	Leadman,Golf Course	62,828		
Anderson, Tim	Maintenance Operator	81,073		
Andre, Andrea	Solid Waste Truck Operator	52,280		
Andrews, Michael G.	Senior Captain	38,291	72,149	
Anthony, Aileen	Operational Service Representative	62,160	,	
Anthony, Troy	Bus Operator	62,747	175	
Antochow, Gordon J.	Supervisor, Field Operations	83,665		
Antonini, Leonard A.	Captain	127,093	282	
Archer, Ed	Chief Financial Officer	227,690	16,103	
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# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Archibald, Tanys	Collection Officer	52,527	
Armstrong, Aimee L.	Payroll Officer II	80,803	
Armstrong, Troy A.	Journeyman Transit	84,320	225
Arsenault, Roger	Firefighter	110,273	235
Arsenault, Simon	Captain	130,538	296
Asante, James K.	Casual Labourer	54,452	
Ashrafi, Ghazi M.	Engineer	60,601	
Aspen, Blaine	Skilled Labourer	52,266	
Aspinall, Carolynn D.	Payroll Officer I	57,886	
Atchison, Chrystal L.	Legal Counsel	104,330	
Ault, Barry J.	Foreman, Facilities Operations	97,867	
Austin, Van G.	Revenue Services Analyst	72,323	1,000
Austring, Don	Captain	126,492	296
Azcueta, Jim M.	Bus Operator	73,009	225
Babcock, Bradley T.	Bridge Inspector Engineer	101,885	1,000
Baberia, Kunal J.	Bus Operator	57,931	25
Bachynski, Doyle A.	Equipment Operator III	70,534	
Baier, Tammy R.	Business Solutions Specialist	86,789	1,000
Bailey, Joseph	Bus Operator	59,993	168
Bailey, Phelan D.	Bus Operator	62,161	25
Bailey, Ron D.	Manager, Transit Administration	103,963	1,988
Baillargeon, Lee A.	Firefighter	108,669	149
Baker, Barry	Skilled Labourer	51,737	
Baker, Bobby Ray	Residential Building Inspector II	52,463	
Baker, Dean K.	Journeyperson, Electrician	82,324	
Baker, Donald	Bus Operator	76,770	102
Ballis, Alexander T.	Assistant Property Assessor II	51,837	
Balysky, Shawn P.	Equipment Operator III	73,713	
Banin, Jason	Trades Coordinator	98,643	
Banin, Sonia G.	Leisure Systems and Revenue Analyst	69,978	1,000
Baniulis, Alicia E.	Administrative Associate	60,501	
Bansah, Gloria	Project Engineer	77,290	
Baragar, Adam S.	Coordinator, Facilities Maintenance Program	72,222	
Barkhouse, Kevin D.	Solid Waste Truck Operator	61,776	77
Barlow, Chelsea M.	Technologist II, Water and Sewer Services	1,822	85,724
Barnaby, Audrey	Accounts Payable Clerk	50,254	
Barr, Don	Director, Assessment, Tax and Real Estatte	162,375	2,650
Barrett, Jennifer	Senior City Planner	93,897	1,000
Bartley, Shawn R.	Casual Labourer	50,109	
Basco, Aileen M.	Financial Admin Business Systems Analyst	71,641	1,000
Bashutski, Warren M.	Firefighter	69,679	
Bateson, Graham P.	Water Technologist	70,287	
Baumann, Lynn	Weigh Scale Attendant II	53,379	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Bautista, Rizalito A.	Fleet Management Technologist	62,868	
Beaton, Boyd	Facilities Operations Coordinator	104,666	1,000
Beatty, Brian	Crew Lead, Mudjacking	75,256	49
Beatty, Dean J.	Lieutenant	125,458	282
Beaulieu, Larry J.	Supervisor, Central Stores, Salvage and Fuel	83,397	
Bechard, Blair	Firefighter	113,399	237
Bechtold, Gloria L.	Coordinator, Purchasing	116,442	1,083
Becker, Blake A. C.	Facilities Operator I	51,451	
Belcourt, Dale K.	Crew Lead, Roadway Operations	84,686	
Bell, Carey	Coordinator, Property Tax and Admin	80,558	1,000
Bell, Cy	Equipment Operator II	75,655	,
Bellegarde, Peter D.	Lieutenant	124,306	278
Bells, Brad N.	Director, Transit Services	148,206	2,650
Benna-Stewart, Linette L.	Bus Operator	61,498	234
Benning, Kirby	Firefighter	110,893	192
Benson, Colby D.	Casual Labourer	59,089	
Benson, Dennis A.	Fire Inspector	96,409	
Berbenchuk, Leeann	Neighbourhood Centre Programmer	51,226	
Bergen, Judith P.	Operational Service Representative	65,361	
Bergen, Spence	Engineering Assistant II	50,295	
Bernakevitch, Paul C.	Firefighter	69,732	
Bernhardt, Cindy	Coordinator, Financial and Business Support	86,282	1,000
Bernreuther, Desirae L.	Communications Consultant	74,581	1,000
Besplug, Bert F.	Captain	67,005	65,139
Beston, Derreck S.	Supervisor, Field Operations	108,169	,
Betker, William R.	Geomatics Technician I	62,164	
Bhagi, Nishchal	Bus Operator	63,188	200
Bialobzyski, Mark A.	Mechanical Inspector II	91,705	66
Bien, Tyler W.	Supervisor, Technology Applications	111,261	
Bigler, Hugh J.	Electrical/Instrumentation Apprentice	86,563	
Binsfeld, Tyson N.	Program Specialist	53,048	
Bird, Alfred G.	Foreman, Parks Maintenance	59,344	
Bird, Charles E.	Bus Operator	59,546	25
Bird, Robyn A.	Strategy and Performance Consultant	93,578	
Bishoff, Alan M.	Senior Assessment Appraiser	30,877	40,686
Bissett, Jacob D.	Casual Labourer	54,806	,
Bitz, Nick A.	Bus Operator	60,344	175
Bitz, Sherri A.	Pensions and Benefits Clerk	32,471	19,227
Bjorgan, Lori A.	Human Resources Consultant	116,551	- ,
Blaikie, John	Facilities Operator I	59,678	
Block, Darrell	Engineering Assistant V	69,199	
Blondeau, Dustin	Facilities Operator I	53,591	
Blondeau, Jason W.	Bus Operator	61,926	25
Blouin, Anna M.	Employee Administrator	60,294	23
2100mi, 1 minu 101.		00,274	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Bobryk, Brian N. C.Equipment Operator III51,229Bobyck, DarrenIrrigation Worker III64,633Bokamyer, Douglas G.Coordinator, Water and Sever Construction14,045Bolen, Adrien J.Bus Operator60,105Bolen, DaverlyAdministrative Support Human Resources55,661Bolen, DavylMechanic99,229Bolen, DarylMechanic89,714Bonke, Fric L.Senior Advisor to the Mayor75,883Booth, Kindrad S.Manager, Fleet Capital and Maint Programs118,834Booth, Richard S.Manager, Fleet Capital and Maint Programs118,834Bork, Fric L.Senior Advisor to the Mayor54,121Booth, Richard S.Manager, Fleet Capital and Maint Programs118,834Bork, BradFirefighter99,95355Bork, Crystal M.Bus Operator III69,713100Bourdin, KymberlyCommunications Consultant69,514100Bourdin, KymberlyCommunications Consultant60,50460,504Bowles, Lawren K.Firefighter77,9332Boyko, Kevin B.Bus Operator82,7932Boyko, Kevin B.Bus Operator89,7932Brailean, LindaCoordinator, Parking Services71,8051,000Brailean, LindaCoordinator, Parking Services71,8051,000Brailean, LindaCoordinator, Parking Services71,8051,000Brailean, LindaCoordinator, Parking Services71,8051,000Brailean, Linda <th></th> <th></th> <th>Remuner</th> <th colspan="2">nuneration</th>			Remuner	nuneration	
Bobryk, Brian N. C.Equipment Operator III51,229Bobyck, DarrenIrrigation Worker III64,635Bokamyer, Douglas G.Coordinator, Water and Sever Construction14,045Bolen, Adrien J.Bus Operator60,105Bolen, ReverlyAdministrative Support Human Resources55,661Bolen, DarylMechanic99,229Bolen, LeffreyElectrician Apprentice50,858Bondy, Terrence A.Casual Labourer58,714Booth, Kleric L.Senior Advisor to the Mayor75,883Booth, Richard S.Manager, Fleet Capital and Maint Programs118,834Booth, Richard S.Manager, Fleet Capital and Maint Programs118,834Bork, BradFirefighter99,95355Bork, Crystal M.Bus Operator III69,713100Bourdeau, DonnellEquipment Operator III69,713100Bourdin, KymberlyCommunications Consultant75,8841,000Bourdin, MatthewFirefighter77,933100Bourdin, MatthewFirefighter77,93322Boyk, Kevin B.Bus Operator82,79322Boyko, Kevin B.Bus Operator89,79322Boyko, Kevin B.Bus Operator89,79322Boyko, Kevin B.Bus Operator71,8051,000Brateen, Ralph N.Captain127,17029Boyko, Kevin B.Bus Operator89,79322Brateen, Ralph N.Captain127,17029Boyko, Kevin B.Bus Ope	Employee Name	Employee Title	Regular	Other	
Bobryk, Brian N. C.Equipment Operator III51,229Bobyck, DarrenIrrigation Worker III64,635Bokamyer, Douglas G.Coordinator, Water and Sever Construction14,045Bolen, Adrien J.Bus Operator60,105Bolen, ReverlyAdministrative Support Human Resources55,661Bolen, DarylMechanic99,229Bolen, LeffreyElectrician Apprentice50,858Bondy, Terrence A.Casual Labourer58,714Booth, Kleric L.Senior Advisor to the Mayor75,883Booth, Richard S.Manager, Fleet Capital and Maint Programs118,834Booth, Richard S.Manager, Fleet Capital and Maint Programs118,834Bork, BradFirefighter99,95355Bork, Crystal M.Bus Operator III69,713100Bourdeau, DonnellEquipment Operator III69,713100Bourdin, KymberlyCommunications Consultant75,8841,000Bourdin, MatthewFirefighter77,933100Bourdin, MatthewFirefighter77,93322Boyk, Kevin B.Bus Operator82,79322Boyko, Kevin B.Bus Operator89,79322Boyko, Kevin B.Bus Operator89,79322Boyko, Kevin B.Bus Operator71,8051,000Brateen, Ralph N.Captain127,17029Boyko, Kevin B.Bus Operator89,79322Brateen, Ralph N.Captain127,17029Boyko, Kevin B.Bus Ope	Boan, Wayde G.	Firefighter	113,218	242	
Bobyck, DarrenIrrigation Worker III64,635Bokamyer, Douglas G.Coordinator, Water and Sewer Construction14,04342,611Bolen, Alfrier J.Bus Operator60,10520Bolen, DarylMechanic99,22923Bolen, JerrynMechanic99,22923Bolen, JerrynMechanic58,81458,814Bonke, Eric L.Senior Cad Technician83,01950Book, Patrick R.Senior Cad Technician83,01950Booth, Richard S.Manager, Fleet Capital and Maint Programs118,8341,985Bork, BradFirefighter99,95355Bork, Crystal M.Bus Operator62,46454,12122Boutra, Erffer M.Firefighter62,46454,12120Boutra, JerfferyCommunications Consultant78,8641,000Bourta, Jerffery M.Firefighter77,93310Bourta, Jerffery M.Firefighter77,93359Bowk, Kayleigh A.Technologist66,51999,953Bowks, Lawren K.Firefighter100,89159Bowks, Lawren K.Firefighter100,89159Bowks, Lawren K.Firefighter100,89159Boychuk, Marianne L.Firefighter108,97322Boychuk, Marianne L.Firefighter127,17029Boychuk, Marianne L.Firefighter127,17029Boychuk, Marianne L.Firefighter127,17019Boychuk, Marianne L.Firefigh	-	e e			
Bokamyer, Douglas G.Coordinator, Water and Sewer Construction14.04542.61Bolen, B.verlyAdministrative Support Human Resources55.661Bolen, DarylMechanic99.22923Bolen, JeffreyElectrician Apprentice50.858Bondy, Terrence A.Casual Labourer58.714Bonke, Eric L.Senior Cad Technician83.019Book, Patrick R.Senior Cad Technician99.229Booth, Richard S.Manager, Fleet Capital and Maint Programs118.834Bork, BradFirefighter99.953Booth, Stephen J.Operator54.121Bourkin, Stephen J.Operator Representative62.464Bourdin, KymberlyCommunications Consultant75.864Bourdin, KyuberlyCommunications Consultant77.933Bourtin, MatthewFirefighter77.933Bourtin, MatthewFirefighter100.891Boyenkin, Marianne L.Firefighter108.020Boyenkin, Martine L.Firefighter108.020Boyenkin, MatthewFirefighter108.020Boyenkin, MatthewFirefighter108.020Boyenkin, MatthewFirefighter108.020Boyenkin, MatthewFirefighter127.710Boyenkin, MathewFirefighter127.710Boyenkin, MathewFirefighter127.710Boyenkin, MathewFirefighter108.020Boyenkin, MathewFirefighter108.020Boyenkin, Marianne L.Firefighter127.710Boyenkin, RappinCa	•				
Bolen, Ådrien J.Bus Operator60,10520Bolen, BeverlyAdministrative Support Human Resources55,661Bolen, DarylMechanic99,22223Bolen, JeffreyElectrician Apprentice50,85850Bonke, Eric L.Senior Cad Technician88,01953Booth, Douglas W.Engineering Assistant III93,92853Booth, Richard S.Manager, Fleet Capital and Maint Programs118,8341,988Bork, Eric L.Senior Cad Technician99,95355Bork, Crystal M.Bus Operator54,12122Botkin, Stephen J.Operational Service Representative62,46460,010Bourte, Leffrey M.Firefighter77,933100Bourte, Leffrey M.Firefighter77,933100Bourte, Jeffrey M.Firefighter77,933100Bourte, Jeffrey M.Firefighter100,80955Bow, Kayleigh A.Technologist60,504100,80019Boyenki, Marianne L.Firefighter188,219100Boyenki, Marianne L.Firefighter189,79329Boyenki, Marianne L.Firefighter180,20019Boyenki, Marianne L.Firefighter108,20019Boyenki, Marianne L.Firefighter189,79329Brailean, LindaCoordinator, Parking Services71,8051,000Brake, Rayp B.Captain127,78129Brailean, LindaCoordinator, Parking Services71,8051,000<	•	6		42,612	
Bolen, BeverlyAdministrative Support Human Resources55.661Bolen, DarylMechanic99,22923Bolen, JeffreyElectricia Apprentice50,858Bondy, Terrence A.Casual Labourer58,714Bock, Eric I.Senior Cad Technician83,019Book, Eric R.Senior Cad Technician83,019Book, Britrick R.Senior Cad Technician83,019Book, Richard S.Manager, Fleet Capital and Maint Programs118,8341,98Bork, BradFirefighter99,95355Bork, Crystal M.Bus Operator54,1212.Bodrin, Stephen J.Operational Service Representative62,46477,933Bourdin, KymberlyCommunications Consultant75,8641,000Bourret, Jeffrey M.Firefighter77,933100Bourret, Jeffrey M.Firefighter100,89019Boyenk, Kayleigh A.Technologist60,504100,800Boyenk, Marianne L.Firefighter188,2792.9Boyenk, Kayleigh A.Technologist100,80150Boyenk, Kayleigh A.Technologist100,80119Boyenk, Karianne L.Firefighter189,7932.9Brailean, LindaCoordinator, Parking Services71,8051,000Braden, Ralph N.Captain127,78129Brailean, LindaCoordinator, Parking Services71,8051,000Braden, Ralph N.Senior Cad Technician71,97310,897Braden, Ralph N.Senior Cad				200	
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Bouw, Kayleigh A.Technologist60,504Bowles, Lawren K.Firefighter68,519Boychuk, Marianne L.Firefighter108,020Boyer, DarrenCaptain127,170Boyko, Kevin B.Bus Operator89,793Braden, Ralph N.Captain127,781Braken, Ralph N.Coordinator, Parking Services71,805Brakefield, Ryan R.Programmer Analyst III64,402Bratushesky, WayneCrew Lead, Roadway Operations56,765Bresselaar, Stacey L.Residential Building Inspector II59,490Briggs, James M.Senior Cad Technician71,973Brock, DuaneCaptain127,684353Broda, Amber L.Human Resources Associate64,063Brodit, Michael J.Traffic Signal Systems Technician50,168Brodie, Ben S.Specialist, Waste Minimization50,168Brodei, Michael J.Traffic Signal Systems Technician56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Bourret, Jeffrey M.	Firefighter	77,933		
Bowles, Lawren K.Firefighter68,519Boychuk, Marianne L.Firefighter108,020192Boyer, DarrenCaptain127,170290Boyko, Kevin B.Bus Operator89,79322Braden, Ralph N.Captain127,781290Brailean, LindaCoordinator, Parking Services71,8051,000Brakefield, Ryan R.Programmer Analyst III64,4021,022Bratushesky, WayneCrew Lead, Roadway Operations56,7655Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,9735Brock, DuaneCaptain127,684353Brode, RayEquipment Operator II59,3355Brode, Ben S.Specialist, Waste Minimization50,1685Brodie, Ben S.Specialist, Waste Minimization50,1685Brodie, Ben S.Specialist, Waste Minimization64,1655Brodie, Ben S.Specialist, Waste Minimization56,8815Brotzel, Tanner J.Firefighter77,8305Brotzel, Tanner J.Firefighter77,8305Browley, Davis T.Firefighter69,6795Brown, DougRisk Manager81,0031,000	Boutin, Matthew	Firefighter	100,891	59	
Boychuk, Marianne L.Firefighter108,020192Boyer, DarrenCaptain127,170290Boyko, Kevin B.Bus Operator89,79322Braden, Ralph N.Captain127,781290Brailean, LindaCoordinator, Parking Services71,8051,000Brakefield, Ryan R.Programmer Analyst III64,4021,022Bratushesky, WayneCrew Lead, Roadway Operations56,7657Bresselaar, Stacey L.Residential Building Inspector II59,4907Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,9737Brock, DuaneCaptain127,684353Brock, DuaneCaptain50,1685Brotkwell, RayEquipment Operator II50,1685Brodie, Ben S.Specialist, Waste Minimization50,1685Brooks, PaulFacilities Operator I56,8815Brotheridge, Debbie A.Human Resources Consultant106,0915Brotzel, Tanner J.Firefighter77,8305Brown, DougRisk Manager81,0031,000	Bouw, Kayleigh A.	Technologist	60,504		
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Boyko, Kevin B.Bus Operator89,79322Braden, Ralph N.Captain127,78129Brailean, LindaCoordinator, Parking Services71,8051,000Brakefield, Ryan R.Programmer Analyst III64,4021,022Bratushesky, WayneCrew Lead, Roadway Operations56,7657Bresselaar, Stacey L.Residential Building Inspector II59,4907Breiggs, James M.Senior Cad Technician71,9737Brock, DuaneCaptain127,684353Broda, Amber L.Human Resources Associate64,063Brodie, Ben S.Specialist, Waste Minimization50,168Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Boychuk, Marianne L.	Firefighter	108,020	192	
Braden, Ralph N.Captain127,781290Brailean, LindaCoordinator, Parking Services71,8051,000Brakefield, Ryan R.Programmer Analyst III64,4021,022Bratushesky, WayneCrew Lead, Roadway Operations56,7657Bresselaar, Stacey L.Residential Building Inspector II59,4907Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,9737Brock, DuaneCaptain127,684353Brock, DuaneCaptain127,684353Broda, Amber L.Human Resources Associate64,063Brodie, Ben S.Specialist, Waste Minimization50,168Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Boyer, Darren	Captain	127,170	296	
Brailean, LindaCoordinator, Parking Services71,8051,000Brakefield, Ryan R.Programmer Analyst III64,4021,022Bratushesky, WayneCrew Lead, Roadway Operations56,7651Bresselaar, Stacey L.Residential Building Inspector II59,4907Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,9731Brock, DuaneCaptain127,684353Brock, Ben S.Specialist, Waste Minimization50,1681Brodie, Ben S.Specialist, Waste Minimization50,1681Brocks, PaulFacilities Operator I56,8811Brotheridge, Debbie A.Human Resources Consultant106,0911Brotzel, Tanner J.Firefighter77,8301Brown, DougRisk Manager81,0031,000	Boyko, Kevin B.	Bus Operator	89,793	25	
Brakefield, Ryan R.Programmer Analysi III64,4021,022Bratushesky, WayneCrew Lead, Roadway Operations56,765Bresselaar, Stacey L.Residential Building Inspector II59,49074Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,9737Brock, DuaneCaptain127,684355Brockwell, RayEquipment Operator II59,3357Broda, Amber L.Human Resources Associate64,0637Brodt, Michael J.Traffic Signal Systems Technician50,1687Brooks, PaulFacilities Operator I56,8817Brotzel, Tanner J.Firefighter77,8307Brown, Davis T.Firefighter69,6797Brown, DougRisk Manager81,0031,000	Braden, Ralph N.	Captain	127,781	296	
Bratushesky, WayneCrew Lead, Roadway Operations56,765Bresselaar, Stacey L.Residential Building Inspector II59,49074Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,97314Brock, DuaneCaptain127,684353Brockwell, RayEquipment Operator II59,33559,335Broda, Amber L.Human Resources Associate64,063Brodie, Ben S.Specialist, Waste Minimization50,168Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, DougRisk Manager81,0031,000	Brailean, Linda	Coordinator, Parking Services	71,805	1,000	
Bresselaar, Stacey L.Residential Building Inspector II59,49074Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,973144Brock, DuaneCaptain127,684355Brockwell, RayEquipment Operator II59,33516Broda, Amber L.Human Resources Associate64,06316Brodie, Ben S.Specialist, Waste Minimization50,16816Brooks, PaulFacilities Operator I56,88116Brotzel, Tanner J.Firefighter77,830106,091Brotzel, Tanner J.Firefighter69,67910,000Brown, DougRisk Manager81,0031,000	Brakefield, Ryan R.	Programmer Analyst III	64,402	1,025	
Brezinski, DwainBus Operator70,897144Briggs, James M.Senior Cad Technician71,973127,684353Brock, DuaneCaptain127,684353353Brockwell, RayEquipment Operator II59,335353Broda, Amber L.Human Resources Associate64,063353Brodie, Ben S.Specialist, Waste Minimization50,168353Brodt, Michael J.Traffic Signal Systems Technician64,165353Broks, PaulFacilities Operator I56,881353Brotheridge, Debbie A.Human Resources Consultant106,091353Broxn, Davis T.Firefighter77,830353Brown, DougRisk Manager81,0031,004	Bratushesky, Wayne	Crew Lead, Roadway Operations	56,765		
Briggs, James M.Senior Cad Technician71,973Brock, DuaneCaptain127,684353Brockwell, RayEquipment Operator II59,335Broda, Amber L.Human Resources Associate64,063Brodie, Ben S.Specialist, Waste Minimization50,168Brodt, Michael J.Traffic Signal Systems Technician64,165Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Bresselaar, Stacey L.	Residential Building Inspector II	59,490	74	
Brock, DuaneCaptain127,684352Brock, MayEquipment Operator II59,33559,33550,335Broda, Amber L.Human Resources Associate64,06350,168Brodie, Ben S.Specialist, Waste Minimization50,16850,168Brodt, Michael J.Traffic Signal Systems Technician64,16556,881Brooks, PaulFacilities Operator I56,88156,881Brotheridge, Debbie A.Human Resources Consultant106,09156,881Brotzel, Tanner J.Firefighter77,83059,679Brown, Davis T.Firefighter69,67950,100Brown, DougRisk Manager81,0031,000	Brezinski, Dwain	Bus Operator	70,897	146	
Brockwell, RayEquipment Operator II59,335Broda, Amber L.Human Resources Associate64,063Brodie, Ben S.Specialist, Waste Minimization50,168Brodt, Michael J.Traffic Signal Systems Technician64,165Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Briggs, James M.	Senior Cad Technician	71,973		
Broda, Amber L.Human Resources Associate64,063Brodie, Ben S.Specialist, Waste Minimization50,168Brodt, Michael J.Traffic Signal Systems Technician64,165Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Brock, Duane	Captain	127,684	355	
Brodie, Ben S.Specialist, Waste Minimization50,168Brodt, Michael J.Traffic Signal Systems Technician64,165Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Brockwell, Ray	Equipment Operator II	59,335		
Brodt, Michael J.Traffic Signal Systems Technician64,165Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Broda, Amber L.	Human Resources Associate	64,063		
Brooks, PaulFacilities Operator I56,881Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Brodie, Ben S.	Specialist, Waste Minimization	50,168		
Brotheridge, Debbie A.Human Resources Consultant106,091Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Brodt, Michael J.	Traffic Signal Systems Technician	64,165		
Brotzel, Tanner J.Firefighter77,830Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Brooks, Paul	Facilities Operator I	56,881		
Brown, Davis T.Firefighter69,679Brown, DougRisk Manager81,0031,000	Brotheridge, Debbie A.	Human Resources Consultant	106,091		
Brown, Doug Risk Manager 81,003 1,000	Brotzel, Tanner J.	Firefighter	77,830		
	Brown, Davis T.	Firefighter	69,679		
• •	Brown, Doug	-	81,003	1,000	
	Brown, Geoff G.	Manager, Infrastructure Planning		1,988	
				25	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	uneration	
	Employee Title	Regular	Other	
Brown, Susan	Bus Operator	62,129	186	
Brown, Tod M.	Lieutenant	122,434	281	
Bryden, Deborah	Manager, Property Taxation and Admin	133,333	1,988	
Bubley, Melissa	Facilities Operator I	50,489	,	
Buchan, Brad	Firefighter	102,908	59	
Bucsis, Larry	Bus Operator	87,128	175	
Buehler, Arnold	Manager, Transit Operations and Training	101,607	1,988	
Buffalo, Stan I.	Saw Operator, Concrete Services	71,462	,	
Burant, Randy A.	Supervisor, Development Services	15,108	48,235	
Burkart, Garry W.	Journeyman Transit	87,888	25	
Burley, Gerald M.	Casual Labourer	59,215	99	
Burns, Maria L.	Senior Human Resources Consultant	116,277		
Burns, Michael J.	Fire Inspector	119,007	5	
Burtnack, Jeffrey W.	Firefighter	85,528	50	
Bussman, Jean A.	Construction Technologist	58,789	24,835	
Bute, Richard A.	Journeyperson, Mechanic	63,601	200	
Butler, Melissa D.	Manager, Interactive Communications	60,465	1,313	
Butler, Veniesha S.	Policy and Procedure Analyst	59,458	-,	
Bzdel, Barry	Equipment Clerk	50,920		
Cabylis, Samantha R.	Clerk Typist V	51,395		
Cameron, Scott A.	Utilityperson	67,024		
Cameron, Scott D.	Manager, Facilities Operations	125,471	1,988	
Campbell, Bruce M.	City Hall Building Operator	53,027	100	
Campbell, Chris B.	Manager, Asphalt Prod and Mat Engineering	91,974	1,500	
Campbell, Kayosha	Financial Reporting and Policy Advisor	80,295	1,000	
Campbell, Randy M.	Forester II	60,255	197	
Campbell, Ryan G.	Technologist II, Roadways and Traffic	65,522		
Cardinal, Beverly C.	Cultural Diversity and Aboriginal Relations Advisor	84,420	1,000	
Carey, Ronald	Casual Labourer	59,528		
Carleton, Colin A.	Firefighter	100,891	59	
Carlston, Rick J.	Utilityperson	63,270		
Carpenter, Michael G.	Supervisor, Residential Inspection	71,439		
Carroll, Danial C.	Journeyperson, Industrial Mechanic	84,157	100	
Carter, Tyler H.	Firefighter	69,704		
Carteri, Jason R.	Firefighter	88,288		
Carteri, Leo L.	Bus Operator	67,923	50	
Carteri, Tony	Captain	118,303	40,439	
Carton, Allan	Crew Lead, Roadway Operations	85,786		
Cassell, Sean	Crew Lead ,Water and Sewer Construction	84,624		
Cavers, Douglas E.	Manager, Business Development	119,105	1,988	
Cedar, Kyle	Tradesperson I	51,440	, -	
Chabot, Rodrigue	Crew Lead, Solid Waste Collection	58,222		
Chahal, Gurjinder S.	Bus Operator	77,735	175	

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

	Remuner		ation
Employee Name	Employee Title	Regular	Other
Chalupiak, Jeremy K.	Residential Building Inspector II	55,789	
Chambers, Evan W	Firefighter	96,210	
Champagne, Henry B.	Crew Lead, Solid Waste Collection	55,773	22,374
Chandler, Michael R.	Mechanical Inspector	95,428	,
Chapman, David W.	Dispatcher	59,561	318
Chapman, Richard J.	Fleet Training Officer	77,251	1,000
Chen, Fengyan R.	Accounting Clerk VI	51,372	
Cherneski, Chad P.	Firefighter	51,811	
Chernick, Glenn	Forestry Technician	61,546	10
Chernoff, Peter L.	Casual Labourer	63,587	
Cherwinski, Andrew C.	Casual Labourer	55,475	
Cheshuk, Jerry T.	Manager, Water Operations	133,606	1,988
Chevalier, Renee M.	Senior Engineer	124,354	1,000
Chillog, Michael G.	Firefighter	100,904	59
Chomos, Geoff	Business Solutions Coordinator	101,691	1,000
Choquette, Tyler S.	Firefighter	89,067	59
Chorney, Ken	Firefighter	104,923	120
Chow, Lorne W.	Manager, Bylaw Enforcement	89,088	30,595
Chung, Wayne W. Y.	Senior Engineer	104,222	1,000
Chupik, Dennis B.	Engineering Assistant IV	66,104	,
Chursinoff, Roy W.	Performance Measurement Consultant	103,968	
Cichocki, Aaron P.	Firefighter	101,172	59
Clark, Boyd K.	Regional Planning Coordinator	97,827	
Clarke, Brian	Manager, IT Operations	115,699	1,988
Clarke, Dave	Firefighter	106,675	118
Clarkson, Greg S.	Casual Labourer	55,875	
Clary, Bill B.	Bus Operator	58,590	25
Cleare, Nathaniel	Dispatcher	72,487	265
Clemmensen, Aaron	Casual Labourer	56,605	
Clermont, Debra M.	Coordinator, Tax Admin and Collections	81,055	1,000
Clifford, Christine	Legal Counsel	134,421	
Clowater, Darold	Journeyperson, Electrician	85,740	
Coderre, Melissa M.	Coordinator, Business Services	71,218	1,000
Coffey, Fred	Financial Admin Business Systems Analyst	76,198	1,000
Cole, Rodney	Firefighter	108,092	236
Coleman, Rocky	Bylaw Standards Officer	64,414	55
Comfort, Paul J.	Firefighter	107,948	150
Comstock, Alan	Air Quality Specialist	25,509	24,785
Condon, Derek	Casual Labourer	53,500	
Contreras, Fabian O.	Strategy and Performance Consultant	106,091	
Conway, Vanda M.	Manager, Strategy and Operations	117,520	1,988
Coolen, Ann M.	Paratransit Clerk	56,157	
Cooney, Deborah C.	Business Solutions Specialist	91,796	1,000
Cooper, Kelly G.	Crew Lead, Grade Finisher	78,606	62
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# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	ration	
	Employee Title	Regular	Other	
Corley, Michael C.	Bus Operator	68,478	25	
Cotcher, Michael D.	Senior City Planner	85,137	1,000	
Cote, Renee L.	HR Analyst	72,547		
Coulson, John E.	Casual Labourer	59,646		
Court, Rob L.	Manager, Environmental Engineering	139,924	1,988	
Cousins, Peter E.	Lieutenant	120,877	284	
Cox, Clifford	Bus Operator	60,910	175	
Cozma, Randy B.	Coordinator, Roadway Operations	43,473	11,137	
Craigen, Cory D.	Firefighter	102,579	118	
Crittenden, Joyce	Administrative Support Human Resources	55,685		
Cronin, Fredrick G.	Coordinator, Roadway Operations	26,245	38,394	
Crook, Cyrus A. G.	Senior Engineer	108,998	1,000	
Crooks, Doc W. R.	Firefighter	75,088	45	
Crossman, Nolan	Leadman, Parks Maintenance	56,653		
Crowe, Amanda D.	Forester II	61,273		
Crowe, Curtis	Casual Labourer	58,419		
Crowe, Patrick R.	Equipment Operator II	77,973		
Csoke, Sidney	Bus Operator	58,364	102	
Curry, Chris	Lieutenant	124,819	282	
Cyr, Delbert H.	Crew Lead, Roadway Operations	83,177		
Dagenais, Anthony D.	Journeyperson, Mechanic	75,824	200	
Daku, Hartley A.	Senior Captain	138,588	356	
Daradich, Janine R.	Manager, Recreation Facility Development and Partnership	102,377	2,350	
Daschner, Kurtis	Irrigation Worker II	56,026		
Davidson, Dwaine E.	Assistant Chief, Fire	151,025	1,801	
Davidson, Rebecca J.	Casual Labourer	8,609	47,000	
Davies, Glen B.	City Manager and Chief Administrative Officer	248,081	468,921	
Davies, Scott	Firefighter	102,908	59	
Davis, Kris J	Journeyman Transit	83,599	25	
Dawes, Jeremy A.	Firefighter	51,769		
Day, Keith H.	Firefighter	51,866		
Dayman, Gord A.	Casual Labourer	55,032	44	
Deal, Robert	Foreman, Painter/Decorator	69,164	66	
Dean, Brian A.	Supervisor, Field Operations	113,062	72	
Deck, Pamela M.	Manager, Strategy and Operations	119,983	1,988	
Deener, Shelly A.	Residential Building Inspector II	53,962		
Deiana, Marco	Manager, Workplace Health and Safety	120,509	1,988	
Delmaire, Marcus	Bus Operator	81,905	175	
Delorme, Nolan B.	Casual Labourer	60,696	66	
Denouden, Troy G.	Firefighter	72,086	44	
Depaulo, Patrick C.	Firefighter	51,842		
Derin, Brant				
	Journeyman Body Repairman	72,309	223	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Derkitt, William E.	Facilities Operator I	58,429	
Derkson, Lyle	Fire Inspector	119,917	20
Deroose, Sidney J.	Equipment Operator II	65,312	100
Deroose, Ty C.	Casual Labourer	52,077	
Deschambault, Wendy L.	Engineering Assistant III	52,639	
Desjardins, Tracy	Engineering Assistant III	57,190	
Desnomie, Leo J.	Crew Lead, Mudjacking	83,172	
Despins, Samantha	Revenue and Service Clerk	52,629	153
Desplenter Rose, Daniel R.	Programmer Analyst II	59,795	1,000
Dezotell, Chrisandra A.	Supervisor, Leisure Centres	61,705	
Dhami, Sounpreet S.	Engineering Assistant IV	51,142	
Dheilly, Richard	Training Captain	120,210	282
Dickson, Abiye O.	Corporate Policy Advisor	87,302	1,000
Didkowski, Loni J.	Human Resources Associate	60,192	
Didowycz, Matthew J.	Firefighter	100,866	59
Diewold, Neal S.	Traffic Signal Control Electrician	91,329	88
Difuntorum, John Q.	Business Systems Analyst	61,288	1,000
Digney, Kevin D.	Assistant Chief, Fire	125,471	2,070
Dimen, Garth W.	Firefighter	100,891	59
Docherty, Colin J.	Coordinator, Water and Sewer Construction	89,018	
Dodds, Darcy E.	Truck Driver, Sewer and Water	68,147	72
Doell, Carla S.	Property Assessor	77,351	
Doka, Corey	Pest Control Officer	63,584	
Doka, Greg D.	Trades 1, Distribution System Services	104,114	
Dolff, Randy	Journeyperson, Mechanic	78,463	200
Domokos, Gary	Equipment Operator III	69,362	
Domoslai, Tim R.	Centre Administrator,NBCAC	69,986	
Donaldson, Juanita	Coordinator, Payables	80,937	1,000
Donda, Bryon K.	Crew Lead, Roadway Operations	95,380	100
Doney, Kurtis	Manager, Water and Sewer Engineering	115,593	1,988
Downie, Holly T.	Print Services Representative	55,589	
Downton, Dwayne	Leadman,Golf Course	63,387	
Doxilly, Kay	Risk Management Advisor	88,869	2,937
Drackett, Dan G.	Firefighter	100,922	59
Dreger, Aaron	Firefighter	102,743	59
Dreher, Robert	Cemeterian II	59,487	100
Driedger, Clint	Traffic Signal Coordinator	24,412	32,246
Drozda, Mike	Fire Inspector	115,175	236
Drummond, Darel F.	Casual Labourer	75,452	39,373
Duce, Edward W.	Coordinator, Construction Programming	68,006	10,902
Dueker, Daryl	Journeyperson, Electrician	90,774	100
Duell, David	Bus Operator	66,006	141
Duesterbeck, Brad D.	Casual Labourer	54,036	70
Duesterbeck, Daryle	Mechanical Inspector	82,499	55

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Dugalo, Glen	Bus Operator	89,267	175
Dumalski, Gwendolyn J.	Community Consultant	66,068	
Dunbar, Jay	Firefighter	104,936	120
Dundas, Jason C.	Firefighter	111,098	157
Duperreault, Chance D.	Fire Inspector	122,458	
Durovick, Debra A.	Program Specialist, Aquatics	66,367	
Dusyk, John R.	Financial Analyst	57,591	
Dybvig, Raymond	Journeyperson, Mechanic	78,622	200
Dyck, Kendall A.	Utility Billing Clerk	53,435	
Dyck, Randall J.	Firefighter	84,865	64
Ear, Calvin C.	Manager, Business Support	80,162	375
Eashappie, Macy T. B.	Casual Labourer	64,377	
Eaton, Bryden J.	Skilled Labourer	53,552	
Eberle, Allan A.	Equipment Operator II	65,072	
Egler-Wiome, Nadine F.	Human Resources Consultant	106,295	
Einarson, Sheree Ann	Accountant I	60,183	
Eirich, Larry	Manager, Business Solutions	134,115	1,988
Eirich, Russell	Manager, Forestry, Hort and Pest Control	90,390	1,988
Eisler, Ryan T.	Firefighter	100,867	59
Ekes, Stephanie	Revenue and Service Clerk	53,245	
Eklund, Douglas	Senior Maintenance Operator	99,451	
Elsaesser, Brent D.	Community Consultant	66,243	
Engel, Roberta R.	Manager, Strategy and Operations-RRI	120,581	1,988
Enright, Mark P.	Commercial Building Inspector I	62,439	,
Enriquez, Gloria B.	Revenue Services Analyst	65,901	1,000
Erbach, Jeff R.	Manager, Community and Cultural Development	101,087	2,350
Erdelyan, Shawn	Crew Lead ,Water and Sewer Construction	91,049	y
Erickson, Barry	Arborist	77,455	
Ermel, Clinton	Maintenance Person	100,760	236
Essey, Jonathan W.	Asphalt Plant Operator	56,817	
Euraoba, Winson C.	City Hall Building Operator	54,181	72
Euteneier, Mark M.	Solid Waste Truck Operator	59,718	
Ewert, Thomas B.	Senior Assessment Appraiser	88,349	1,000
Eyndhoven, Terry L.	Distribution Clerk Coordinator	66,246	,
Fagan, Peter	Coordinator, Water and Sewer	76,863	80
Fahlman, Curtis A.	Firefighter	96,229	
Fairbairn, Cheryl S.	Project Leader, Business Technology	84,599	1,000
Farrell, Shannon L.	Senior Purchasing Agent	59,728	
Fayant, Marlowe	Facilities Operator I	59,841	
Fayant, Timothy	Leadman, Parks Maintenance	63,043	
Fehler, Robert L.	Equipment Operator III	67,038	
Felix, Joseph A.	Firefighter	97,144	
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# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Fenske, Tammy C.Residential Building Inspector IIFenton, Jeremy J.Senior City PlannerFettes, DeborahScheduling OfficerFiacco, Frank A.Billing CoordinatorFinch, CoryFirefighterFiorante, AntonioInstrument Control Specialist	gular 57,812 94,399 54,972 80,727 09,564 06,118 79,819 63,652 00,891 61,643 87,485	Other           33           1,000           236           49           1,988           59           2,650
Fenton, Jeremy J.Senior City PlannerFettes, DeborahScheduling OfficerFiacco, Frank A.Billing CoordinatorFinch, CoryFirefighterFiorante, AntonioInstrument Control Specialist	94,399 54,972 80,727 09,564 06,118 79,819 63,652 00,891 61,643	1,000 1,000 236 49 1,988 59
Fenton, Jeremy J.Senior City PlannerFettes, DeborahScheduling OfficerFiacco, Frank A.Billing CoordinatorFinch, CoryFirefighterFiorante, AntonioInstrument Control Specialist	94,399 54,972 80,727 09,564 06,118 79,819 63,652 00,891 61,643	1,000 236 49 1,988 59
Fettes, DeborahScheduling OfficerFiacco, Frank A.Billing CoordinatorFinch, CoryFirefighterFiorante, AntonioInstrument Control Specialist	54,972 80,727 09,564 06,118 79,819 63,652 00,891 61,643	236 49 1,988 59
Fiacco, Frank A.Billing CoordinatorFinch, CoryFirefighterFiorante, AntonioInstrument Control Specialist	80,727 09,564 06,118 79,819 63,652 00,891 61,643	236 49 1,988 59
Finch, CoryFirefighter1Fiorante, AntonioInstrument Control Specialist1	06,118 79,819 63,652 00,891 61,643	49 1,988 59
*	79,819 63,652 00,891 61,643	1,988 59
	63,652 00,891 61,643	59
Fiorante, Nick J. Manager, Supply Services	00,891 61,643	
Fischer, Scott Skilled Labourer	61,643	
Fisher, Calvin J. Firefighter 1		2,650
Fisher, Chris Director, Info Technology Services 1	87,485	
Fisher, Trevor Crew Lead, Cold Planer		
Fitch, Rowland E. Crew Lead, Mains and Valves	61,123	
Flegel, Marilyn J. Design and Construction Consultant	76,567	1,000
Florek, Kelly A. Supervisor, Development Services	80,230	
Florizone, Sheri Anne Sustainability Outreach Coordinator	80,340	1,000
Fluter, Darcy Skilled Labourer	69,827	
	30,877	2,650
•	63,410	174
Forester, Leonard Trades Coordinator, Mechanical	86,294	
Forman, Michelle Manager, Policy Support 1	03,968	1,200
Forsythe, Krista L. Quality Assurance Coordinator	59,845	
	55,898	
	12,803	
	29,521	1,000
	50,549	
Foster, Darcy B. Supervisor, Geomatics Services	83,243	
Fox, Darren R. CCTV Sewer Camera Operator	57,901	
Fox, Sean D. Casual Labourer	62,875	
Francis, Stephen S. Bus Operator	58,637	25
Frank, Ed Water Attendant	61,965	77
Frank, Erica A. Coordinator, Cemeteries	66,544	
Frank, Marjorie Service Desk Analyst	65,426	1,000
Frankiewitz, Stephen Hydrant Repairperson	58,528	100
Fraser, Gordon Equipment Operator II	61,203	
Fredrickson, Darrell G. Night Foreman	65,434	25
Freed, Tim B. Casual Labourer	51,753	
Frei, Todd M. Firefighter 1	01,020	59
Friedrich, Angelene B. Human Resources Associate	72,148	
Friesen, James D. Firefighter 1	00,968	59
Friesen, Jeret L. Firefighter 1	02,073	59
Froh, Kregg Engineering Assistant III	67,385	
Froh, Terry J. Bus Operator	57,210	175
Frohlick, Dan Equipment Operator III	85,589	
Fuchs, Alex E. Firefighter	51,879	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee NameEmployee TitleRegularOtherPuchs, Randall J.Captain132,655355Gabel, GlenHuman Resources Consultant104,04765Gabora, Jeff S.Casual Labourer50,887Gabriel, MichaelCrew Lead, Asphalt Screed96,193Gainda, Sukhwinder S.Bus Operator69,984Gall, Christopher G.Heavy Duty Mechanic Apprentice53,389Garcia, Alieen L.Programmer Analyst II71,775Galdeney, Goorge E. H.Manager, Concrete119,983Garcia, Alieen L.Programmer Analyst II71,775Gardner, KerryEmergency Medical Training Captain125,964Gartner, Ruth A.Paratransit Clerk60,354Gartner, Jeff D.Firefighter104,553Gartner, Jeff D.Firefighter104,553Gartner, Jeff D.Firefighter63,141Garzona, NataschaBus Operator60,190Garzona, NataschaBus Operator60,190Gawe, Peter B.Tarfife Detours/Restrictions Controller89,777Gawe, Peter B.Tarfife Detours/Restrictions Controller89,777Geise, Darrell J.Crew Lead, Traffic Technical Operator57,768Geing, Sterin J.Solid Waste Truck Operator51,842Gave, Peter B.Tarfife Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557Gave, Reter B.Tarfife Technical Operator57,768Geins, Keith D.Captain129,220356<			Remuner	ation
Gabel, GlenHuman Resources Consultant104,04765Gabora, Jeff S.Casual Labourer50,887Gabriel, MichaelCrew Lead, Asphalt Screed96,193Gaetz, D. DawnGeospatial Technician51,794Gainda, Sukhwinder S.Bus Operator69,984Gallenger, Trevor J.Firrefighter100,912Galloway, George E. H.Manager, Concrete119,983Garcia, Aileen L.Programmer Analyst II71,775Garcota, Aileen L.Programmer Analyst II71,775Garcota, Aileen L.Programmer Analyst II71,775Garcota, Aileen L.Programmer Analyst II71,775Garcota, Alter D.Emergency Medical Training Captain122,5964Garrench, BrinUtilityperson54,745Garrench, PatExecutive Director, Human Resources190,501Garzona, NataschaBus Operator60,19025Gasper, Doug F.Crew Lead, Roadway Operations74,475Gaw, Peter B.Traffic Technical Operator75,872Gaw, Veter B.Traffic Technical Operator89,777Gebert, Dylan M.Utilityperson II54,557223Geigs, GarthCaptain129,247358Georghegan, Katin M.Manager, Asset Management51,842938Georghegan, Katin M.Gartager, Asset Management51,842938Georghegan, Katin M.Gartager, Asset Management51,842938Georghegan, Kuith M.Gartager, Asset Management51,842938Georgheg	Employee Name	Employee Title	Regular	Other
Gabora, Jeff S.Casual Labourer50,887Gabriel, MichaelCrw Lead, Asphalt Screed96,193Gatz, D. DawnGeospatial Technician51,794Gainda, Sukhwinder S.Bus Operator69,984175Gall, Christopher G.Heavy Duty Mechanic Apprentice33,86971Gallenger, Trevor J.Firefighter100,91259Garcia, Aileen L.Programmer Analyst II71,7751,000Garcher, KerryEmergency Medical Training Captain125,96459Garcet, Brin M.Uiltityperson54,74554,745Garcet, Brin M.Uiltityperson5,1405,540Garzona, NataschaBus Operator60,19025Gasper, Doug F.Crew Lead, Roadway Operation and Utilities179,9227,870Gaudet, Kenny D.Supervisor, Infrastructure Services75,87220Gaw, Peter B.Traffic Detours/Restrictions Controller89,7777Gebert, Dylan M.Uilityperson II54,557223Geigr, GarthCaptain129,4673455Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,273Geleiss, Darrell J.Crew Lead, Roadway Operations104,273Geleiss, Kevin J.Qaptain129,24673455Geiss, Arrel B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Uilityperson II54,557223Geigre, GarthCaptain129,2463455Geiss, Darrell J.Crew Lead, Traffic Technical Operations <td>Fuchs, Randall J.</td> <td>Captain</td> <td>132,655</td> <td>355</td>	Fuchs, Randall J.	Captain	132,655	355
Gabriel, MichaelCrew Lead, Asphalt Screed96,193Gaetz, D. DawnGeospatial Technician51,794Gaida, Sukhwinder S.Bus Operator69,984175Gall, Christopher G.Heavy Duty Mechanic Apprentice53,86971Gallenger, Trevor J.Firefighter100,91259Garcia, Aileen L.Programmer Analyst II71,7751,000Garrecht, Ruth A.Paratransit Clerk60,35460,354Garrecht, Ruth A.Paratransit Clerk60,35460,354Garrecht, Ruth A.Paratransit Clerk60,35460,354Gartecht, Ruth A.Paratransit Clerk60,354118Gartecht, Ruth A.Executive Director, Human Resources190,5015,540Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator63,141161Garzona, RobertoBus Operator7,8707,870Gasper, Doug F.Crew Lead, Roadway Operations74,4757Gavin, Keith D.Captain129,467345Gaw, Reter B.Traffic Detours/Restrictions Controller89,777223Geiger, GarthCaptain122,230356Geiger, GarthCaptain129,2467345Geiger, Sarth J.Journeyperson Apprentice75,782200Geiger, Astha D.Solid Waste Truck Operator54,185200Geiger, Sarth J.Journeyperson Apprentice57,5825580Geoghegan, Katie M.Manager, Asset Management13,842<	Gabel, Glen	Human Resources Consultant	104,047	65
Gaetz, D. DawnGeospatial Technician51,794Gainda, Sukhwinder S.Bus Operator69,984175Gall, Christopher G.Heavy Duty Mechanic Apprentice53,86971Gallenger, Trevor J.Firefighter100,91259Galloway, George E. H.Manager, Concrete119,98311Garcia, Ailean L.Programmer Analyst II17,7751,000Garrett, Brian M.Utilityperson54,74560,354Garrett, Frain M.Utilityperson54,745161Garron, RobertoBus Operator60,19025Garnon, NataschaBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gavan, Katish D.Captain129,467345Gavin, Keith D.Captain129,467345Gavin, Keith D.Captain129,467345Geiger, GarthCaptain129,263356Geoghegan, Katie M.Manager, Asset Managernti13,421298Geiger, GarthCaptain129,263356Geoghegan, Katie M.Manager, Asset Management51,842938Geoghegan, Katie M.Manager, Asset Management51,842938Gerolani, MichaelTechnical Operator54,852356Geoghegan, Katie M.Manager, Asset Management51,842938Geoghegan, Katie M.Manager, Asset Management51,842938Geoghegan, Katie M.Manager, Asset Management199,9741,9		Casual Labourer	50,887	
Gainda, Sukhwinder S.Bus Operator69,984175Gall, Christopher G.Heavy Duty Mechanic Apprentice53,869711Gallenger, Trevor J.Firefighter100,91259Galloway, George E. H.Manager, Concrete119,98311Garcha, Aileen L.Programmer Analyst II71,7751,000Garcher, KerryEmergency Medical Training Captain125,96459Garrecht, Ruth A.Paratransit Clerk60,35454Gartner, Jeff D.Firefighter104,553118Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Radway Operations74,4755Gavin, Keith D.Captain129,467345Gaver, Rohy D.Supervisor, Infrastructure Services75,8725Gavin, Keith D.Captain127,233296Geiger, GarthCaptain129,2467345Geber, Dylan M.Utilityperson II54,555223Geiger, GarthCaptain129,230356Georger, PrejiProject Leader, Business Technology88,7191,000Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356George, PrejiProject Leader, Business	Gabriel, Michael	Crew Lead, Asphalt Screed	96,193	
Gall, Christopher G.Heavy Duty Mechanic Apprentice53.86971Gallenger, Trevor J.Firefighter100.91259Galloway, George E. H.Manager, Concrete119.983Garcia, Alleen L.Programmer Analyst II71,7751,000Gardner, KerryEmergency Medical Training Captain125.96459Garrett, Ruth A.Paratransit Clerk60,35460,354Gartner, Jeff D.Firefighter104.553118Gartner, PatExecutive Director, Human Resources190.50155.40Garzona, NataschaBus Operator63.141161Garzona, NataschaBus Operator60.19025Gasper, Doug F.Crew Lead, Roadway Operations74.475Gaudet, Kenny D.Supervisor, Infrastructure Services75.872Gave, Peter B.Traffic Detours/Restrictions Controller89.777Gebert, Dylan M.Utilityperson II54.557223Geiger, GarthCaptain129.2467356Geiger, GarthCaptain129.230356Geogehger, Revin J.Crew Lead, Traffic Technical Operations104.278Gelech, Daniel S.Journeyperson Apprentice57.768200Gelias, Kevin J.Captain129.230356Geogehger, PrejiProject Leader, Business Technology88.7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66.87894German, WalhySolid Waste Truck Operator59.582555German, Muhan D.Solid Was	Gaetz, D. Dawn	Geospatial Technician	51,794	
Gallenger, Trevor J.Firefighter100,91259Galloway, George E. H.Manager, Concrete119,983Garcia, Ailena L.Programmer Analyst II71,7751,000Gardner, KerryEmergency Medical Training Captain125,96459Garrett, Rina M.Utilityperson54,74554Gartner, Jeff D.Firefighter104,553118Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator60,19025Gasper, Doug F.Crew Lead, Roadway Operations74,4757Garder, Kenny D.Supervisor, Infrastructure Services75,8727Gaw, Peter B.Traffic Detours/Restrictions Controller89,777345Geiser, GarthCaptain127,233296Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,2787Gelech, Daniel S.Journeyperson Aprentice57,768200Gelinas, Kevin J.Captain129,230356George, PrejiPoject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894German, WaltySolid Waste Truck Operator54,1851,988Geronan, StefanManager, Asset Management132,250355Geronan, StefanManager, Building Standards109,9781,988Geronan, StefanManager, Building Standards109,9781,988Geronan, Mathan D.Solid Waste Truck Operator <t< td=""><td>Gainda, Sukhwinder S.</td><td>Bus Operator</td><td>69,984</td><td>175</td></t<>	Gainda, Sukhwinder S.	Bus Operator	69,984	175
Galloway, George E. H.         Manager, Concrete         119,983           Garcia, Aileen L.         Programmer Analyst II         71,775         1,000           Gardner, Kerry         Emergency Medical Training Captain         125,964         59           Garrecht, Ruth A.         Paratransit Clerk         60,354         59           Gartnert, Brian M.         Utilityperson         54,745         5           Gartner, Jeff D.         Firefighter         104,553         118           Gartner, Pat         Executive Director, Human Resources         190,501         5,540           Garzona, Natascha         Bus Operator         63,141         161           Garzona, Roberto         Bus Operator         63,141         161           Garzona, Roberto         Bus Operator         63,141         161           Garzona, Roberto         Bus Operator         7,870         7,870           Gaudet, Kenny D.         Supervisor, Infrastructure Services         75,872         7,870           Gavin, Keith D.         Captain         127,233         293           Geiger, Garth         Captain         127,233         293           Geiger, Garth         Captain         127,233         293           Geiger, Garth         Captain	Gall, Christopher G.	Heavy Duty Mechanic Apprentice	53,869	71
Garcia, Aileen L.Programmer Analyst II71,7751,000Gardner, KerryEmergency Medical Training Captain125,96459Garrecth, Ruth A.Paratransit Clerk60,354Garrect, Brian M.Utilityperson54,745Gartner, Paft D.Firefighter104,553118Garzona, NataschaBus Operator63,141161Garzona, NataschaBus Operator60,19025Gasone, NatesExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,4757Gavin, Keith D.Supervisor, Infrastructure Services75,872345Gavin, Keith D.Captain129,467345Gave, Peter B.Traffic Detours/Restrictions Controller89,777223Geiger, GarthCaptain127,233296Geiser, Dylan M.Utilityperson II54,768200Geleinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938Geroge, PrejiProject Leader, Business Technology88,7191,000Gerebar, JoeyForeman, Open Space Services/Cemeteries66,87894German, StefanManager, Building Standards109,3741,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operator59,58235Gerson, Walthan D.Solid Waste Truck Operator59,58235Gersonan, Nethan<	Gallenger, Trevor J.	Firefighter	100,912	59
Gardner, KerryEmergency Medical Training Captain125,96459Garrecht, Ruth A.Paratransit Clerk60,354Garrett, Brian M.Utilityperson54,745Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gayer, Doug F.Crew Lead, Roadway Operations74,475-Gaven, Keith D.Captain122,467345Gaven, Keith D.Captain122,433296Geiger, GarthCaptain122,233296Geiger, GarthCaptain122,233296Geiger, GarthCaptain122,233296Geiger, GarthCaptain122,233296Geoger, PrejiProject Leader, Business Technology88,7191,000Gerer, Joyan M.Utilityperson Aprentice57,768200Geleger, PrejiProject Leader, Business Technology88,7191,000Gerer, JoeyForeman, Open Space Services/Cemeteries66,87849,487Geronan, Nathan D.Solid Waste Truck Operator54,585355German, StefanManager, Asset Management51,842938Gerolami, MichaelTechnical Support Specialist I90,3171,000Gervais, Laurie M.Garader, Business Technology54,585355Gersona, Nathan D.Solid Waste Truck Operator59,58255,582German, StefanMa	Galloway, George E. H.	Manager, Concrete	119,983	
Garrecht, Ruth A.Paratansit Clerk $60,354$ Garrecht, Brian M.Utilityperson $54,745$ Gartner, Jeff D.Firefighter $104,553$ 118Gartner, PatExecutive Director, Human Resources $190,501$ $5,540$ Garzona, NataschaBus Operator $63,141$ 161Garzona, RobertoBus Operator $60,190$ $25$ Gasmo, KarenExecutive Director, Transportation and Utilities $179,922$ $7,870$ Gayer, Doug F.Crew Lead, Roadway Operations $74,475$ $74,475$ Gaudet, Kenny D.Supervisor, Infrastructure Services $75,872$ $75,872$ Gavin, Keith D.Captain $129,467$ $34557$ $223$ Geiger, GarthCaptain $127,233$ $296$ Geiser, Daniel S.Journeyperson Apprentice $57,768$ $200$ Gelinas, Kevin J.Captain $129,230$ $356$ Geoge, PrejiProject Leader, Busness Technology $88,719$ $1,000$ German, Nathan D.Solid Waste Truck Operator $54,185$ $54,557$ German, StefanManager, Asset Management $51,892$ $90,978$ German, StefanManager, Building Standards $109,978$ $1,988$ Gerotari, MichaelCenhical Support Specialist I $90,937$ $1,000$ Gervais, Laurie M.Captain $132,250$ $355$ Gesey, KentCrew Lead, Roadway Operations $90,158$ $1,000$ Gervais, Attie M.Manager, Building Standards $199,978$ $1,988$ Gerolam, Walh	Garcia, Aileen L.	Programmer Analyst II	71,775	1,000
Garrett, Brian M.Utilityperson54,745Gartner, Jeff D.Firefighter104,553118Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,4757Gaudet, Kenny D.Supervisor, Infrastructure Services75,8726Gaw, Reith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777233Geiger, GarthCaptain27,233296Geiger, GarthCaptain129,230356Geoge, PrejiCaptain129,230356Geogelpan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerbar, JoeyForeman, Open Space Services/Cemeteries66,87894German, WallySolid Waste Truck Operator59,58259,582Gernan, StefanManager, Building Standards199,9781,988Geroshami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, AmberFinancial Management Analyst90,1581,000 <td>Gardner, Kerry</td> <td>Emergency Medical Training Captain</td> <td>125,964</td> <td>59</td>	Gardner, Kerry	Emergency Medical Training Captain	125,964	59
Gartner, Jeff D.Firefighter104,553118Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,475Gaudet, Kenny D.Supervisor, Infrastructure Services75,872Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain129,2467326Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Geinas, Kevin J.Captain129,230356George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germanie, Nathan D.Solid Waste Truck Operator59,582German, StefanManager, Buiding Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, AmberCaptain132,250355Gessey, KentCrew Lead, Roadway Operations79,160	Garrecht, Ruth A.	Paratransit Clerk	60,354	
Gartner, Jeff D.Firefighter104,553118Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,475-Gaudet, Kenny D.Supervisor, Infrastructure Services75,872-Gavin, Keith D.Captain129,4673455Gaw, Peter B.Traffic Detours/Restrictions Controller89,777-Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain129,230356Geoge, GarthCaptain129,230356Geogenegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germanik, Nathan D.Solid Waste Truck Operator54,185-German, StefanManager, Business Technology355355Gessey, KentCrew Lead, Roadway Operations109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3171,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, AmberCaptain132,250355Gessey, KentCrew Lead, Roadway Operations79,160-	Garrett, Brian M.	Utilityperson	54,745	
Gartner, PatExecutive Director, Human Resources190,5015,540Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,4757Gaudet, Kenny D.Supervisor, Infrastructure Services75,8727Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777223Geiger, GarthCaptain127,233296Geiser, Daniel S.Journeyperson Apprentice57,768200Gelena, Katie M.Manager, Asset Management11,842938George, PrejiProject Leader, Business Technology88,7191,000Gerbann, WallySolid Waste Truck Operator54,1855Gernann, WallySolid Waste Truck Operator54,1855Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Gerse, KentCrew Lead, Roadway Operations79,1605Gerta, J. MichaelTechnical Support Specialist I90,3471,000Gervais, Laurie M.Captain132,250355Gersey, KentCrew Lead, Roadway Operations79,1605Gersey, KentCrew Lead, Roadway Operations79	Gartner, Jeff D.		104,553	118
Garzona, NataschaBus Operator63,141161Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,47574,475Gaudet, Kenny D.Supervisor, Infrastructure Services75,8727Gavin, Keith D.Captain129,4673455Gaw, Peter B.Traffic Detours/Restrictions Controller89,7777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain127,233296Geiger, GarthCaptain129,230356Geogeg, Parell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Gerinan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,1601,000Gerte, Loretta J.Senior Engineer106,6601,000Gerte, Loretta J.Senior Engineer106,6601,000Gette, Loretta J.Senior Engineer65,872100 <td></td> <td>Executive Director, Human Resources</td> <td></td> <td>5,540</td>		Executive Director, Human Resources		5,540
Garzona, RobertoBus Operator60,19025Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,475Gaudet, Kenny D.Supervisor, Infrastructure Services75,872Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain127,233296Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germane, Nathan D.Solid Waste Truck Operator54,18559,582Germann, StefanManager, Building Standards109,9781,908Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Lurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,16054,857Gette, Loretta J.Senior Engineer106,6601,000Gette, Loretta J.Senior Engineer106,6601,000Gette, Loretta J.Senior Engineer56,872100Get	Garzona, Natascha			161
Gasmo, KarenExecutive Director, Transportation and Utilities179,9227,870Gasper, Doug F.Crew Lead, Roadway Operations74,4757Gaudet, Kenny D.Supervisor, Infrastructure Services75,872Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain127,233296Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,2787Gelech, Daniel S.Journeyperson Apprentice57,768200Geinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000German, Nathan D.Solid Waste Truck Operator54,18594Gernan, WallySolid Waste Truck Operator59,58294Gernan, Nathan D.Solid Waste Truck Operator59,5821,900Gervais, AmberFinancial Management Analyst90,1581,000Gervais, AnaberFinancial Management Analyst90,1581,900Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,1601Gette, Loretta J.Senior Engineer106,6601,000Gette, Loretta J.Senior Engineer56,872100Gette, Loretta J.Senior Engineer56,872100 <td></td> <td>*</td> <td></td> <td>25</td>		*		25
Gasper, Doug F.Crew Lead, Roadway Operations74,475Gaudet, Kenny D.Supervisor, Infrastructure Services75,872Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain127,233296Geiger, GarthCaptain127,233296Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000German, Nathan D.Solid Waste Truck Operator54,18594Germann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3151,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,1601,000Gerte, Loretta J.Senior Engineer106,6601,000Gette, Loretta J.Senior Engineer51,591100Gette, Loretta L.Bottomman51,591100Gette, Jodan L.Bottomman51,591100Gette, Loretta J., AdelePayroll Officer II70,858200	Gasmo, Karen	Executive Director, Transportation and Utilities	179,922	7,870
Gaudet, Kenny D.Supervisor, Infrastructure Services75,872Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain127,233296Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germann, Nathan D.Solid Waste Truck Operator54,18554,185Gernann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,16056,872Gette, Loretta J.Senior Engineer106,6601,000Gette, Loretta J.Senior Engineer65,872100Gette, Loretta J.Bottomman51,591100Gette, Loretta J.Bottomman51,591100Gette, Joralan L.Bottomman51,591200Giannetta, AdelePayroll	Gasper, Doug F.		74,475	
Gavin, Keith D.Captain129,467345Gaw, Peter B.Traffic Detours/Restrictions Controller89,777Gebert, Dylan M.Utilityperson II54,557223Geiger, GarthCaptain127,233296Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Geinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Gernaine, Nathan D.Solid Waste Truck Operator54,1855Gernann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, AmberCrew Lead, Roadway Operations79,16055Gessey, KentCrew Lead, Roadway Operations79,16054,185Gette, Loretta J.Senior Engineer106,6601,000Gettle, Lorata L.Bottomman51,591100,66,872Gettle, Lorada L.Bottomman51,591200Giannetta, AdelePayroll Officer II70,858200		•		
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Geiger, GarthCaptain127,233296Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germaine, Nathan D.Solid Waste Truck Operator54,18595,582German, WallySolid Waste Truck Operator59,58290,347Gerolami, MichaelTechnical Support Specialist I90,1581,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,1601000Gettle, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, CraigJourneyperson, Mechanic51,591200Giannetta, AdelePayroll Officer II70,858100				
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Geiss, Darrell J.Crew Lead, Traffic Technical Operations104,278Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germaine, Nathan D.Solid Waste Truck Operator54,18554,185Germann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gertue, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, CraigJourneyperson, Mechanic51,59150,587Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858	•	• •		296
Gelech, Daniel S.Journeyperson Apprentice57,768200Gelinas, Kevin J.Captain129,230356Geoghegan, Katie M.Manager, Asset Management51,842938George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germaine, Nathan D.Solid Waste Truck Operator54,185German, WallySolid Waste Truck Operator59,582Gernann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,160Gette, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858	-	*		
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George, PrejiProject Leader, Business Technology88,7191,000Gerber, JoeyForeman, Open Space Services/Cemeteries66,87894Germaine, Nathan D.Solid Waste Truck Operator54,185German, WallySolid Waste Truck Operator59,582Gernann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Geste, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591200Giannetta, AdelePayroll Officer II70,858200				
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German, WallySolid Waste Truck Operator59,582Germann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,16056Gettle, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,59151,591Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,85850	Germaine, Nathan D.		54,185	
Germann, StefanManager, Building Standards109,9781,988Gerolami, MichaelTechnical Support Specialist I90,3471,000Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,160106,660Gette, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591100Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858100	German, Wally	·		
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Gervais, AmberFinancial Management Analyst90,1581,000Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,160106,6601,000Gette, Loretta J.Senior Engineer106,6601,000100Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591100Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858100	Gerolami, Michael		90,347	1,000
Gervais, Laurie M.Captain132,250355Gessey, KentCrew Lead, Roadway Operations79,16079,160Gette, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,59151,591Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858		Financial Management Analyst	90,158	1,000
Gessey, KentCrew Lead, Roadway Operations79,160Gette, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591100Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858100		• •		
Gette, Loretta J.Senior Engineer106,6601,000Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858	Gessey, Kent	-		
Gettle, CraigJourneyperson, Carpenter65,872100Gettle, Jordan L.Bottomman51,591Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858	Gette, Loretta J.			1,000
Gettle, Jordan L.Bottomman51,591Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858				
Getz, TerrenceJourneyperson, Mechanic75,405200Giannetta, AdelePayroll Officer II70,858	-			
Giannetta, Adele Payroll Officer II 70,858				200
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# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Giblett, Candace E.	Public Education Officer	108,836	118
Gibson, Donna Lee	Human Resources Consultant	84,870	
Gibson, Dwayne A.	Lieutenant	122,771	256
Gibson, Trav	Firefighter	107,439	236
Gidluck, Aron	Firefighter	76,768	118
Gielis, Henricus	Irrigation Worker III	63,505	100
Gillies, Riley G.	Firefighter	69,679	
Gimas, Kevin	Sewerjet/Hydrovac Operator	74,344	
Girgulis, Todd H.	Coordinator, Program Services	86,586	
Gismondi, Matthew J.	Business Intelligence Administrator	51,149	
Glines, Joel D.	Skilled Labourer	71,516	
Globa, Faye	Administrative Assistant	59,037	
Goebel, Brandi A.	Technologist II, Roadways and Traffic	75,015	
Goebel, Brenda G.	Human Resources Consultant	110,896	1,988
Goeres, Ian E.	City Planner II	57,739	,
Gohlke, David	Equipment Operator IV	78,103	
Gohlke, Elaine	Council Officer	68,762	
Gohlke, Kristopher W.	Casual Labourer	60,124	72
Goldie, Scott	Firefighter	110,146	236
Gonzalez, Bernardo C.	Bylaw Standards Officer	58,413	
Goodwin, Richard A.	Journeyperson, Industrial Mechanic	96,876	
Gordon, Jim	Permit Facilitator	65,633	
Gorski, Austin L.	Facilities Operator I	54,607	88
Gotchia, Richard R.	Firefighter	77,830	
Gottfried, Richard K.	Utilityperson II	56,093	225
Goulet, Pamela C.	Paratransit Clerk	59,549	
Grace, Dean	Cemeterian II	58,639	50
Graham, Gordon R.	Firefighter	108,177	256
Grandel, David	Journeyperson, Carpenter	70,249	
Grandel, Janice G.	Forestry Technician	65,658	45
Grant, Patti	Executive Assistant	89,579	
Gray, Michael T.	Firefighter	69,679	
Gray-Owen, Deborah M.	Bus Operator	58,804	25
Green, Patrick	Journeyperson, Industrial Mechanic	84,945	72
Gregory, Stuart	Fleet Training Officer	81,567	1,000
Grenier, Patti	Human Resources Associate	76,752	,
Greyeyes, Chris	Customer Service Representative II	55,107	
Griffin, Dan J.	Supervisor, Water Supply	7,049	54,503
Griffin, Donald S.	Equipment Operator III	83,298	,
Griffin, Lynette	Manager, Paratransit and Accessibility	118,519	1,988
Griffin, Naomi J.	Claims Investigator	69,447	1,000
Grimard, Kimberley D.	Technologist	58,308	,
Groff, Trevor G.	Crew Lead, Concrete Services	87,235	
Guarin, Ashley T.	Collection Officer	53,452	
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# **Employee Remuneration - General Municipal**

#### For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Gudmundson, Arin D.	Firefighter	69,694	
Guenther, Evan R.	Manager, Asphalt Services	91,991	
Gullickson, Harley G.	Equipment Operator IV	76,024	100
Guraluk, Kevin	Equipment Operator III	54,878	
Hagan, Rea E.	Bus Operator	54,264	162
Hagar, Peter	Senior Engineer	107,624	1,000
Haines, Graham A.	Senior Policy and Reseach Analyst	83,734	
Hall, Erna	Deputy City Clerk	118,184	1,988
Hall, Lisa E.	Licensing Analyst	74,249	1,000
Halvorson, Tracey L.	Employee Rehabilitation Officer	92,333	
Hambly, Calvin W.	Firefighter	69,678	
Hamilton, Kelly M.	Firefighter	115,006	259
Hammond, Tim	Firefighter	103,318	236
Hampson, Mark	Coordinator, Fleet Capital Program	92,302	1,000
Hanes, Gerald H.	Forester I	56,165	
Hanley, Patricia L.	Administrative Assistant	75,297	
Hansen, Fredrick	Firefighter	114,971	241
Hanson, Bradford C.	Captain	128,178	296
Hanson, Jamie	Manager, Facilities Engineering	134,920	4,564
Hansvall, Stacey R.	Administrative Assistant	51,382	
Harbis, Nicollette	Cash Management and Investment Analyst	82,514	1,000
Harder, Lee Anne	Pension and Benefits Business Systems Analyst	74,576	1,000
Hargrove, Jill L.	Director, Facilities Management Services	150,392	2,525
Harle, Kenneth	Transportation Services Officer	88,238	1,000
Harlos, Matthew	Crew Lead, Roadway Operations	68,893	55
Harmatiuk, Sheila Dawn	Senior Advisor to the City Manager and Chief Admin Officer	50,567	
Harmen, Lonnie	Permit Facilitator	64,105	
Harris, Brandon Z.	Trades 1, Distribution System Services	76,892	
Harris, Darren	Supervisor, Parks Maintenance	71,219	
Harris, Sheila M.	Scheduling Officer	54,756	
Hartman, Sherri-Lynn I.	Engineering Assistant IV	66,174	
Hartman, Traiton J.	Firefighter	100,891	59
Harty, Susan	Coordinator, Environmental Response	69,501	
Harvey, Brian	Facilities Operator I	54,293	61
Harvey, David S.	Bus Operator	54,268	25
Harvey, Jamie L.	Traffic Signal Control Electrician	53,751	3,040
Hassman, Colette M.	Administrative Assistant	60,911	,
Hastings, Larry C.	Bus Operator	54,649	25
Hastings, Marvin S.	Supervisor, Field Operations	117,589	
Hauglum, Sean J.	Supervisor, Field Operations	96,343	
Hawley, Jeff M.	Manager, Solid Waste Collection	119,405	1,988
Hawryluk, Diana L.	Executive Director, City Planning and Development	186,605	3,675
Haynes, Christine A.	Administrative Assistant	64,654	_ , ~ . •

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
He, Xiaoling I.	Project Engineer	85,901	1,000
Headrick, Garry	Trades Coordinator, Mechanical	82,091	
Hebert, Don G.	Forester II	51,792	
Hehn, Darren	Financial Management Analyst	89,471	1,000
Heintz, Curtis	Firefighter	100,607	60
Heisler, Alberta	Fuel System Officer	56,237	
Heisler, Collin	Journeyperson, Mechanic	53,870	200
Heistad, Ernie W.	Skilled Labourer	62,635	83
Heller, David	Journeyperson, Parts	55,312	74
Henderson, Dustin L.	Bus Operator	59,700	25
Henning-Hill, Helene H.	Manager, Sewer and Drainage Operations	134,980	2,088
Henry, Elizabeth J.	Project Management Analyst	85,846	1,000
Henry, Gladwin	Programmer Analyst III	74,538	1,000
Herauf, Allan C.	Facilities Project Consultant	59,507	2,192
Herauf, Jenna B.	Pension and Benefits Business Systems Analyst	63,401	_,_,_
Herauf, Leonard M.	Captain	129,125	355
Herauf, Wade	Electronic Technician	87,825	225
Herle, Jeffrey A.	Senior Engineer	99,400	1,049
Herod, Dominic J.	Employee Administrator	56,890	-,• · · ·
Heroux, Christine	Manager, Payroll, Analytics and EE Admin	123,968	1,988
Herperger, Deborah E.	Administrative Secretary	60,278	· · · ·
Heshka, Lori	Human Resources Associate	75,425	
Heuchert, Larry	Supervisor of Equipment and Maintenance	88,288	225
Heward, Dave	Facilities Operator I	58,674	
Hiebert, Dwayne G.	Maintenance Operator	83,879	
Hildebrand, William	Crew Lead, Grade Finisher	73,294	
Hilderman, Garth B.	Skilled Labourer	56,213	
Hildred, Chad E.	Crew Lead, Traffic Underground	59,968	
Hill, Emmaline	Strategy and Performance Consultant	83,360	
Hilt, Preston A.	Bus Operator	62,158	174
Hipfner, Ronald E.	Preventative Maintenance Program Adminstration	78,259	1,000
Hirschmueller, Albert	Development Assistant	59,713	,
Hlavsa, Rob	Bus Operator	66,517	200
Hodgson, Stacey M.	Coordinator, Administrative Services	77,759	1,000
Hoeft, Freddie A.	Casual Labourer	65,892	100
Hoffart, Nicole	Marketing Consultant	55,623	1,000
Hoffart, Paul	Senior Engineer	96,385	1,000
Hogan, Tyler P.	Firefighter	88,708	-,
Hoggan, Rodney	Equipment Operator III	69,938	44
Hohne, William D.	Casual Labourer	64,081	
Holden, Christopher	Director, Communications	161,643	2,650
Holhauser, Derwin G.	Crew Lead, Asphalt Plant	97,737	2,050
Holloway, Ronald	Bus Operator	52,134	157
Holmes, Rickey J.	Fire Inspector	52,820	57,930
Honnes, Herey J.		52,820	51,750

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Holmes-Binns, Aaron	Senior Assessment Appraiser	81,595	
Holt, Bart K.	Firefighter	100,891	59
Holt, Mark M.	Casual Labourer	54,643	
Holtz, Reg J.	Casual Labourer	56,225	
Hood, Jack	Solid Waste Truck Operator	61,298	88
Horning, Richard G.	Supervisor of Urban Forestry	79,556	
Houston, Shannon R.	Coordinator, Project Services	82,214	20,470
Howatt, Randy	Crew Lead, Hydrants	58,180	100
Howden, Breanne J.	Senior Financial Reporting and Policy Advisor	93,952	1,000
Howden, Cindy L.	Privacy and Freedom of Information Officer	61,709	
Howell, Braden D.	Casual Labourer	63,970	
Howell, Tracy D.	Lieutenant	124,116	255
Howie, Karen G.	Manager, Sweeping and Alleys	119,832	1,988
Howse, Kristy M.	Manager, Investments	83,429	2,325
Hoyt, Vernon	Bus Operator	57,490	118
Hu, Yafei	Project Engineer	94,537	1,000
Huber, Alvin F. G.	Supervisor, Technology Applications	94,091	0
Hubich, Chad	Technical Support Specialist II	97,477	1,000
Hubick, Garth	Supervisor, Parks Maintenance	70,566	
Humphreys, Devon M.	Casual Labourer	60,875	
Humphreys, Neville M.	Equipment Operator IV	95,360	
Hunt, Marcel W.	Casual Labourer	64,682	100
Hurley, Shawn	Journeyperson, Mechanic	76,290	200
Hustak, Lisa	Bus Operator	54,409	50
Hutchinson, Lee A.	Journeyman Transit	66,184	9,500
Hutton, Tanya	Leadman, Parks Maintenance	54,642	
Huzina, Rebecca A.	Weigh Scale Attendant II	50,640	6,398
Hyder-Shaikh, Khayyam	Bus Operator	56,410	175
Hyndman, Gillian	Manager, Project Support Office	104,956	2,100
Ibalio, Eric P.	Casual Labourer	52,766	
Illingworth, Cindy A.	Accounting Clerk V	53,434	
Imtiaz, Yasir	Bus Operator	56,652	25
Imumorin, Peter I.	Senior Engineer	98,053	7,288
Insley, Andrea L.	Revenue Services Analyst	67,424	1,000
Iqbal, Jamshaid	Bus Operator	75,711	175
Israel, Elizenda	Financial Admin Business Systems Analyst	74,828	1,000
Izsak, Brian	Asphalt Plant Operator	55,465	
Jackson, Bradford W.	Equipment Operator III	56,466	190
Jackson, G. Layne	Deputy Chief	144,444	1,988
Jacobson, Cortnie	Human Resources Consultant	90,418	
Jacobson, Kevin R.	Bus Operator	81,978	175
Jakubowski, Paul	Firefighter	109,073	236

# **Employee Remuneration - General Municipal**

#### For the Year Ended December 31, 2015

Employee NameEmployee TitleRegularOtherJames, Cary, D. W.Project Coordinator, Trades75,128James, PaulRoute Maintenance Worker60,345225Jara, Jose M.Supervisor, Technology Applications83,217Jeannot, Bryce B.Firefighter100,97759Jeffery, SteveManager, Landfill Operations134,1571,988Jensen, Chris J.Journeyperson, Parts57,890198Jensen, Chris J.Journeyperson, Parts65,814Jesson, AllenSolid Waste Truck Operator58,943Jijian, Chris D.Bottomman55,749Jijian, David D.Supervisor, Field Operations96,186Jin, QiunyingTechnologist II, Roadways and Traffic56,641Johnson, ColindaSenior Assessment Appraiser82,307Johnson, ColindaSenior Assessment Appraiser54,714Johnson, Maren W.Journeyperson, Parts54,714Johnson, Warren W.Journeyperson, Parts54,714Johnson, Warren W.Journeyperson, Parts54,714Johnson, Warren W.Journeyperson, Parts54,714Johnston, Ward A.Coordinator, Workforce Development71,071Johnston, Ward K.Intrafineer90,856Jordin, Jacqueline M.Payroll Officer I56,258Jordan, Mike A.Technologist II, Roadways and Traffic63,117Johnston, Ward K.Coordinator, Mechanical85,303Jonston, Ward K.Intrastructure Records Technician68,337Jordan			Remuner	ation
James, PaulRoute Maintenance Worker60,345225Jarn, Jose M.Supervisor, Technology Applications83,217Jeannot, Bryce B.Firefighter100,97759Jeffery, SteveManager, Business Solutions134,1571,988Jelinski, GregManager, Landfill Operations130,0871,988Jeinski, GregManager, Landfill Aperations57,8901,988Jerkovits, Nicole R.Program Specialist, Aquatics65,8141Jessop, AllenSolid Waste Truck Operator58,9431Jijan, Chris D.Bottomman55,7491Jin, QianyingTechnologist II, Rodaways and Traffic56,6411Johnson, ColindaSupervisor, Leisure Centres82,9951Johnson, ColindaSupervisor, Leisure Centres82,95049Johnson, Marten W.Journeyperson, Parts54,7141000Johnson, Marten W.Journeyperson, Parts54,7141000Johnson, Marten W.Journeyperson, Parts54,7141000Johnston, Wendy A.Coordinator, Workforce Development74,2511,000Jolitimore, Robert S.Seniore Engineer90,5861001Jordan, Mike A.Journeyperson Apprentice63,017223Jordan, Mike A.Journeyperson, Apprentice63,017223Jordan, Mike A.Trades Coordinator, Mechanical85,00377Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Duelmar M.Equipment Operator II <t< th=""><th>Employee Name</th><th>Employee Title</th><th>Regular</th><th>Other</th></t<>	Employee Name	Employee Title	Regular	Other
James, PaulRoute Maintenance Worker60,345225Jara, Jose M.Supervisor, Technology Applications83,217Jeannot, Bryce B.Firefighter100,97759Jeffery, SteveManager, Business Solutions134,1571.988Jelinski, GregManager, Landfill Operations130,0871.988Jeinski, GregManager, Landfill Aperations57,8901.988Jerkovits, Nicole R.Program Specialist, Aquatics65,8141Jessop, AllenSolid Waste Truck Operator58,9431Jijan, Chris D.Bottomman55,7491Jin, QianyingTechnologist II, Rodaways and Traffic56,6411Johnson, ColindaSupervisor, Leisure Centres82,9951Johnson, ColindaSupervisor, Leisure Centres82,95749Johnson, Marten W.Journeyperson, Parts54,7141000Johnson, Marten W.Journeyperson, Parts54,7141000Johnson, Marten W.Journeyperson, Parts54,7141000Johnston, Wendy A.Coordinator, Workforce Development74,2511.000Jolitimore, Robert S.Seniore Engineer90,58610010Jordan, Mike A.Journeyperson Apprentice66,301223Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Duelmar M.Faclities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyal, Marcel C.Journeyperson Apprentice67,1132Jor	James, Cary D. W.	Project Coordinator, Trades	75,128	
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Jin, QianyingTechnologist II, Roadways and Traffic56,641Johnson, CeciliaSupervisor, Leisure Centres82,995Johnson, ColindaSenior Assessment Appraiser86,3671,000Johnson, Janell Y.Firefighter82,95049Johnson, Mark A.Technologist II, Roadways and Traffic67,1171000Johnson, RyanSupervisor, Pest Management71,0711Johnson, RyanSupervisor, Pest Management74,2511,000Jolinore, RyanSupervisor, Pest Management74,2511,000Jolinore, RyanSupervisor, Pest Management68,8300Jordan, Darcy K.Infrastructure Records Technician68,8300Jordan, Darcy K.Infrastructure Records Technician68,830723Jors, Celmar M.Facilites Operator I59,76759,767Jose, Shane W. J.Equipment Operator II78,1751,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCaptain123,982300Jukes, Eden A.Firefighter72,238Kachuik, Artie W.Casual Labourer72,288Kalenchuk, RyanTechnologist II, Environmental67,389Kalenchuk, RyanTechnologist II, Environmental67,389Kalenchuk, RyanTechnologist II, Environmental67,389Kalin, Gaiael L.Priefighter19,575Kalink, Gaiael L.Priefighter15,575Kalink, C	Jijian, Chris D.	Bottomman	55,749	
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Johnson, Warren W.Journeyperson, Parts54,714Johnston, Mark A.Technologist II, Roadways and Traffic67,117100Johnston, RyanSupervisor, Pest Management71,0711000Johnston, Wendy A.Coordinator, Workforce Development74,2511,000Jolimore, Robert S.Senior Engineer90,58656,258Jordan, Darcy K.Infrastructure Records Technician68,830Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curits M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,7677Jose, Shane W. J.Equipment Operator II78,17599,767Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptainCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132302,258Kabatoff, KenSupervisor, Parks Development96,53749Kaip, Steve A.Firefighter72,2881000Kailenchuk, ByanTechnologist II, Environmental67,3891000Kalin, Faisal L.Project Engineer98,5891,000Kalin, Faisal L.Project Engineer98,5891,000Kalin, Faisal L.Project Engineer67,33955Kalichuk, Lardon L.Firefighter67,33955Kalichuk, Landon L.Firefighter69,73957Kaminski, Levi T.Kalencek58,005100,662 <t< td=""><td>Johnson, Colinda</td><td>Senior Assessment Appraiser</td><td>86,367</td><td>1,000</td></t<>	Johnson, Colinda	Senior Assessment Appraiser	86,367	1,000
Johnston, Mark A.Technologist II, Roadways and Traffic67,117100Johnston, RyanSupervisor, Pest Management71,071Johnston, Wendy A.Coordinator, Workforce Development74,2511,000Jolimore, Robert S.Senior Engineer90,58690,586Jordan, Darcy K.Infrastructure Records Technician68,83090Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,76799,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132302Julien, GlennCasual Labourer52,249749Kabetoff, KenSupervisor, Parks Development96,53749Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II, Environmental67,3891,000Kalim, Garoly J.Senior Engineer98,5891,000Kalim, Garoly J.Senior Engineer98,5891,000Kalim, Fasial L.Project Engineer69,73949Kalin, Fasial L.Project Engineer69,73973Kalin, Fasial L.Project Engineer69,73973Kalink, LarySales and Salvage Clerk58,00551,783	Johnson, Janell Y.	Firefighter	82,950	49
Johnston, RyanSupervisor, Pest Management71,071Johnston, Wendy A.Coordinator, Workforce Development74,2511,000Jollimore, Robert S.Senior Engineer90,586Joorisity, Jacqueline M.Payroll Officer I56,258Jordan, Darcy K.Infrastructure Records Technician68,830Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,76759,767Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer96,537Kachuik, Artie W.Casual Labourer96,537Kalenchuk, RyanTechnologist II, Environmental67,389Kalenchuk, RyanTechnologist II, Environmental67,389Kalim, Faisal L.Project Engineer98,5891,000Kalim, Faisal L.Project Engineer90,775375Kalinhuk, Landon L.Firefighter69,73958,580Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, Levi T.Firefighter51,78351,783	Johnson, Warren W.	Journeyperson, Parts	54,714	
Johnston, Wendy A.Coordinator, Workforce Development74,2511,000Jolimore, Robert S.Senior Engineer90,586Joorisity, Jacqueline M.Payroll Officer I56,258Jordan, Darcy K.Infrastructure Records Technician68,830Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyae, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kaabtoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II, Environmental67,389Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kalichuk, Lori-AnnManager, Business Support90,775375Kaminski, LarnySales and Salvage Clerk58,00551,783	Johnston, Mark A.	Technologist II, Roadways and Traffic	67,117	100
Jollimore, Robert S.Senior Engineer90,586Joorisity, Jacqueline M.Payroll Officer I56,258Jordan, Darcy K.Infrastructure Records Technician68,830Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curits M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,76759,767Jose, Shane W. J.Equipment Operator II78,17550Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,51550Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,26550,265Kabatoff, KenSupervisor, Parks Development96,53749Kaip, Steve A.Firefighter72,28874,98Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,3891,000Kalim, Faisal L.Project Engineer98,5891,000Kalim, Faisal L.Project Engineer69,73949Kalink, Lardon L.Firefighter69,73955Kalinkuk, Landon L.Firefighter69,73955Kalinkuk, Landon L.Firefighter69,73955Kalinkuk, LarySales and Salvage Clerk58,00551,783	Johnston, Ryan	Supervisor, Pest Management	71,071	
Joorisity, Jacqueline M.Payroll Officer I56,258Jordan, Darcy K.Infrastructure Records Technician68,830Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132302Julien, GlennCasual Labourer52,49749Kaip, Steve A.Firefighter72,28849Kalenchuk, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288118Kalenchuk, RyanTechnologist II, Environmental67,3891,000Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer69,73940Kalin, Karolyn J.Senior Engineer69,73940Kalin, Karolyn J.Senior Engineer90,775375Kalininski, LarrySales and Salvage Clerk58,00551,783	Johnston, Wendy A.	Coordinator, Workforce Development	74,251	1,000
Jordan, Darcy K.Infrastructure Records Technician68,830Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judes, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer52,49749Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II, Environmental67,3891,000Kalim, Faisal L.Project Engineer98,5891,000Kalim, Faisal L.Project Engineer69,739375Kalinichuk, Landon L.Firefighter69,739375Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Jollimore, Robert S.	Senior Engineer	90,586	
Jordan, Mike A.Journeyperson Apprentice63,017223Jors, Curtis M.Trades Coordinator,Mechanical85,00377Jors, Delmar M.Facilities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer52,49749Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician100,634118Kalenchuk, Rain L.Project Engineer98,5891,000Kalim, Faisal L.Project Engineer69,7391000Kalinn, Karay L.Firefighter69,739100,662Kalinn, KaryySales and Salvage Clerk58,005375Kaminski, LarvySales and Salvage Clerk58,005	Joorisity, Jacqueline M.	Payroll Officer I	56,258	
Jors, Curtis M.Trades Coordinator, Mechanical85,00377Jors, Delmar M.Facilities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,389Kalim, Garolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer90,775375Kallichuk, Landon L.Firefighter69,7397375Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Jordan, Darcy K.	Infrastructure Records Technician	68,830	
Jors, Delmar M.Facilities Operator I59,767Jose, Shane W. J.Equipment Operator II78,175Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II, Environmental67,3891,000Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallin, KarySales and Salvage Clerk58,005375Kaminski, LarrySales and Salvage Clerk58,00551,783	Jordan, Mike A.	Journeyperson Apprentice	63,017	223
Jose, Shane W, J.Equipment Operator II78,175Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,389Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer69,739Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Jors, Curtis M.	Trades Coordinator, Mechanical	85,003	77
Joyal, Marcel C.Journeyperson, Plumber/Gasfitter79,515Joyce, LeslieProject Leader, Business Technology81,3971,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II, Environmental67,389Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer69,739Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Jors, Delmar M.	Facilities Operator I	59,767	
Joyce, LeslieProject Leader, Business Technology $81,397$ 1,000Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer96,537Kachuik, Artie W.Casual Labourer52,497Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634Kalim, Carolyn J.Senior Engineer98,589Kalim, Carolyn J.Senior Engineer98,589Kalin, Faisal L.Project Engineer90,775Kallichuk, Landon L.Firefighter69,739Kaminska-Rybak, Lori-AnnManager, Business Support90,775Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Jose, Shane W. J.	Equipment Operator II	78,175	
Judge, BrianCaptain123,982300Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,497Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634Kalim, Carolyn J.Senior Engineer98,589Kalim, Carolyn J.Senior Engineer98,589Kalin, Faisal L.Project Engineer100,662Kalinka-Rybak, Lori-AnnManager, Business Support90,775Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Joyal, Marcel C.	Journeyperson, Plumber/Gasfitter	79,515	
Jukes, Eden A.Technologist II, Water and Sewer Services67,132Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,389Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,73949Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Joyce, Leslie	Project Leader, Business Technology	81,397	1,000
Julien, GlennCasual Labourer50,265Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,497Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634Kalenchuk, RyanTechnologist II,Environmental67,389Kalim, Carolyn J.Senior Engineer98,589Kalim, Faisal L.Project Engineer100,662Kalink, Landon L.Firefighter69,739Kaminska-Rybak, Lori-AnnManager, Business Support90,775Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Judge, Brian	Captain	123,982	300
Kabatoff, KenSupervisor, Parks Development96,537Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,3891,000Kalim, Carolyn J.Senior Engineer98,5891,000Kalin, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,739375Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Jukes, Eden A.	Technologist II, Water and Sewer Services	67,132	
Kachuik, Artie W.Casual Labourer52,49749Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,3891000Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,739375Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Julien, Glenn	Casual Labourer	50,265	
Kaip, Steve A.Firefighter72,288Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,3891000Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,739375Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Kabatoff, Ken	Supervisor, Parks Development	96,537	
Kalenchuk, Danny W.Maintenance Person, Electrician102,634118Kalenchuk, RyanTechnologist II,Environmental67,389100Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,739100Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Kachuik, Artie W.	Casual Labourer	52,497	49
Kalenchuk, RyanTechnologist II,Environmental67,389Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,739100,775Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Kaip, Steve A.	Firefighter	72,288	
Kalim, Carolyn J.Senior Engineer98,5891,000Kalim, Faisal L.Project Engineer100,6621,575Kallichuk, Landon L.Firefighter69,739Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Kalenchuk, Danny W.	Maintenance Person, Electrician	102,634	118
Kalim, Faisal L.Project Engineer100,6621,575Kalichuk, Landon L.Firefighter69,7391Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,00551,783	Kalenchuk, Ryan	Technologist II, Environmental	67,389	
Kallichuk, Landon L.Firefighter69,739Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Kalim, Carolyn J.	Senior Engineer	98,589	1,000
Kaminska-Rybak, Lori-AnnManager, Business Support90,775375Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Kalim, Faisal L.	Project Engineer	100,662	1,575
Kaminski, LarrySales and Salvage Clerk58,005Kaminski, Levi T.Firefighter51,783	Kallichuk, Landon L.	Firefighter	69,739	
Kaminski, Levi T.Firefighter51,783	Kaminska-Rybak, Lori-Ann	Manager, Business Support	90,775	375
	Kaminski, Larry	Sales and Salvage Clerk	58,005	
Kanda, AjayBus Operator53,787175	Kaminski, Levi T.	Firefighter	51,783	
	Kanda, Ajay	Bus Operator	53,787	175

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Kapell, Gregory J.	Captain	130,582	355
Kapoor, Pam	Manager, Public Involvement	50,037	1,125
Karki, Sangam	Financial Operational Administrator	55,585	
Kasperski, Sharon V.	Business and Performance Support Strategist	89,997	1,988
Kauck, Gerald L.	Automated Side Loader Operator	60,227	,
Kay, Gerard	Deputy Chief	120,702	28,209
Kazilis, Nick	Senior Development Manager	125,418	6,488
Keck, Harvey	Facilities Operator I	56,060	
Keith, John A.	Supervisor, Field Operations	107,147	
Kelemen, Renay D.	Employee Administrator	58,220	
Kempf, Paul D.	Community Consultant	57,149	
Kerr, Bradley J. P.	Firefighter	94,295	
Kerr, Jacelyn	Facilities Operator I	53,853	
Kerth, Cindy L.	Senior Bylaw Standards Officer	89,230	
Kessler, Heidi M.	Technologist II, Water, Sewer and Waste Management	10,275	90,756
Kessler, Richard	Equipment Operator IV	64,034	484
Khaja, Aizaz U.	Revenue Services Analyst	61,055	
Kilbach, Darrell A.	Crew Lead ,Water and Sewer Construction	31,128	23,434
Kilbride, Mike D.	Journeyperson, Plumber/Gasfitter	80,057	99
King, Maurice	Bus Operator	77,085	25
King, Terry P.	Supervisor, Field Operations	87,020	
King, Tim	Facilities Operator I	58,267	99
Kinney, Donald	Foreman, Facilities Operations	80,645	
Kinvig, David R.	Assistant Chief, Fire	135,524	1,988
Kirstein, Alvan	Crew Lead, Roadway Operations	80,503	100
Kirstein, Cory A.	Firefighter	100,891	59
Kiss, Alex	Leadman, Parks Maintenance	57,903	49
Kiss, Frank	Meter Reader	51,289	
Kistner, Don G.	Training Captain	120,210	58
Klaudeman, Sean A.	Crew Lead, Traffic Operations	66,997	
Klein, David J.	Casual Labourer	51,143	
Klein, Maurice A.	Crew Lead, Traffic Pavement Marking	66,737	38
Klein, Trevor W.	Business Solutions Specialist	66,971	1,000
Kliman, Jonathan	Firefighter	105,013	118
Klippenstein, Neil B.	Business Systems Analyst	69,286	2,610
Klock, William F.	Crew Lead, Meters	56,546	,
Kluge, Darcy A.	Bus Operator	58,530	113
Klyne, Steve	Bus Operator	61,040	135
Knaus, Brent W.	Senior Business Solutions Consultant	85,900	1,000
Koch, Dale	Journeyperson, Carpenter	63,656	,
Koch, Danny	Firefighter	104,923	118
Koch, Nicholas J.	Firefighter	107,224	117
Kochar, Joe A.	Container Maintenance Leadperson	66,803	
Kocoy, Dwayne A.	Bus Operator	76,281	25

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Koffler, Chris D.	Firefighter	101,106	59
Kofoed, Devon J.	Technical Support Analyst I	65,874	1,000
Kohle, Louise	Database Analyst	86,045	1,000
Kohut, Dennis	Journeyperson, Mechanic	75,724	200
Koivisto, Kari J.	Director, Fleet Services	161,643	2,650
Kolbeck, Mitchel B.	Project Engineer	76,236	1,000
Kondratiuk, Tracy L.	Market Research Analyst	65,665	1,000
Konkin, Kynan A.	Heavy Duty Mechanic Apprentice	60,394	1,000
Koot, Carla M.	Manager, Pensions and Disability Admin	85,664	1,950
Koot, Mike L. L.	Technologist ll	69,621	1,950
Koot, Mike M.	Firefighter	108,241	235
Kopan, Lonny A.	Firefighter	100,891	2 <i>55</i> 59
Korchinski, Conrad A.	Firefighter	51,783	57
Koroluk, Shawn P.	Policy and Procedure Analyst	69,866	1,000
Korpan, Rhonda L.	Manager, Trans, Compensation and Benefits	119,983	1,000
Koshinsky, Kelsey R.	Communications Consultant	62,945	1,988
Kotsetas, Maria	Neighbourhood Centre Programmer	52,574	1,000
Koul, Vishal	Senior Business Solutions Consultant	82,422	1,000
		82,422 74,281	1,000
Kovach, Glen F.	GIS Programmer		1,000
Kowal, Shawn J.	Journeyperson, Mechanic	63,988	
Kowbel, Jered L.	Skilled Labourer	71,799	100
Kozack, Jay	Trades I,Sewer Services	61,447	100
Kozakewich, Jaeson	Firefighter	106,995	118
Kozar, Craig	Manhole Builder	56,299	
Kozlowski, Teagan M.	Human Resources Associate	67,985	-
Kozlowski, Trevor A.	Firefighter	101,170	59
Krahenbil, Brent	Manager, Facilities Maintenance	125,382	1,988
Krasilowez, Lydia	Asset Administrator	65,597	1,000
Kraus, Trevor	Firefighter	110,475	237
Krawczyk, Keith Brian	Manager, Real Estate	53,072	900
Kreis, Drew J.	Firefighter	77,830	
Kreklewich, Dennis	Equipment Operator III	72,385	
Krentz, Laura G.	Bus Operator	61,937	25
Kress, Colter	Facilities Operator I	64,833	
Krieger, Neal	Bus Operator	92,589	175
Kriekle, David A.	Equipment Operator IV	51,452	
Krismer, Gerald	Assistant City Assessor	131,535	1,988
Krogsgaard, Kresten E.	Engineer	63,726	1,000
Krohn, Robert G.	Facilities Operator I	62,763	
Krueger, Jayne C.	Legal Counsel	106,563	2,020
Krupski, Robert A.	Facilities Maintenance Coordinator	85,926	
Kuhn, Mary	Senior Real Estate Clerk	53,404	
Kullman, Randy D.	Captain	129,263	297
Kumaran, Pathma R.	Coordinator, Financial and Business Support	81,383	1,000

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Kuntz, Blake R.	Captain	100,543	16,887
Kuntz, Christopher G.	Technologist II, Roadways and Traffic	56,225	
Kuntz, Daniel F.	Firefighter	51,879	
Kuntz, Greg M.	Manager, Environmental Services	109,643	1,950
Kurty, Kathy J.	Coordinator, Cemeteries	49,001	1,000
Kuruliak, Randy	Coordinator, Construction Programming	68,232	43,082
Kuzmicz, Diane	Paratransit Clerk	59,540	,
Kvamme, Darcy L.	Bus Operator	59,602	25
Kwok, Olivia J.	Specialist, Waste Minimization	56,587	
Kydd, Travis B.	Firefighter	100,891	59
Kyle, Norman P.	Director, Roadways and Transportation Svcs	106,587	1,850
Labadie, Jack J.	Residential Building Inspector II	62,758	35
Lach, Danita	Coordinator, Workforce Development	63,346	
Lafontaine, Les	Equipment Operator II	78,056	
Lafontaine, Mike	Firefighter	108,290	236
Lainey, Daniel M.	Landscape Construction Technician	65,008	
Lalonde, Jean-Paul	Skilled Labourer	70,961	71
Lalonde, Joseph P. H.	Journeyperson, Carpenter	69,600	
Landry, Terry	Journeyperson, Welder	37,142	45,259
Lang, Audrey	Coordinator, T ax Admin and Collections	80,800	1,000
Lang, Kevin J.	Coordinator, Cross Connection and Metering	76,764	80
Latoski, Michael J.	Senior Engineer	105,821	1,000
Lawford, Casey	Firefighter	104,923	118
Lazurca, Jeremy D.	Supervisor, Field Operations	59,455	
Leach, Mitchell	Leadman, Parks Maintenance	59,529	100
Lea-Wilson, Colin	Bus Operator	59,756	175
Leblanc, Ian P.	Technologist II, Roadways and Traffic	74,543	
Leclair, Douglas A.	Crew Lead, Concrete Services	78,635	
Lee, Chongmin	Project Engineer	48,650	1,814
Leeks, Linda	Council Officer	53,738	
Legard, Brian	Manager, Client Services and Labour Relations	140,382	1,988
Legault, Lisa S.	Director, Solid Waste	140,903	2,650
Legendre, Rock G.	Bus Operator	65,842	25
Leibel, Barry	Manager, Transit Fleet Maintenance	110,362	1,988
Leibel, Debbie J.	Billing Coordinator	81,223	1,000
Leier, Wade E.	Firefighter	88,288	,
Leippi, Brendon J.	Casual Labourer	61,310	
Lemon, Gregory A.	Coordinator, Property Tax and Admin	79,186	1,000
Len, Wendy	Legal Assistant	52,998	,
Lepine, Brett W.	Firefighter	69,680	
Leugner, Shanie L.	Manager, Long Range Planning	146,417	1,988
Levy, William J.	Coordinator, Corporate Facilities Security	92,182	1,000
Lewis, Robert	Bus Operator	57,676	11,212
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# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Liao, Qian	Senior Business Solutions Consultant	52,197	5,280
Lichtenwald, Jonathan C.	Firefighter	101,266	59
Lincoln, Chad K.	Firefighter	51,879	
Ling, James	Technical Support Analyst I	71,256	1,000
Lipp, Robert A.	Human Resources Consultant	106,075	100
Liski, Bruce	Supervisor, Irrigation Services	73,743	
Liskowich, Blake A.	Captain	128,024	290
Little, Brenda D.	Revenue Administration Clerk II	59,421	
Litzenberger, Jeremy T.	Supervisor, Field Operations	71,818	
Liu, Peidong	Project Engineer	95,626	1,000
Livesey, Richard A.	Crew Lead, Roadway Operations	59,952	100
Lockert, Maureen	Secretary II	53,447	
Lockert, Ronald	Journeyperson, Mechanic	77,900	200
Loef, Jonathan C.	Firefighter	77,773	
Loeppky, Doug G.	Foreman, Parks Maintenance	63,258	67
Loibersbek, Anthony	Serviceman	51,036	44
Longeau, Linda A.	Property Assessor	77,360	
Longman, Dan G.	Programmer Analyst II	61,873	
Longman, Greg	Journeyperson, Refrigeration/AC Mechanic	83,687	
Longpre, Mike J.	Skilled Labourer	65,923	
Looker, Bryan L.	Firefighter	51,879	
Looysen, Kelly J.	Bus Operator	60,784	206
Lord, Greg F.	Supervisor, Traffic Signals Trades	81,707	62
Lorenc, Andrew	Programmer Analyst III	77,154	1,000
Lorenc, Dariusz P.	Senior Business Solutions Consultant	110,008	1,000
Loucks, Darlene	Privacy and Freedom of Information Officer	92,220	
Love, Chris	Property Assessor	69,342	
Love, Richard A.	Business Solutions Specialist	73,564	1,000
Lowe, David	Firefighter	105,153	118
Lowenberger, Colyn	Director, Pension and Disability Admin	169,051	1,988
Lowes, Kelly D.	Lieutenant	118,396	256
Lubiniecki, Mathew J.	Firefighter	96,274	
Lubiniecki, Noel J.	Firefighter	107,927	177
Lubkiwski, Louanne	Facilities Operator I	54,031	
Lubkiwski, Randy B.	Facilities Operator I	54,458	
Lucas, Jason	Utilityperson II	55,866	25
Luchuck, Susan A.	Senior City Planner	79,170	1,000
Lucier, Elizabeth B.	Bus Operator	78,034	171
Lucier, Kevin	Dispatcher	60,793	113
Luhning, Nathan I.	Manager, Business Development	106,570	1,988
Lukey, Dale	Journeyperson, Carpenter	74,307	55
Lund, Brett R.	Firefighter	90,445	
Lustig, Brent	Human Resources Consultant	106,232	1 000
Luzny, Roberta A.	Financial Admin Business Systems Analyst	49,262	1,000

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Lye, Jeannette A.	Policy Analyst	78,899	1,000
Lysack, Dean M.	Supervisor, Field Operations	57,735	13,314
Lysack, Kinda	Coordinator, Waste Diversion Services	78,567	1,000
Lysack, Robert B.	Equipment Operator IV	67,768	
MacDonald, Chris P.	Firefighter	100,894	59
MacDonald, Jason	Financial Management Analyst	85,333	1,000
MacDonald, Jennifer L.	Senior Communications Strategist	66,401	
Machdanz, Shaun A.	Coordinator, Landfill Business Ops	74,983	1,000
Machniak, Kevin T.	Firefighter	108,045	182
MacKay, Kevin	Captain	128,778	296
MacLean, Jeff	Firefighter	102,930	59
MacLellan, Aaron	Firefighter	104,923	118
MacMillan, Stewart J.	Coordinator, Landscape Design	80,634	1,000
Magdalin, Darrel	Irrigation Worker II	52,723	146
Magee, Griffin C.	Casual Labourer	51,832	94
Mager, Danen T.	Lift Station Operator	87,975	
Mager, Keenan C.	Bottomman	72,018	
Magnus, Brent G.	Pension and Benefits Business Systems Analyst	74,288	1,000
Maher, Charles P.	Manager, Real Estate	119,942	1,988
Mahingen, Keith	Traffic Underground Installer	61,750	77
Mahussier, Randall J.	Coordinator, Construction Programming	73,365	1,000
Maidy, Tyson A.	Firefighter	77,830	
Mailander, Darryl	Supervisor, Sport Facilities	84,284	
Mailander, Rhonda L.	Manager, Business Support	91,014	1,975
Mailander, Trent G.	Coordinator, Client Support	86,920	1,000
Majore, April D.	Operational Service Representative	60,722	
Majore, Darrin K.	Equipment Operator III	67,076	
Maksymiw, Taylor	Firefighter	100,912	59
Makuch, Carley R.	Operational Service Representative	59,754	
Makuch, Gary M.	Journeyperson, Industrial Mechanic	55,865	
Malach, Rod	Journeyperson, Mechanic	79,558	200
Malawski, Leszek	Assistant Director, Roadways Operations	151,828	1,988
Malbeuf, Natalie C.	Purchasing Agent	51,553	
Mancinelli, Bonnie L.	Senior Communications Strategist	82,422	1,000
Mann, Maureen D.	Business Performance Consultant	54,977	,
Manwaring, Kevin	Forester II	69,806	
Marahatta, Punya Sagar	City Planner II	66,996	
Marchuk, John D.	Casual Labourer	50,352	44
Marcishchuk, Dolores	Administration Clerk	53,683	
Marcyniuk, Tim G.	Equipment Coordinator	59,779	
Marcynuk, Kelly R.	Coordinator, Customer Service	73,505	1,000
Mario, Ben G. W.	Senior City Planner	103,338	1,000
Mark, Darrell R.	Bus Operator	62,329	175
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# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuneration	
Employee Name	Employee Title	Regular	Other
Markel, Clint	Skilled Labourer	60,682	70
Markewich, Gregory D.	Manager, Financial Operations	125,418	1,988
Markewich, Laura L.	Assistant Chief, Business Support and Technical Services	128,927	1,988
Markowski, Evan	Crew Lead, Landfill	78,254	
Markowski, Jodi L.	Casual Labourer	50,850	
Marlin, S. Jill	Bylaw Prosecution Officer	72,424	
Martin, Dawn P.	Manager, Strategy and Performance	129,784	1,988
Martin, Karen	Paratransit Clerk	58,856	
Martin, Kyle	Bus Operator	63,606	325
Martin, Larry	Bus Operator	98,359	124
Martin, Mike J.	Geomatics Technician I	63,559	
Maserek, Ashley	Human Resources Consultant	86,407	
Masney, Lawrence	Crew Lead, Grade Finisher	74,966	
Mason, Erin S.	Development Control Officer II	64,731	
Massier, Daryl	Fleet Training Officer	69,548	1,000
Masson, Dwayne R.	Subdivision Inspector	61,777	
Matheson, Elizabeth M.	Coordinator, Cultural Development	77,854	1,000
Matheson, Shawn S.	Facilities Operator I	54,856	
Matthew, Deborah	Senior Alarm Dispatcher	116,210	298
Matthewson, Bruce D.	Facilities Operations Administrator	17,917	34,655
Maurice, Robert H.	Captain	128,424	356
Maximiuk, Jaclyn M.	Financial Admin Business Systems Analyst	63,528	1,000
May, Jeffrey D.	Manager, Sport and Recreation	120,849	1,988
Mayer, Jeremy	Firefighter	103,039	59
Mazzoni, Felice B.	Director, Planning	18,921	47,309
McCaig-Paisig, Debbi U.	Manager, Utility Billing	99,051	1,875
McCall, Dustin D.	Manager, Engineering Services	103,272	1,988
McCracken, Stan R.	Journeyman Transit	82,282	225
McCulloch, Bryce	Transit Training Coordinator	70,704	1,000
McCullough, Dustin R.	Assistant Chief, Fire	123,981	1,988
McCurry, Liam T.	Bottomman	77,649	
McDermott, Andrew J.	Casual Labourer	52,109	236
McDonald, Barry L.	Bus Operator	60,020	157
McDonald, Dean E.	Equipment Operator IV	78,538	
McDonald, Kelly D.	Engineering Assistant II	60,340	
McDonald, Kevin A.	Service and Information Clerk	52,548	
McDowell, Melissa L.	Human Resources Associate	63,472	
McEachern, Meghan B.	Business Performance Consultant	57,801	1,000
McElravey, Debbie L.	Facilities Operator I	56,851	
McFadden, Ken	Sign Shop Worker	54,136	72
McFadzean, Tom	Foreman, Facilities Operations	77,368	
McFarland, Chris S.	Utilityperson	56,611	
McGillis, Barry	Bus Operator	53,225	6,981
McGirr, Richard C.	Casual Labourer	60,977	

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

	Remu		neration	
Employee Name	Employee Title	Regular	Other	
McGregor, Mandy	Human Resources Consultant	103,862		
McGregor, Shawn D.	Bus Operator	62,770	25	
McIvor, Russ	Firefighter	113,316	237	
McKay, Lucas J.	Skilled Labourer	51,798	77	
McKellar, Darla D.	Community Consultant	65,215		
McKenzie, Alicia M.	Community Consultant	60,469		
McKenzie, Brad W.	Policy Analyst	80,645	1,000	
McKinnon, Kyle M.	Firefighter	77,830	,	
McLean, Dallas D.	Housing Standards Inspector	64,106		
McLean, Tim N.	Solid Waste Truck Operator	53,662		
McLellan, James R.	Legal Counsel	113,050		
McLennan, Jody M.	Firefighter	108,718	177	
McLeod, Kelly L.	Mechanic	100,317	59	
McMillan, Dallas J.	Firefighter	115,946	259	
McMillan, Ward T.	Skilled Labourer	75,726		
McNeil-Wilson, Andrea	Manager, Parking Services	112,497	1,988	
McNichol, Robert G. W.	Project Engineer	76,760	· · · ·	
McPherson, Jill M.	Senior Business Solutions Consultant	106,064	1,025	
McRae, Garry	Firefighter	107,994	192	
McRorie, Jonathan B.	Firefighter	77,830		
McStay, Robert	Firefighter	102,908	59	
McWatters, Daniel W.	Journeyman Body Repairman	70,329	225	
Meacher, Kevin W. B.	Paratransit Coordinator	73,887	1,000	
Mead, Glen A.	Foreman, Landfill	30,744	22,883	
Meek, Don J.	Technical Support Analyst II	71,785	1,000	
Melnechenko, Flora	Senior Purchasing Agent	75,451	51	
Memon, Saleem M.	Senior Engineer	105,844	1,000	
Merk, Joanne A.	Business Support Analyst	51,492	1,000	
Metcalfe, Kyla A.	Bus Operator	53,709	175	
Meyer, Chance	Casual Labourer	50,428	1,0	
Meyer, Melissa J.	Development Control Officer II	65,301		
Meyerhoffer, James L.	Equipment Operator II	56,475		
Michael, Gaza L.	Supervisor, Field Operations	86,947	52,951	
Mickleborough, Jim E.	Supervisor, Field Operations	93,569	02,001	
Middleton, Warren H.	Transportation Services Officer	85,097	1,000	
Migneault, Shane	Journeyperson, Plumber/Gasfitter	84,006	66	
Mignon, Kevin P.	Supervisor, Field Operations	133,326	00	
Mihial, Keith D.	Firefighter	106,675	120	
Milessa, Mauro	Coordinator, Water and Sewer	71,061	120	
Miller, Greg	Bus Operator	66,519	135	
Miller, Lauren N.	Senior City Planner	84,881	1,000	
Miller, Michael G.	Bus Operator	86,363	2,001	
Miller, Scott B.	Manager, Assessment Research	120,119	2,001 1,988	
Milliken, David J.	Coordinator, Water and Sewer Programming		1,988	
winnken, David J.	Coordinator, water and Sewer Programming	86,345	1,000	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuneration	
Employee Name	Employee Title	Regular	Other
Mills, Diana L.	Bus Operator	60,363	25
Mills, Tanya	Coordinator, Business System Administrator	89,064	1,000
Milo, Leonard D.	Firefighter	107,948	177
Milos, Leslie J.	Journeyperson, Mechanic	76,131	200
Mital, Rajeev	Parking Services Analyst	74,179	1,000
Mitchell, James W.	Equipment Operator III	72,724	,
Moes, Bradley J.	Firefighter	104,923	118
Moffatt, Lee M.	Firefighter	100,891	59
Moffatt, Tracy	Supervisor, Fleet Stores	78,064	
Mohr, Patricia D.	Payroll Officer I	53,252	
Mohr, Tina L.	Equipment Operator III	60,760	
Moldenhauer, Greg	Casual Labourer	63,726	
Montgomery, Raymond J.	Skilled Labourer	65,901	
Monz, Richard	Captain	129,264	296
Moore, Gord	Supervisor, Golf Courses	103,817	
Moore, Thomas A.	Coordinator, Water and Sewer Programming	89,149	1,000
Moorhead, Richard	Lieutenant	125,744	284
Moran, Thomas J.	Captain	128,214	295
Morgan, Ray	Director, Parks and Open Space	134,535	2,650
Moroz, Mark	Firefighter	102,908	59
Morris, Howard M.	Captain	10,855	57,524
Morris, Vassiana A.	Journeyperson, Mechanic	79,578	200
Morrison, Melody G.	Coordinator, Furniture, Fixtures and Equipment	75,276	1,061
Morrison, Nathan N.	Branding and Marketing Manager	103,968	1,988
Morrissette-Bird, Chris W.	Skilled Labourer	52,674	
Moyer, Greg	Manager, Fleet Maintenance	106,142	1,988
Moyse, Tammy L.	Coordinator, Purchasing	72,142	
Mudford, Vernon	Residential Building Inspector II	64,876	
Mueller, Christopher M.	Geospatial Technician	54,757	
Mullakunnel Augustine, Sajesh	Bus Operator	59,762	25
Mundy, James	Equipment Operator II	73,410	
Mundy, Kevin	Journeyman Transit	93,283	25
Munro, Tara D.	Permit Facilitator	60,910	
Munson, Pamela A.	Human Resources Associate	62,680	72
Murrell, Jamie D.	Administrative Associate	58,142	
Nabe, Toriann E. M.	Administrative Support Human Resources	52,507	
Nadon, Brent D.	Manager, Budget and Financial Services	63,501	1,050
Nagel, Curtis D.	Captain	127,405	293
Nagel, Lorella	Parking Services Officer	56,121	
Nahnepowisk, Kenneth R.	Bus Operator	75,321	124
Nargang, Riley T.	Casual Labourer	53,149	
Nash, Steve E.	Firefighter	97,447	120
Nathanail, Dina	Legal Assistant	50,468	

# **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuneration	
Employee Name	Employee Title	Regular	Other
Navin, Erin B.	Senior Communications Strategist	53,211	
Neal-Morgan, Janice E.	Financial Analyst	68,837	
Neilson, Kristina	Skilled Labourer	50,405	84
Neilson, Shawn	Journeyperson, Mechanic	75,791	200
Neithercut, Donna L.	Senior Collection Officer	60,046	
Nelson, Daniel P.	Casual Labourer	56,824	
Nelson, Stephen K.	Assistant Chief, Safety and Logistics	93,691	1,988
Nerbas, Jared M.	Firefighter	104,923	120
Neufeld, Aaron	Firefighter	104,849	118
Neufeld, Charmaine	Manager, Parks Maintenance	125,617	1,988
Neufeldt, Candy J.	Financial Operational Administrator	57,870	
Neumann, David	Lieutenant	124,284	279
Newman, Melvin G.	Senior Captain	146,572	414
Newson, Darrell S.	Firefighter	107,931	140
Nickel, Dave	Tire Repairperson	55,450	72
Nickel, Hugh J.	Process and Performance Consultant	88,812	1,000
Nicol, Jim A.	Executive Director, Chief Legislative Officer and City Clerk	182,554	13,974
Nielsen, Tara L.	Bus Operator	57,800	25
Nisbett, Chris S.	Fleet Training Officer	78,937	1,064
Nistor, Lisa M.	HR Analyst	78,483	
Nixon, Richel A.	Building Compliance Officer	50,784	
Noble, Kevin	Utility Billing Clerk	50,176	
Noname, Avanna J.	Casual Labourer	51,864	
Norbeck, Preston J.	Firefighter	87,100	
Norman, John R.	Senior Engineer	110,051	1,000
Normand, Connie L.	Human Resources Associate	72,661	
Oancia, Mark	Journeyperson, Mechanic	77,229	272
Oatway, Grant L.	Project Leader, Business Technology	89,961	1,000
Obarianyk, Yaroslav	Firefighter	104,946	118
O'Brien, Lauren G. K.	Business Solutions Coordinator	101,776	1,000
Ocampo, Joseph R.	Bus Operator	55,545	157
O'Connell, Thomas J.	Manager, Operational Renewal	134,064	1,988
O'Connor, Jonathan	Manager, Emergency Managementand Business Cont	115,428	1,988
Odia, Osaretin	Financial Admin Business Systems Analyst	75,465	1,000
Odling, Jana-Marie	Legal Counsel	116,225	
Odoh, Chidiebere	Human Resources Associate	66,596	
Olsen, Donald C.	Captain	133,618	355
Olsen, James	Bus Operator	93,992	173
Olshanoski, Barry L.	Casual Labourer	58,054	
Omar, Abdelkhalek	Project Engineer	54,264	10,000
Oni, Olumuyiwa	Database Analyst	88,802	1,000
Onrait, Kim G.	Executive Director, City Services	182,251	7,849
Onyskevitch, David	Facilities Operator I	63,638	

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

			Remuneration	
Employee Name	Employee Title	Regular	Other	
Orban, Jacqueline K.	Engineering Assistant IV	64,960		
Orban, Taylor B.	Firefighter	69,682		
Oroz, Milena	Programmer Analyst III	73,986	1,000	
Orthner, Jeff W.	Bus Operator	60,549	25	
Osipoff, Dennis	Truck Driver, Sewer and Water	64,979		
Ott, Jay V.	Firefighter	100,891	59	
Ouellette, Guy	Bus Operator	58,526	25	
Ouellette, Perry J.	Equipment Operator III	76,024		
Overend, Jay R.	Coordinator, Water and Sewer Programming	89,469	1,077	
Overs, Teena L.	Scheduling Officer	54,749		
Owens, Helen M.	Accounts Payable Clerk	53,716		
Owens, Twyla D.	Human Resources Consultant	87,115		
Packham, Tyler J.	Firefighter	104,924	118	
Pahl, Donovan M.	Development Assistant	72,912		
Pahl, Lisa Marie	Source Control Coordinator	59,870		
Paik, Kevin	Equipment Operator III	63,741		
Pamintuan, Librado	Technical Support Analyst II	76,351	1,000	
Panagabko, Blair	Firefighter	104,968	118	
Pare, Gary G.	Bylaw Standards Officer	62,791		
Parenteau, Rick	Water Attendant	55,781	55	
Parisian, Shane R.	City Hall Foreman	94,322	77	
Parisian, Tony	Cemeterian II	59,694		
Parisien, Brent J.	Bus Operator	99,948	25	
Parisien, Scott J.	Firefighter	69,693		
Parisien, Trevor S.	Captain	131,516	296	
Pasiechnyk, Chad C.	Firefighter	100,891	59	
Patel, Nilkanth G.	Bus Operator	59,663	2,871	
Patel, Nirav D.	Service Desk Analyst	57,699	1,000	
Patel, Niravkumar M.	Bus Operator	52,083	25	
Patel, Rahul K.	Bus Operator	64,852	274	
Paton, Donald	Bus Operator	72,775	25	
Patterson, Skylar R. L.	Firefighter	77,830		
Paulo, Marlon J.	Forester II	53,572	94	
Paulson, Joann J.	Coordinator, Geospatial Services	78,412	1,000	
Payak, Chris	Firefighter	104,923	118	
Pedersen, Laureen	Coordinator, Business Support	88,529	1,000	
Peigan, Anne-Marie	Bus Operator	58,451	25	
Pelletier, Charles A.	Solid Waste Truck Operator	52,113		
Pelletier, Colby J.	Casual Labourer	56,333		
Pelletier, Dionne	Trades I,Sewer Services	97,565		
Pelletier, Jeffery P.	Captain	129,744	354	
Pelletier, Marlowe T.	Coordinator, Fleet Training and Safety	90,629	1,000	
Pelletier, Vance	Semi Skilled Labourer	58,250	91	

### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	ation
	Employee Title	Regular	Other
Pelletier, Verne G.	Utilityperson II	64,467	212
Pelltier, Barry C.	Equipment Operator II	58,967	
Penna, Dustin L.	Traffic Signal Control Electrician	68,293	
Penner, Lee C.	Firefighter	106,714	119
Perrault, Robert A.	Bus Operator	52,303	175
Perreault, Robert J.	Bus Operator	60,560	25
Perry, Mark W.	Firefighter	115,094	255
Peter, James M.	Stock Clerk IV	64,561	88
Peters, James L.	Senior Captain	82,255	68,229
Peters, Jeff	Human Resources Consultant	104,935	
Peters, Pam J.	Property Tax Accounting Clerk	54,246	
Petrovitch, Carlo I.	Senior Business Solutions Consultant	79,682	1,000
Petrulias, Anthony	Human Resources Associate	75,597	
Pfeifer, Calvin B.	Journeyperson, Carpenter	55,471	
Phaneuf, Garry J.	Bus Operator	58,746	175
Phillips, Brayden S.	Firefighter	77,830	
Pieracci, Alberto	Supervisor, Field Operations	79,999	38,168
Pierre, Mike P.	Stock Clerk III	51,869	87
Pihach, Kelly N.	Human Resources Consultant	82,063	
Pipp, Colleen D.	Bylaw Standards Officer	60,689	
Plaster, Kit	Bus Operator	56,538	140
Pointer, Matthew R.	Firefighter	100,912	59
Poitras, Lorry	Equipment Operator III	66,258	
Polivka, Glenn	Bus Operator	109,486	171
Polsom, Andrew J.	Coordinator, Construction Programming	72,929	1,000
Polsom, Ernest E.	Director, Fire and Protective Services	161,643	
Polsom, James A.	Bus Operator	60,151	25
Polsom, Martin	Leadman,Landscape Trades	61,909	49
Pominville, James R.	Captain	128,301	335
Pompu, Brent W.	Bus Operator	56,312	84
Poncsak, Trevor A.	Bus Operator	62,346	175
Pontikis, Dena M.	Bus Operator	56,159	175
Poorman, Brian	Water Supply Maintenance Repairperson	61,222	
Porras, Myriam	Payroll Clerk II	65,373	
Posehn, Dewey	Business Solutions Consultant	80,727	1,000
Poure, Kenneth	Manager, Cemetery, Golf and Landscape Trades	140,493	
Powell, Brian E.	Manager, Organizational Effectiveness	118,034	1,988
Powell, Carrie A.	Administrative Associate	64,635	
Powell, Mike G.	Manager, Facilities Building Services	111,219	1,988
Powell, Philip D.	Survey Assistant	51,449	99
Powell, Shelley A.	Deputy City Clerk, Operations	57,280	23,271
Powers, Jordan	Firefighter	101,338	59
Prawzick, Angela	Public Education Officer	108,836	330
Priddell, Glen	Firefighter	27,739	45,427
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### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	ation
	Employee Title	Regular	Other
Prohar, Christopher J.	Firefighter	100,891	59
Proznick, Lynn	Dispatcher	104,585	59
Pugsley, Brian E.	Crew Lead, Roadway Operations	107,526	
Puszkar, Steve	Truck Driver, Sewer and Water	67,459	
Putz, Gerald A.	Captain	128,510	355
Quinlan, James	Skilled Labourer	50,032	83
Quinn, Stacy M.	Programmer Analyst I	66,024	1,000
Quinnett, Marc F.	Captain	126,238	296
Quiring, Wendy	Engineering Assistant III	54,324	
Racette, Dwayne A.	Facilities Operator I	66,582	
Rackow, Frederick C.	Technologist II, Water and Sewer Services	69,588	
Radadiya, Rakeshkumar	Bus Operator	53,119	3,147
Rai, Tej Bahadur	Bus Operator	53,900	25
Raison, Sean E.	Manager, Business Support	87,722	2,613
Ramirez, Milton J.	Dispatcher	65,206	175
Ranalli, Tawna	Program Specialist, Aquatics	66,563	
Randhawa, Jagjit S.	Electrical/Instrumentation Journeyperson	106,841	100
Rapitta, Colin C.	Small Tools and Equipment Specialist	50,049	
Reeder, Blair E.	City Hall Building Operator	55,978	
Reeve, Gordon A.	Bylaw Standards Officer	64,000	
Rehman, Ateeque	Bus Operator	57,370	25
Reiman, Trevor	Assistant Chief, Training	121,032	1,260
Reimer, Mark E.	Firefighter	69,679	
Reinhardt, Ken	Utilityperson II	55,370	225
Resch, Helen L.	Customer Service Representative II	53,530	
Reslein, Darlene V.	Collection Officer	41,183	12,507
Rettman, Bryon	Journeyperson, Painter and Decorator	67,019	
Rhodes, Lorne E.	Equipment Operator IV	73,532	
Richard, Yves	Manager, Neighbourhood Planning	113,561	1,988
Richards, Timothy	Traffic Operations Assistant	51,255	
Ridgway, Alison	Legal Administrative Assistant	64,187	
Rieger, Scott	Journeyman Body Repairman	72,849	223
Ripplinger, Daniel A.	Firefighter	51,879	
Ritchie, Wade J.	Casual Labourer	51,378	83
Roberts, Deidra	Casual Labourer	51,816	70
Roberts, Trevor	Firefighter	109,265	236
Robertson, Douglas V.	Meter Reader	51,772	
Robinson, Mike A.	Supervisor, Parks Maintenance	80,507	400
Robinson, R. Jeffrey	Property Assessor	77,666	
Roh, Hyuk-Jae	Project Engineer	92,066	1,000
Rohac, Walter E.	Foreman, Parks Maintenance	63,403	
Rokosh, Walter S.	Supervisor, Water Supply	146,181	

### **Employee Remuneration - General Municipal**

#### For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Rondeau, Paul A.	Bus Operator	61,210	150
Rope, Tony	Crew Lead ,Concrete Services	88,155	
Rosom, Sheryl L.	Customer Service Representative II	54,103	
Ross, Jeanne	Commercial Building Inspector I	65,995	
Ross, Murray	Captain	127,219	296
Rostad, Brent	Manager, Business Support	140,178	1,988
Roszell, Jason P.	Skilled Labourer	72,984	
Rotariu, Dale	Journeyperson, Carpenter	71,719	
Rothmar, Lindsay D.	Policy and Procedure Analyst	61,656	1,000
Rounce, Raelene	Business Solutions Specialist	80,367	1,000
Rowan, Donald L.	Supervisor, Field Operations	125,581	
Ruecker, Rayelle L.	Senior Paratransit & Scheduling Clerk	69,729	
Rugg, Christopher A. J.	Firefighter	106,675	118
Ruiters, Garret A.	Project Engineer	87,853	1,000
Rumancik, Jeff	Senior Operator	80,554	
Runge, Bonnie Lee	Property Assessor	77,666	
Runge, Darcy E.	Storekeeper, Transit	55,926	250
Runge, Spencer J.	Firefighter	51,944	
Rushton, Patrick	Journeyman Apprentice	65,819	25
Russell, Jim A.	Senior Business Solutions Consultant	88,028	
Russell, Richard G.	HR Analyst	82,184	
Rutten, Derek	Firefighter	102,908	59
Ryba, Randall W.	Fire Marshal	119,983	1,988
Saban, Osman	GIS Planner	65,344	
Sadlemyer, Trevor	Firefighter	104,921	117
Sale, Chris	Senior City Planner	94,432	1,000
Salesiotis, Dimitrios	Casual Labourer	73,542	
Sali, Barbara	Manager, Residential Assessment	110,965	1,988
Sali, Ronald	Bus Operator	58,733	25
Sali, Wade	Infrastructure Coordinator	88,938	1,000
Salisbury, Angela M.	Payroll Officer I	57,350	
Salmond, Todd	Journeyperson, Welder	60,627	
Samuelson, Conway C. J.	Crew Lead, Solid Waste Collection	61,516	39
Sanchuck, Darryl	Casual Labourer	59,956	
Sanders, Doug A.	Training Captain	119,749	59
Sanderson, David	Bus Operator	59,846	25
Sanith, Saylom	Casual Labourer	62,052	
Sanjenko, Tyler	Crew Lead, Roadway Operations	68,425	100
Sano, Brent	Bus Operator	82,232	50
Sano, Brian	Bus Operator	84,674	50
Santo, Lonny A.	Bus Operator	61,156	113
Sarasen, Jeremy	Weigh Scale Attendant II	54,147	
Sare, Kim	Senior City Planner	99,598	1,000

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	ation
	Employee Title	Regular	Other
Saroj, Neeraj	Senior Engineer	110,287	1,000
Saul, Joe	Firefighter	102,908	59
Saunders, Christopher	Trades Coordinator	101,336	
Sawchin, Richard	Bus Operator	60,681	113
Sax, Robert	Captain	127,203	296
Sayer, Dion	Lift Station Operator	84,657	57
Sazinski, Larry	Bus Operator	59,155	25
Schaeffer, Bruce	Captain	127,388	301
Schaeffer, Terence J.	Coordinator, Sport Facilities and Special Events	87,816	1,000
Schaffer, Wade	Facilities Operator I	51,378	
Scherer, Blair K.	Lieutenant	121,035	256
Scherr, Kelly J.	Director, Major Projects	161,304	2,710
Schikowski, Dawn M.	Manager, Business Support	97,806	2,050
Schlechte, Mark	Data Base Administrator	102,094	1,000
Schlechter, Joe F.	Swimming Pool Technician	74,558	
Schlitz, Dara K.	Supervisor, Asphalt Plant	103,262	
Schlosser, Glenda L.	Manager, Pensions and Disability Admin	110,944	1,988
Schlosser, Michael J.	Supervisor, Field Operations	83,310	,
Schlosser, Steve P.	Lead Operator	138,358	83
Schmalenberg, Lorrie	Manager, Corporate Accounting	153,392	1,988
Schmalz, Anthony G.	Firefighter	104,923	118
Schmidt, Della L.	Property Assessor	77,079	
Schmidt, Derek	Transportation Services Officer	75,911	1,183
Schmidt, Rodney	Manager, City Projects	114,003	1,988
Schneider, Brenden D.	Survey Assistant	51,565	
Schneider, Richard	Equipment Operator III	86,902	
Schneider, Tim D.	Commercial Building Inspector II	75,989	
Scholefield, Keifer J.	Heavy Duty Mechanic Apprentice	51,196	38
Schroder, Veronica G.	Coordinator, Recreation Facility Development	75,935	1,000
Schuler, Brian L.	Senior Assessment Appraiser	88,000	1,000
Schulkowsky, Mike	Senior Assessment Appraiser	89,570	1,000
Schultz, June I.	Director, Finance	149,378	2,650
Schultze, Robert W.	Manager, Commercial Assessment	118,121	1,988
Schumann, Chelsey A.	Bus Operator	60,834	25
Schumann, Jason W.	Firefighter	108,751	192
Schumann, Patricia A.	Bus Operator	56,471	126
Schutzman, Rhonda	Administrative Assistant	65,783	
Schwabe, Kirby	Dispatcher	73,803	115
Schwabe, Thomas	Tradesperson I	52,914	88
Schwartz, Todd A.	Human Resources Consultant	111,098	
Schwentke, Larry	Business Systems Analyst	69,478	1,000
Schwickrath, Gayle E. C.	Manager, Business Support	11,240	53,181
Scott, Tracy L.	Bus Operator	61,372	219
Scrimbit, Bernard	Equipment Operator II	90,689	
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#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Searle, Fred	Manager, Current Planning	113,607	1,988
Sebastian, Kelvin L.	Supervisor, Field Operations	17,319	55,819
Sebastian, Kirby M.	Utilityperson II	57,541	225
Sebastien, James J.	Development Assistant	61,052	99
Sebulsky, Randy G.	Captain	132,984	355
Seera, Ravi S.	Manager, Traffic Engineering	54,596	6,961
Seidenthal, Clifford	Supervisor, Technology Applications	91,131	
Seidlik, Brian T.	Senior Captain	132,293	352
Seifert, Myles	Captain	125,472	290
Selinger, Bobbie D.	Business Performance Consultant	83,855	
Selinger, Robert	Bus Operator	61,242	25
Sengah Udayan, Parsooramen	Journeyman Apprentice	62,723	
Senkow, Clifford M.	Lieutenant	124,576	282
Sentes, Coralie M.	Office Administrator	56,744	
Sentes, David	Equipment Clerk	52,354	
Sentes, Rick A.	Solid Waste Truck Operator	57,971	72
Seon, Candace D.	Executive Assistant	52,475	
Serbu, Tammy L.	Supervisor, Testing Lab and Mat Engineering	68,935	62
Setta, Tatsuyuki	Senior City Planner	47,307	5,429
Shalley, Laurie L.	Director, Community Services	142,492	2,722
Sharma, Pranav	Business Solutions Specialist	75,175	1,000
Sharp, Ivan	Coordinator, Construction Programming	88,726	1,000
Shaw, John	Foreman, Parks Maintenance	58,426	
Shaw, Simon	Electrician Apprentice	60,925	
Shearer, Jeff	Traffic Signal Coordinator	138,922	84
Sherman, Shane A.	Firefighter	100,891	59
Shiplack, Kevin	Truck Driver, Sewer and Water	65,363	
Shire, Dawn L.	Digital Print Technician	50,213	
Shull, Jerry	Firefighter	112,767	241
Siba, Robert F.	Journeyperson, Mechanic	80,079	200
Sikma, Derek J. A.	Firefighter	100,888	59
Sikorski, Calvin	Firefighter	108,532	236
Silva, Filonilo C.	Senior Engineer	109,371	1,028
Silverthorne, Aaron M.	City Hall Building Operator	60,550	
Simington, Bev A.	Bus Operator	59,758	25
Simpson, James T.	Asphalt Plant Operator	66,924	
Sinclair, Chad M.	Firefighter	88,288	
Sinclair, Kevin	Firefighter	116,474	236
Sindani, Emmanuel K.	Casual Labourer	56,023	
Sindani, Peter	Crew Lead ,Water and Sewer Construction	91,669	10,007
Singer, Chris H.	Trades 1, Distribution System Services	63,355	
Singh, Ajay	Bus Operator	50,708	113
Singh, Gurjeet	Bus Operator	62,061	435
Singh, Gurnek	Bus Operator	59,516	161

### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Singh, Harjinder	Bus Operator	53,554	168
Singh, Harpandeep	Bus Operator	55,372	193
Singh, Lukhbir	Bus Operator	66,707	3,279
Singh, Malkiat	Bus Operator	55,620	25
Singh, Mansimranjit	Bus Operator	54,292	148
Singh, Navjot	Bus Operator	68,864	200
Sinnott, Maureen A.	Tipps Program Clerk	50,412	
Sisco, Rod	Traffic Operations Coordinator	82,952	
Sitter, Luke R.	Firefighter	51,842	
Sjoberg, Brent	Deputy City Manager and Chief Operating Officer	254,707	21,264
Skaar, Daniel	Solid Waste Truck Operator	59,695	
Slater, Dave	Community Consultant	65,838	
Slater, Launa L.	Senior Business Solutions Consultant	77,786	1,000
Slinn, David R.	Casual Labourer	54,750	
Slywka, Ryley W.	Business Performance Consultant	87,364	1,000
Smadu, Delmar	Bus Operator	62,591	124
Smadu-Soveran, Bryan W.	Skilled Labourer	75,752	
Smela, Iryna	Administrative Associate	53,744	
Smerchynski, Tahnee A.	Human Resources Associate	61,243	
Smith, Brydon	Bus Operator	73,929	25
Smith, Curtis	Manager, Policy and Risk Management	116,631	1,988
Smith, Gail	Customer Service Representative II	55,431	
Smith, Holly	Dispatcher	68,687	161
Smith, Patricia D.	Operational Service Representative	58,825	
Smith, Randy	Firefighter	113,455	239
Smith, Robert J.	Technical Support Analyst II	62,199	
Smith, Stephen T.	Bus Operator	64,674	157
Smith, Tanya M.	Bylaw Standards Officer	61,060	
Smith, Wendy R.	Leadman, Parks Maintenance	57,499	
Snook, Lorrie L.	Administrative Assistant	66,058	
Snyder, Randall	Bus Operator	71,421	
Sokochoff, Dale K.	Journeyman Transit	84,272	225
Solie, Keith	Equipment Operator III	59,081	100
Solie, Tyson	Firefighter	78,342	
Solomon, Janice L.	Coordinator, Social Development	93,965	1,000
Solvason, Debbie	Bylaw Standards Officer	65,534	
Sorensen, Todd A.	Lieutenant	125,000	286
Soutar, Doug N.	Subdivision Inspector	61,030	77
Spelliscy, James D.	Firefighter	76,206	4,649
Spence, Derek O.	Bus Operator	75,544	25
Spencer, Holly F.	Bus Operator	60,434	135
Sprawson, Jacob T.	Engineering Assistant III	62,205	
Srochenski, Darren A.	Equipment Operator III	61,614	88
St. Onge, William	Equipment Operator II	61,266	

### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuneration	
	Employee Title	Regular	Other
Stainbrook, Corey A.	Journeyperson, Mechanic	75,127	200
Stamford, Lynley B.	Bus Operator	60,456	157
Standingready, Tim	Bus Operator	60,556	25
Stark Leader, Myrna L.	Manager, Communications	115,014	1,825
Stark, Mike	Firefighter	111,905	236
Stearns, Deborah L.	Coordinator, Customer Service	76,091	1,000
Stefan, Evan B.	Firefighter	100,891	59
Stefankiw, Melissa M.	Policy and Procedure Analyst	70,138	1,000
Steif, Morley G.	Building Inspection Engineer	107,099	1,000
Steiner, Paul	Bus Operator	58,665	25
Stephen, Sheila	Dispatcher	102,096	59
Stephenson, Gordon	Captain	128,348	301
Stephenson, Shawn J.	Firefighter	96,274	
Steponchev, Brenda L.	Collections Coordinator	69,871	1,000
Steponchev, Darren G.	Senior Bylaw Standards Officer	82,234	99
Stevens, Bradley S.	Manager, Finance Transition	55,635	1,125
Stevenson, Grace M.	Data Base Administrator	98,737	1,000
Stewart, Donald J.	Mechanical Inspector	78,887	55
Stewart, Gary	Bus Operator	63,291	50
Stewart, James A.	Bus Operator	64,213	25
Stewart, Paul G.	Survey Technician	66,712	
Stewart, Robert L.	Skilled Labourer	79,732	
Stilborn, Brad J.	Utilityperson II	55,502	
Stilborn, Dave W.	Bus Operator	86,962	304
Stilborn, David E. R.	Project Management Analyst	79,109	1,000
Stinson, Edwin R.	Fleet Training Officer	78,934	1,000
Stinson, Scott E.	Firefighter	100,891	211
Stobbe, Raymond V.	Residential Building Inspector II	66,528	206
Stochmal, Tim	Bylaw Standards Officer	63,860	88
Stoneham, Rebecca A.	Parking Services Officer	52,557	
Storry, Jeff M.	Irrigation Worker II	61,550	
Stradeski, Chrisandra D.	Journeyperson, Carpenter	59,461	
Strassburger, Kevin M.	Utilityperson II	57,549	157
Strawford, Dale	Enterprise Architect	97,488	1,000
Strecker, Brenda	Customer Service Representative II	54,552	
Streisel, Andy J.	Coordinator ,Water and Sewer Construction	76,808	
Stricker, Jan	Bus Operator	58,133	175
Stroeder, Jordan R.	Survey Assistant	54,357	85
Strueby, Kirk	Facilities Operator I	54,498	
Struthers, Neil	Project Engineer	88,823	1,000
Su, Zhe	Project Engineer	89,168	1,000
Sundeen, Neil R.	Lieutenant	122,763	256
Sunkawasti, Allen	Equipment Operator III	65,904	
Suwala, Rene	Bus Operator	58,842	25

### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Svec, John	Bus Operator	64,243	25
Swan, Katrina M.	Legal Counsel	133,860	
Swanton, Lyle T.	Captain	69,760	72,305
Sylvestre, Mark	Coordinator, Social Inclusion	96,606	1,044
Syrnick, Kevin M.	Senior Engineer	106,287	1,000
Szabo, Darren M.	Bus Operator	67,676	150
Szakacs, Chris R.	Traffic Underground Installer	54,844	
Szeles, Barry	Firefighter	105,215	59
Tajdin, Shakil	Caretaker	51,869	
Talaga, Brett J.	Firefighter	51,879	
Tallon, Tim	Firefighter	102,908	60
Tamang, Karna B.	Bus Operator	59,574	175
Tanaka, Richard H.	Bus Operator	68,095	175
Tannahill, Michael J.	Firefighter	50,847	
Tanner, Harold	Crew Lead, Roadway Operations	63,915	
Tao, Bao Tran	Business Systems Analyst	57,591	1,072
Tara, Jobanjeet S.	Bus Operator	67,987	25
Tebb, Tamara	Human Resources Consultant	84,244	
Temple, Wayne	Journeyperson, Welder	73,849	
Tessier, Garett R.	Technical Support Analyst III	70,129	1,000
Tetlow, Kevin R.	Captain	65,768	63,631
Therrien, Jim T.	Journeyperson, Mechanic	83,139	285
Thomas, Dean J.	Lieutenant	117,066	256
Thomas, Scott A.	Senior Engineer	111,650	1,000
Thompson, Ashley M. M.	Council Officer	51,532	
Thompson, Jay M.	Casual Labourer	57,255	
Thompson, Lou-Ann M.	Senior Business Solutions Consultant	58,173	3,262
Thomson, Dallas D.	Firefighter	77,830	
Thoring, Cody C.	Human Resources Associate	59,260	
Thorne, Cathy M.	Executive Assistant	72,139	
Thul, Anthony N.	Digital Information Architect	80,542	22,995
Thurlow, Curtis W.	Equipment Operator III	81,722	
Tilson, Gail A.	Accounting Clerk VI	50,715	
Tink, Carole A.	Manager, Strat and Business Support	131,912	1,988
Togneri, Alex D.	Firefighter	100,891	59
Toker, Wayne	Equipment Operator IV	81,842	
Tolley, Lindsay	Firefighter	114,238	236
Toman, Charlie A.	Senior City Planner	75,701	
Tooke, Kevin R.	Traffic Signal Control Technician	67,436	100
Torres, Jose	Casual Labourer	54,210	
Torres, Mavis	Council Officer	65,809	
Tourney, Nigel E.	Programmer Analyst II	56,258	
Townsend, Tricia J.	Dispatcher	98,649	

### **Employee Remuneration - General Municipal**

#### For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Treleaven, Greg	Captain	128,666	296
Treso, Barclay	Engineering Assistant III	76,105	
Treso, Les	Tangible Capital Asset and Compliance Consultant	83,347	1,000
Trofimuk, Kerry	Pensions and Benefits Clerk	51,665	,
Trombley, Brody S.	Casual Labourer	54,055	100
Trombley, Darcy S.	Casual Labourer	67,046	
Tuchscherer, John J.	Senior Human Resources Consultant	119,983	
Turgeon, Dana M.	Historical Info and Preservation Supervisor	55,713	
Turluk, Dennis	Horticulture Extension Officer	66,079	
Turner, Harvey A.	Traffic Signals Systems Analyst	69,512	50
Twardowski, Shannon J.	Human Resources Associate	64,861	
Uhumagho, Osaretin E.	Business Solutions Specialist	66,421	1,000
Ulep, Emerson U.	Utilityperson II	54,776	225
Ullrich, John W.	Manager, Water and Sewer Construction	134,115	1,988
Ulrich, Shaune	Facilities Operator I	53,860	
Ungar, Linda L.	Manager, Corporate Information Governance	99,020	1,988
Ursel, William J.	Coordinator, Community Capacity Building	93,696	1,000
Valente, Alan	Technical Support Analyst III	82,443	1,000
Van Curen, Tanya C.	Manager, Service Regina	93,764	1,988
Van Goethem, Tammy L.	Human Resources Associate	79,473	
Vancuren, David	Leadman, Landscape Trades	69,476	
Vande Velde, Leon	Equipment Operator IV	60,259	
Vandekamp, Michael	Casual Labourer	51,558	
Velappan Pillai			
Sobhanakumari, Viju	Bus Operator	52,781	175
Verma, Vivek	Senior IT Security Specialist	96,020	1,000
Viala, Paul	Manager, Planning and Accreditation	103,291	1,150
Vicenzino, Romano	Captain	21,560	42,384
Vircavs, Nathan D.	Firefighter	77,830	
Visneski, Ashley	Landscape Architect	62,001	1,000
Vogt, Allan	Utilityperson II	62,512	194
Volk, Jaret	Human Resources Consultant	99,818	
Volk, Jennifer P.	Bus Operator	81,753	146
Volk, Michael D.	Crew Lead, Asphalt Screed	109,072	
Volk, Randy B.	Bus Operator	72,687	175
Volke, Marcille A.	Neighbourhood Centre Programmer	50,899	
Volsky, Frances	Coordinator, Administrative Services	31,262	27,012
Voss, Faron J.	Casual Labourer	56,744	87
Voss, Stephen	Equipment Operator IV	79,367	
Waddell, Sasha R.	Coordinator, Environmental Compliance	63,346	
Waffle, Marvin C.	Casual Labourer	53,426	

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Wagner, Colette G.	Senior Investment Analyst	59,329	
Wagner, Glenn M.	Lieutenant	124,754	282
Wagner, Ivan J.	Senior Captain	142,069	355
Wagner, Laurie A.	Property Assessor	77,666	
Wahl, Tara L.	Coordinator, Administrative Services	74,372	1,000
Walbaum, Roger	Firefighter	108,236	236
Walker, Darlyn	Law Office Administrator	81,877	
Wallace, Jeff M.	Equipment Operator III	62,615	
Walsh, Evelyn	Coordinator, Customer Service	74,720	1,000
Walter, Brad J.	Senior Engineer	117,907	1,000
Wandler, Brian J.	Bus Operator	65,786	175
Wang, Nan	Engineering Assistant III	52,373	
Wang, Zi	Engineer	59,039	
Warren, Chris J.	Manager, Winter District Maintenance	108,322	2,042
Warren, Douglas M.	Geomatics Technician I	64,172	
Warren, Leanne C.	Mgmt Info Systems Administrator	75,031	1,000
Watson, Jill A.	Business Performance Consultant	73,318	
Waugh, Douglas K.	Building and Yard Maintenance Operator	59,312	77
Weber, Charla N.	Senior Assessment Appraiser	89,604	1,000
Webster, William B.	Firefighter	69,679	
Weimer, Derek	Facilities Operator I	51,275	100
Weinberger, Erik	Firefighter	102,908	59
Weist, David J.	Skilled Labourer	63,425	
Weist, Kim L.	Sewerjet/Hydrovac Operator	84,976	
Weist, Robert	Bottomman	53,773	100
Weitzel, Jason C.	Policy Analyst	77,298	1,000
Wellman, Shelley J.	Technologist ll	60,670	88
Welsh, Lindsey	Utility Billing Clerk	67,154	
Wendler, Richard J.	Equipment Operator IV	68,708	100
Weninger, George H.	Facilities Operator I	64,776	
Werchuk, Rick D.	Casual Labourer	51,818	
Werry, Byron G.	Executive Director, Legal	211,692	18,275
West, Neil	Bus Operator	93,616	217
Westphal, Mark	Senior Business Solutions Consultant	88,360	1,000
Whiteoak, Paul D.	Firefighter	106,658	117
Wiebe, Jared A.	Firefighter	100,891	59
Wiens, Jonathan P.	Desktop Training Analyst	70,317	1,000
Wilke, Timothy S.	Firefighter	108,017	195
Wilkie, Hal S.	Supervisor, Field Operations	94,053	100
Wilkin, David W.	Senior Assessment Appraiser	88,360	1,000
Wilkinson, Brian L. L.	Bylaw Standards Officer	56,013	
Wilkinson, Brian R.	Coordinator, Computer and Financial Systems	82,095	1,000
Willenborg, Vern	Electrical/Instrumentation Journeyperson	125,887	
Willis, Pamela M.	Administrative Associate	52,035	600

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

Employee Name		Remuner	ation
	Employee Title	Regular	Other
Willner, Kaitlin	Entomology Research Analyst	64,904	
Willoughby, Cheryl M.	Legal Counsel	110,218	
Wilson, Patricia	Director, Water Works Services	153,032	2,650
Wilson, Paul I. E.	Journeyperson Apprentice	61,192	225
Wilson, Rob	Firefighter	102,954	59
Wingert, Corinne L.	Licensing and Municipal Fines Officer	52,798	
Wirth, Brian D.	Manager, Water and Sewer Construction	96,803	1,538
Wlodarczyk, Vaughn A.	Project Engineer	80,136	1,000
Wolbaum, Chad L.	Firefighter	108,225	177
Wolff, William (Reg)	Supervisor, Permit Processing	79,780	
Wolk, Don A.	Bus Operator	66,987	6,409
Woltman, Justin	Water Attendant	57,307	
Wong, Juliana	Senior Investment Analyst	83,204	1,000
Wood, Howard G.	Senior Captain	132,531	55,469
Wood, Landon J.	Development Assistant	56,920	,
Wood, Michael	Equipment Operator III	70,203	
Wood, Shane W.	Firefighter	100,891	94
Wood, Vincent L. A.	Subdivision Inspector	67,319	
Woolsey, Heather L.	Engineering Assistant II	57,353	
Woronoski, Andrew J.	Crew Lead, Landfill	58,722	100
Wosik, Mariusz	Foreman, Parks Maintenance	59,485	
Wotherspoon, Peter J.	Residential Building Inspector II	62,647	
Woulfe, Darrell M.	Crew Lead ,Water and Sewer Construction	69,528	
Woynarski, Brennan S.	Journeyperson, Industrial Mechanic	90,156	
Wu, Eric S.	Bus Operator	54,854	175
Wyatt, Frank	Business Solutions Consultant	81,409	1,000
Xia, Ning	Financial Reporting and Policy Advisor	89,853	1,000
Yablonski, Grant A.	Routing and Scheduling Analyst	80,858	1,000
Yaciw, Jay P.	Firefighter	100,981	59
Yang, Wenqing	Project Engineer	85,441	1,000
Yang, Yongzhe Z.	Project Engineer	79,784	1,000
Yao, Liguo	Programmer Analyst II	61,256	
Yemen, Mark N. D.	Legal Counsel	133,850	2,568
Youlyahshiev, Bahodir	Senior Engineer	106,502	1,000
Young, Keeley R.	Administrative Associate	53,489	929
Yu, Qian	Programmer Analyst III	58,613	3,141
Yu, Qiufang	Programmer Analyst III	74,298	1,000
Yuhasz, Tyler S.	Infrastructure Records Technician	52,277	
Yule, Clinton R.	Journeyman Transit	83,747	225
Yulyakshieva, Nigora	Manager, Roadway Preservation	133,860	2,013
Zak, Victor L.	Senior Business Solutions Consultant	91,670	14,040

#### **Employee Remuneration - General Municipal**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Zaka, Ahmad	Bus Operator	75,401	175
Zalopski, Wade C.	Engineering Assistant II	95,089	
Zaman, Muhammad K.	Technical Support Specialist I	82,210	
Zander, Kelly	Bottomman	72,550	100
Zaryski, Kelly	Bus Operator	61,181	175
Zasada, Max S.	Senior Engineer	101,269	1,000
Zatylny, Oliva	Accounting Clerk VI	57,374	
Zepick, Scott A.	Captain	132,551	282
Zhang, Alisha Hongxia H.	GIS Planner	60,903	
Zieger, Barbara G.	Secretary II	53,216	
Ziegler, Murray D.	Captain	128,246	355
Zoerb, Jeffrey T.	Firefighter	69,679	
Zurloff, Evan T.	Firefighter	69,679	
Ziegler, Murray D.	Captain	128,246	355
Zoerb, Jeffrey T.	Firefighter	69,679	
Zurloff, Evan T.	Firefighter	69,679	

#### **Employee Remuneration -Regina Public Library**

For the Year Ended December 31, 2015

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Barber, Jeffrey	Library Director/CEO	185,096	1,000
Bayerle, Tracy	Workstation Administrator	55,856	
Bender, Kendra	Assistant Branch Head	72,851	-,
Blair, Navee	Head, Central Adult	84,742	
Blake, Wanda	Manager, Development	90,138	
Book, Brandi	Writer/Editor	61,073	
Cammer, Jessica	Lead, Children's & Young Adult Collections	76,770	
Chauhan, Kantilal	Systems Administrator	59,925	
Craig, Judith	Library Assistant	56,873	
Crawford, Myrna	Branch Head, George Bothwell	61,245	23,671
Dedecker, Bev	Human Resources Assistant	57,711	
Dostal, Robert	Truck Driver	51,557	
Feridooni, Amir	Manager, E-Services	80,542	2,692
Fingas, Pamela	Collections Assistant	50,434	
Fornwald, Blair	Assistant Curator	66,375	
Gordon, Cerys	Lead, Collections	76,763	
Grant, Jeff	Manager, Human Resources	109,566	
Grigg, Jane	Library Assistant	56,978	
Hall, Kimberly	Central Circulation Supervisor	67,636	
Hammond, Jason	Branch Head, Regent Place	78,932	
Hawkesford, Colleen	Manager, Marketing & Communications	97,305	
Hilderman, Janet	Branch Head, Sunrise	77,743	
James, Sarah	Assistant Branch Head	66,868	
James, Warren	Lead, Adult/Young Adult Programming	77,412	
Kruger, Gail	Head, Finance & Administration	125,796	
Kujawa, B. Ivy	Literacy Programmer	51,900	
Laliberte, Carol	Marketing Coordinator	63,536	
Lane, Beth	Acquisitions Coordinator	53,766	
MacKenzie, Nancy	Manager, Community Engagement & Programming	97,449	18,550
McDonald, Kimberley	Manager, Public Services	77,556	
McDonald, Margaret	Manager, Finance	77,652	
McKenna, Julie	Deputy Library Director	151,106	
Mennear, Terri	Lead, Children's Programming	76,768	
Mitchell, Dale	Cleaning Services Supervisor	86,807	

#### **Employee Remuneration -Regina Public Library**

For the Year Ended December 31, 2015

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		Remuner	ation
Employee Name	Employee Title	Regular	Other
Mohl, Wendy	Human Resources Consultant	64,146	
Neal, Anthony	Assistant Branch Head	74,406	
New, Belinda	Film Theatre Supervisor (PT)	79,696	
Newland, Andrea	Manager, Collections	78,538	
Niedermayer, Joan	Executive Office Liaison	101,209	
Ottosen, Charles	Branch Head, Glen Elm	78,077	
Pasquale, Linda	Assistant Branch Head	48,397	4,692
Peart, Wendy	Curator of Education & Community Outreach	77,003	
Pirie, Scott	Cataloguer	50,423	
Quintin-Cuddington, Gloria	Cataloguing & Processing Supervisor	87,941	
Reynish, Lynn	Lead, E-Services	68,828	
Rogoschewsky, Tanya	Lead, Collections	77,317	
Samkoe, Alice	Literacy Programming Supervisor	71,941	
Saunderson, Kevin	Senior Manager, Corporate Services	131,936	
Saxby, Angie	Payroll Administrator	51,137	
Scnenk, Warren	Cataloguer	50,407	
Selinger, Jaret	Network Administrator	67,044	
Sinclair, Wendy	Branch Head, Albert	73,160	
Skaronski, Myrna	Manager, Public Services	37,660	13,142
Stafford, Trudi	Branch Head, Sherwood Village	78,086	
Stecyk, Catherine	Library Assistant	56,802	
Vantour, Josephine	Literacy Programmer	55,903	
Webb, Marilyn	Library Assistant	56,758	
Weisensel, Lisa	Manager, Budget	101,453	
Wilson, Jennifer	Director/Curator, Dunlop Art Gallery	99,932	
Wittlieb, Erika	Assessment Librarian	71,496	
Woytuik, Robert	Manager, Physical Plant	86,500	
Zhang, Monica Wei	Human Resources Administrator	54,604	
Zhou, Ying	E-Services Analyst	54,403	

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Adams, Dana	Constable	83,340	322
Adams, David	Constable	98,091	377
Alberts, Rodney	Mech Maintenance Caretaker	57,410	377
Alexander, Laurie L.	Constable	100,173	377
Anderson, Chad	Constable	112,987	1,502
Arnold, Brandi	Constable	101,957	377
Ash, Scott	Constable	104,559	377
Aubichon, Alan John	Constable	107,532	1,502
Bacanu, Gheorghe	Constable	69,916	377
Bachman, Kelly L.	IEIS Analyst	65,272	
Bacon, Tyler	Constable	105,900	408
Baer, Reynold	Corporal	119,176	738
Bahsler, Dave	Business Analyst	79,452	0
Bailey, Nicole M.	Secretary I	66,309	1,676
Baisley, Regan B.	Communications Officer	89,125	
Baker, Karen	Administrative Assistant	54,393	
Balfour, Amy	Strategic Services Manager	92,539	2,150
Barber, Dallas	Corporal	117,344	1,863
Barr, Ian G.	Sergeant	124,165	377
Baryluk, Sherry L.	Court Information Clerk	66,734	
Bates, Shannon	Constable	99,835	377
Baumgartner, Jo A.	Police Info & Evidence Manager	130,117	2,579
Beauchesne, Pierre P.C.B.	Sergeant	129,957	1,502
Beer, Brittany	Communications Officer	81,481	
Beitel, Neil R.	Constable	109,508	377
Belcourt, Colin	Constable	109,985	408
Bell, Teresa L.	Evidence Management Supervisor	72,102	377
Bellamy, Ryan	Communications Officer	85,888	
Bells, Robin D.	Payroll Supervisor	77,933	
Benko, Candace L.	Corporal	109,647	1,502
Berting, Kelley R.	Sergeant	114,031	377
Bespalko, Nolan	Constable	108,803	377
Betker, Robyn Nicole	Crime Analyst	74,599	
Bilodeau, Karolina J.	Digital Media Clerk	57,307	
Birrell, Keegan	Constable	59,049	377
Black, Erin M.	Constable	99,368	377
Blake, Maureen	Payroll Clerk	61,991	
Block, Kyra	Constable	76,302	377
Boehm, Teresa M.	Communications Administrator	79,012	
Boers, Jodi	Constable	112,135	377
Boivin, Marie	Administrative Coordinator	77,218	1,676
Bonk, Anthony	Constable	106,860	377
Boodhoo, Ingrid S. A.	Media Management Clerk	50,221	

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Boon, Brandon	Constable	100,114	940
Borne, Graham N.	Constable	115,359	769
Bosche, Richard	Constable	97,849	377
Bourassa, Chad D.	Corporal	105,594	377
Bourassa, Melissa N.	Constable	78,658	329
Bowes, Kevin	Constable	105,189	738
Boxall, Melissa J.	Constable	117,479	377
Boyd, Keitlyn R.	Police Information Clerk-Direct Entry	55,709	
Boynton, Tyler B.	Constable	113,032	3,539
Bradshaw, Kyle J.	Constable	95,787	377
Brady, Cheryl	Administrative Assistant	52,232	
Brakefield, Kim	Court Information Clerk	67,430	
Bray, Evan J	Inspector	140,878	4,356
Breitkreuz, Kevin D.	Constable	106,383	377
Brewster, Joey J.A.	Constable	104,589	377
Briere, Terry A.	Garage Attendant Day	60,876	377
Brown, Michelle C.	Communications Officer	89,563	0
Buckland, Gregory G. J. B.	Inventory Management Clerk	53,681	377
Buczulak-Warnar, Amanda	Information Clerk	57,307	
Buhr, Ryan	Constable	106,268	377
Burtenshaw, Cheryl	Communications Officer	86,167	
Campbell, Grant	Constable	113,024	640
Campbell, Kelly L.	Sergeant	127,272	1,513
Campbell, Marla L.	Release of Information Clerk	57,307	
Carey, Melissa	Constable	100,861	1,502
Carleton, Matthew	Business Analyst	63,758	
Carnall, Riley	Constable	105,215	377
Carter, Jason E.	Constable	111,998	807
Chagnon, Pascal M.	Constable	101,012	377
Cheema, Amol	Constable	62,862	377
Clark, Mark R.	Sergeant	129,440	738
Clarke, Brent	Constable	103,559	377
Claude, Richard	Constable	95,206	377
Clay, Cindy M.	Court Information Clerk	68,850	
Cleaveley, Mandy	Constable	54,699	377
Cobbledick, Elysia	Constable	107,733	627
Collins, James	Corporal	110,903	1,502
Coons, Corinne J.	Court Information Clerk	70,152	
Costanza, Andrea C.	Constable	104,805	377
Coulthard, William N.	Constable	115,604	738
Cousins, Gregory R.	CPIC Radio Operator	69,756	
Creaser, Jarrod D.	Constable	51,191	377
Criddle, Guy	Sergeant	116,305	1,502

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

Employee NameEmployee TitleRegularCrowley, JeffreyConstable105,691Crumly, Vivian M.Corporal116,822Csada, Derek J.Constable112,870Culling, Cory Q.Sergeant115,825Czernick, Jarrett J.Constable91,700D'Andrea, Robert B.Sergeant123,944Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	Othon
Crumly, Vivian M.Corporal116,822Csada, Derek J.Constable112,870Culling, Cory Q.Sergeant115,825Czernick, Jarrett J.Constable91,700D'Andrea, Robert B.Sergeant123,944Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	Other
Crumly, Vivian M.Corporal116,822Csada, Derek J.Constable112,870Culling, Cory Q.Sergeant115,825Czernick, Jarrett J.Constable91,700D'Andrea, Robert B.Sergeant123,944Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Csada, Derek J.Constable112,870Culling, Cory Q.Sergeant115,825Czernick, Jarrett J.Constable91,700D'Andrea, Robert B.Sergeant123,944Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Czernick, Jarrett J.Constable91,700D'Andrea, Robert B.Sergeant123,944Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	1,502
Czernick, Jarrett J.Constable91,700D'Andrea, Robert B.Sergeant123,944Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	1,471
Daniels, LeonardHuman Resources Manager93,966Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Danylyshen, DarrelCorporal121,016Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Davey, Lisa N.Corporal106,114Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	2,000
Davies, Lorilee E.Staff Sergeant125,115Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	3,539
Davies, TheresaConstable94,315Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	1,491
Davis, Troy G.Sergeant124,786Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Decterow, Erin T.Corporal105,197Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	908
Deibert, TyrellConstable108,280Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	1,502
Derkson, SteveEvidence Management Clerk57,489Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Desjarlais, Angela M.Corporal112,065Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Detz, Sandra A.RIIU Clerk65,151Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	377
Dods, StevenConstable110,448Doepker, Derek L.Constable78,651	738
Doepker, Derek L. Constable 78,651	
•	1,502
	377
Donison, Karen Traffic Clerk - Casual 50,657	
Donnelly, Erin J. Constable 58,996	377
Douglas, Scott Constable 101,457	377
Dreaver, Darcy A. Constable 100,488	377
Duck, Justin R.A. Constable 114,751	1,502
Dudar, Lance A.Superintendent38,415	53,401
Duff, John Constable 93,398	377
Duncan, AmandaCourt Coordinator61,333	
Duncan, David S. Corporal 118,227	377
Dunford, Brittany Constable 106,803	940
Dunford, Kayla Constable 80,397	253
Dunnigan, Tracey F. A. Corporal 113,143	1,490
Dureau, Ryan M. Sergeant 111,885	738
Duthie, Rodney M. Constable 101,726	1,502
Eberle, Rodney D. Corporal 119,297	408
Eckert, Blair G. Sergeant 120,566	377
Eiswirth, Jill Communications Officer 74,369	
Elek, Cory Constable 106,108	377
Ellingson, Ryan J. Corporal 118,524	377
Emery, Christine L.Release of Information Clerk58,880	
Emery, Troy P. Sergeant 120,563	1,502
Erichsen, Kollin D.Staff Sergeant122,258	377
Ermel, Brent A. Inspector 140,968	3,668

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

Eskra, Carla I.CPIC SupervisorEthier, JoshuaConstableEwart, Trevor R.InspectorFarden, AprilConstableFay, LisaConstableFenwick, Shawn M.SergeantFerraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person Liaison	Remunera	tion
Ethier, JoshuaConstableEwart, Trevor R.InspectorFarden, AprilConstableFay, LisaConstableFenwick, Shawn M.SergeantFerraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	gular	Other
Ethier, JoshuaConstableEwart, Trevor R.InspectorFarden, AprilConstableFay, LisaConstableFenwick, Shawn M.SergeantFerraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	75,444	
Farden, AprilConstableFay, LisaConstableFenwick, Shawn M.SergeantFerraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	106,378	908
Fay, LisaConstableFenwick, Shawn M.SergeantFerraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	144,307	4,356
Fay, LisaConstableFenwick, Shawn M.SergeantFerraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	103,661	377
Ferraton, Nicole D.Communications OfficerFerris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	56,414	377
Ferris, JenniferConstableFiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	116,069	1,863
Fiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	81,680	
Fiddler, RhondaVictim Services Missing Person LiaisonFilazek, Timothy E.Corporal	110,596	377
Filazek, Timothy E. Corporal	69,677	
•	107,589	1,502
•	78,324	377
Finkeldey, Darren L. Sergeant	137,544	377
Flaman, Kathleen Anne Communications Officer	78,972	
Fleece, Garth D. Constable	114,354	3,539
Ford, Duley Constable	100,187	377
Fornwald, Danielle Tactical Crime Analyst	61,738	
Fowlie, Brian S. Photographic Technician	61,224	
•	112,068	1,648
Frank, Brenda L. Release of Information Clerk	57,307	
Fraser, Adam A. Constable	115,058	1,502
	121,525	738
Freed, Janice G. Police Information Clerk-Direct Entry	59,903	
	104,539	1,471
Froh, Tia L. L. Sergeant	115,259	2,266
Gall, Todd M. Sergeant	116,091	377
Gallagher, Lawrence J. Mech Maintenance Caretaker	50,495	377
Garner, Judy G. Administrative Support Secretary	67,793	1,676
Gaudette, Christelle A. CPIC Radio Operator	54,980	
Gawley, Jessica B. Corporal	121,559	1,502
Gee, Peter S. Sergeant	119,316	1,502
Geiger, Samantha S. M. Constable	80,666	377
Gendreau, Stanislav Constable	112,559	1,405
George, Shawn P. Sergeant	116,946	1,274
Giroux, Gary J. Sergeant	124,405	1,502
Glas, Colin M. Sergeant	121,483	377
Goertz, Lori A. Evidence Management Clerk	57,766	377
	114,948	3,539
	114,636	1,502
*	112,358	1,471
	107,371	1,502
Gottselig, Christina F. Communications Officer	86,337	
	106,135	3,573

## **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Gottselig, Todd	Corporal	113,535	377
Gregory, Alyssa J.	Constable	106,746	3,539
Griffiths, Alan	Constable	109,066	377
Griffiths, James E.	Constable	114,854	377
Grohs, Trevor	Constable	106,613	377
Gropp, William J.	Constable	105,815	377
Gruber, Tyler T. J.	Constable	110,138	377
Gunderson, Jason G.	Sergeant	124,294	1,648
Guzman-Jimenez, David	Security Analyst	74,662	
Haas, Connor	Constable	67,916	377
Hackywicz, Trevor	Constable	101,014	377
Hadley, Renee S.	Court Information Clerk	65,624	
Hagen, Landon T.	Corporal	112,292	1,301
Hagen, Troy C.	Chief of Police	256,530	8,754
Hall, Colleen C.	Sergeant	112,393	377
Hall, Morley	Constable	99,664	1,502
Hanna, Lorrie L.	Training and Quality Assurance Coordinator	89,210	
Hanoski, Quinn	Constable	90,032	377
Hanowski, Brett A.	Constable	102,918	377
Haroldson, Robert	Constable	100,098	377
Harper, Blaine S.	Electronics Technician	85,361	377
Harris, Christie	Constable	69,315	251
Harris, Kevin	Constable	104,385	1,502
Hasani, Viktor	Constable	62,652	377
Hassman, Donna L.	Sergeant	118,962	377
Hatharasinghe, Kevin	Police Information Clerk-Direct Entry	58,075	
Hawker, Amber	Constable	72,073	377
Hay, Jill S.	Victim Services Coordinator	74,856	
Hayden, William D.	Sergeant	112,367	408
Hegi, Colin R.	Corporal	111,517	738
Heiliger, Alana A. K. H.	Constable	109,519	1,502
Henderson, Neil B.	Corporal	113,584	377
Hesse, Chad	Constable	116,486	1,863
Hignell, Nora	Communications Officer	80,849	
Hodgins, Russell C.	Constable	100,983	377
Hoedel, Shane	Corporal	123,891	377
Hooker, Ben	Constable	100,715	1,502
Hordichuk, Kim	Constable	99,441	1,502
Horton, Rhonda	Police Information Clerk-Direct Entry	60,412	
Houston, Caroline M.	Sergeant	123,859	1,502
Hovdestad, Gregory R.	Sergeant	115,055	1,502
Howell, Thomas F.	Constable	111,296	408
Hua, Shan	IEIS Database Analyst	79,200	

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Huber, Robert C.	Sergeant	42,712	36,815
Huber, Timothy D.	Sergeant	119,463	377
Hubich, Erin	Communications Officer	84,305	
Hungle, Sarah-Jane	Constable	95,131	377
Hunt, Chadwick	Constable	105,230	377
Jackiw, Christopher S.	Sergeant	125,013	1,863
Jakubowski, Joshua	Tactical Crime Analyst	66,322	
Jarocki, Michelle A.	Staff Sergeant	123,591	1,318
Jerome, Todd R.	Corporal	117,311	1,832
Jones, Claudia	Constable	104,271	377
Justason, Erik	Constable	78,425	377
Kaip, Rylan R. J.	Constable	85,146	377
Kauk, Ross M.	Constable	108,706	940
Kerth, Jeremy	Constable	104,203	377
Keshane, Stuart T.	Constable	113,141	1,648
Khan, Omair	Constable	99,869	377
Klemp, Janet	Constable	70,437	202
Kliman, David	Constable	106,372	377
Klyne, Thomas	Constable	115,388	377
Koch, Darcy W.	Inspector	161,600	4,420
Kolybaba, Lori D.	Communications Supervisor	96,867	
Korchinski, Jarod A.	Constable	100,295	738
Koroluk, Bob G.	Staff Sergeant	124,942	1,502
Kosolofski, Dwight G.	Sergeant	132,237	1,863
Kosolofski, Samuel	Constable	65,039	377
Kotylak, Chelsea	Constable	103,108	377
Kovacs, Frank	Constable	109,480	377
Kozakewycz, Barney J.	Radio Coordinator	74,876	
Kozoriz, Karla M.	Financial Services Manager	137,571	2,579
Krawetz, Gregory	Constable	99,820	377
Kress, Jonathan	Constable	105,896	2,503
Krieger, David N.	Constable	114,207	1,502
Kuffner, Cameron R.	Sergeant	137,773	377
Kullman, Rick	Constable	106,290	1,863
Kupusa, Tony C.	Constable	107,594	1,502
Kurtz, Christina	Communications Officer	84,246	
Labelle, Timothy F.	Constable	91,874	377
Lalach, Melinda M.	Corporal	106,572	377
Lamer, Derek J.	Sergeant	135,853	738
Lanigan, Trent T.	Constable	120,355	1,502
Larocque, Jay I.	Constable	112,390	738

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Larsen, Hans P.	Sergeant	124,226	377
Lauf, Eric	Constable	104,404	377
Lawrence, Curtis	Constable	106,695	1,863
Lawson, Cole E.	Constable	103,059	377
Layman, Scott W.	Staff Sergeant	98,184	36,928
Lazarenko, Sharon A.	Data Quality and Case Management Specialis	61,224	
Le Clair, Rene P.	Corporal	123,937	738
Lee, Gregory	Constable	61,274	377
Lenius, Jason T.	Mech Maintenance Caretaker	58,504	377
Lenius, Tyler J.	Constable	102,203	377
Lerat, Kevin S.L.	Sergeant	120,756	377
Lerat, Tyler J.	Constable	101,260	377
Lewis, Jeffrey	Constable	104,881	408
Lewis, Wade	Constable	99,099	377
Lindskog, Cory D.	Staff Sergeant	130,407	408
Logan, Timothy	Constable	109,741	408
Longhurst, Cory S.	Constable	109,406	377
Longman, Randy	Constable	102,191	377
Lorence, Jody	Corporal	116,888	1,648
Love, Sheryl	Business Analyst	82,882	
Luesink, Stephen R.	Fleet Supervisor	82,187	652
Lusok, Dean	Constable	107,520	377
Lutz, Bart J	Corporal	129,268	377
Macknak, Denise C.	Court Disposition Clerk	50,640	
MacLean, Robert W.	Corporal	118,970	1,502
Magas, Chantel	Administrative Assistant	53,629	
Magee, Colin	Corporal	108,103	408
Malawski, Stephen	Supervisor, Business Technology	96,681	
Malcolm, Keith A.	Constable	111,812	3,539
Malowany, Michelle A.	Communications Officer	95,824	
Mandziak, Shelley J.	Administrative Assistant	53,681	
Manning, Warren	Automotive Technician	69,664	377
Mansbridge, Krista E.	Communications Supervisor	81,600	
Mansfield, Stephanie B.	HR Officer, Staffing & Training	94,863	1,676
Mansfield, Thomas E.	Inspector	49,387	57,466
Manz, Megan	CPIC Radio Operator	53,991	
Manz, Tristan C.	Constable	80,458	377
Marcia, Andrea	Constable	111,109	377
Marks, Jordon J.	Corporal	107,185	1,502
Marks, Kara	Constable	102,079	1,471
Marshall, Amanda	Communications Officer	79,452	
Marshall, Laurel J.	Sergeant	119,343	1,502
Martin, Sarah M.	Constable	78,035	377

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Martinson, Chad	Constable	81,383	
Massier, Ryan	Constable	101,191	377
Matt, Holly L.	Communications Officer	85,996	
Maurice, Tanner	Constable	100,866	377
Maynes, James	Constable	103,218	1,471
Maze, Belynda	Constable	94,330	377
Mazurak, Chad	Constable	102,964	1,863
McArthur, Dale	Constable	107,187	377
McBride, Jessica L.	Communications Officer	65,545	
McCormick, Mark T.	Corporal	114,641	1,471
McDonald, Darcy L.	Sergeant	115,482	1,502
McDonald, Graham A.	Constable	63,571	377
McDonald, Joseph S.	Mech Maintenance Caretaker	60,760	377
McFetridge, Kyle K.	Sergeant	128,106	377
McGonigal, Rhonda E.	Payroll Clerk	56,262	
McKechnie, Darrin R.	Inspector	138,627	3,807
McLeod, Michelle D.	Data Quality and Case Management Specialis	61,224	
McMillan, Tyler L.	Infrastructure Support Analyst I	69,664	
McNabb, Gregory W.	Corporal	105,698	1,502
McNutt, Paul	Constable	104,831	738
McPherson, Darren J.	Sergeant	114,640	1,471
Mills, Desiree	Constable	102,222	649
Mills, Evan R.	Constable	70,053	377
Mohr, Louise M.	RPS Executive Director	196,091	7,506
Monaghan, James K.	Constable	114,033	377
Monroe, Kari L.	Communications Officer	78,427	
Morin, Lauri J.	Superintendent	162,561	4,501
Mosiondz, Darrell N.	Staff Sergeant	123,653	1,340
Muntain, Robert	Constable	98,893	377
Murray, Debrah J.	Administrative Assistant	53,681	
Murray, Paul	Service Desk Technician	61,224	
Muzylowski, Cindy M.	Communications Officer	84,534	
Naylen, Gary P.	Constable	111,575	769
Nelson, Tammy L.	Communications Officer	89,090	
Nepper, Travis R.	Constable	88,441	377
Neufeld, Corrie E. E.	Constable	100,205	377
Neufeld, Curtis J.	Constable	104,197	377
New, Lorianne	Constable	87,497	377
Newell, Ryan	Strategic Research Officer	84,741	
Newman, Kelly D.	Corporal	111,360	1,863
Nguyen, Elizabeth T.	Communications Manager	119,142	2,579
Nicholson, Trisha T. A.	Constable	123,166	940
Nicolson, Misty	Matron/Cleaner	52,411	370

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Norton, Steven	Constable	112,994	377
Okerstrom, Daniel	Court Disposition Clerk	59,457	
Oliver, Mark W.	Constable	108,197	738
Olynick, Cory	Constable	104,951	1,471
Opp, Christine	Administrative Assistant	53,681	
Ortman, Sheree D.	Inspector	160,160	4,356
O'Soup, Stephanie S. C.	Aboriginal Resource Officer	65,707	
Otitoju, Emmanuel	Constable	103,395	1,502
Paidel, Colleen D.	Media Management Clerk	50,407	
Palka, Ryan	Constable	65,815	377
Panchuk, Jordan	Constable	104,806	377
Parker, Leslie A.	Media Development Officer	75,999	
Parker, Seanna	Communications Officer	86,131	
Patron, Cory	Constable	117,001	738
Paul, Jessica	Communications Officer	88,157	
Pawliw, Madison	Constable	61,389	377
Peberdy, Sean	Constable	56,448	377
Pelletier, Shelly L.	Sergeant	123,347	1,408
Pengelly, Angela	Constable	106,418	1,502
Pentz, Jesse D.	Constable	51,179	377
Petkau, Robin	Constable	90,913	545
Petrisor, Connie M.	Records Supervisor	64,128	
Petruic, David	Constable	110,124	377
Phillips, Karlene	Constable	97,810	377
Pigeon, Cindy L.	Constable	102,800	377
Pilon, Gordon R.	Staff Sergeant	108,403	48,918
Plomp, Tyler	Constable	106,081	377
Popowich, Elizabeth J.	Public Information Manager	113,740	2,579
Popowich, Trevor	Constable	108,490	377
Potter, Joshua A.	Corporal	107,469	1,502
Power, Lorinda	Constable	82,162	377
Power, Rob	Constable	136,652	630
Preun, Megan	Communications Officer	56,613	
Puglia, Andrew D.	Sergeant	115,137	1,502
Purves, Jason	Constable	56,439	377
Quere, Jeremy R.	Sergeant	125,922	377
Rae, Dean R.	Deputy Chief of Police	215,580	10,804
Rahman, Mostafizur	Systems Analyst	77,435	
Raison, Tracy L.	Financial Services Supervisor	85,520	
Ramanuj, Meghna	Court Information Clerk	69,438	

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	tion
Employee Name	Employee Title	Regular	Other
Rampone, Christopher	Constable	76,019	377
Randall, Blair E.	Constable	101,585	377
Reavley, Denise J.	Sergeant	122,853	408
Redekopp, Derek D. D.	Constable	106,037	377
Reimer, Rhonda A.	Constable	114,473	408
Rensby, Jordan	Access to Information Supervisor	70,890	
Reynolds, Paul H.	Sergeant	129,298	377
Riddell, Regan L	Corporal	106,275	408
Riddell, Shane R.	Sergeant	117,855	1,502
Rieger, Matthew T.	Constable	102,328	1,502
Ritter, Ashley N.	Constable	73,077	377
Robertson, Aaron	Constable	107,247	377
Robinson, Anita E.	Constable	109,611	408
Rodier, Anthony	Constable	114,626	738
Ross, Dean R.	Corporal	105,707	1,502
Roteliuk, Sonya R.	Sergeant	110,852	377
Rupcich, Maria A.	Sergeant	120,340	1,502
Sabo, Jessica	Constable	107,381	1,648
Saccaro, Jann	Constable	103,421	377
Sadlemyer, Marion J.	Police Information Clerk-Direct Entry	62,626	
Salamon, Keith	Constable	105,409	377
Sandison-Cattell, Patti	Wellness Coordinator	61,224	
Sarantopoulos, Georgia	Constable	106,813	408
Schellhorn, Colin	Constable	97,458	377
Schenk, Erica	RCJC Victim Services Responder	56,678	
Schill, Wendy L.	Commercial Crime Assistant	61,224	
Schmidt, Brent L.	Superintendent	201,562	79,972
Schmidt, Kimberly	Social Media Officer	59,313	
Schmidt, Marceda M.	Data Quality and Case Management Specialis	63,390	
Schmidt, William V.	Constable	117,622	377
Sebastian, Chad W.	Constable	112,052	1,502
Sebulsky, Tyler P.	Constable	110,052	1,502
Seel, Kristin	Communications Officer	72,530	
Seel, Michael	Constable	106,603	377
Seiferling, Cornelia D.	Constable	106,011	572
Seiferling, Timothy J.	Staff Sergeant	132,737	940
Selinger, Paul P.	Sergeant	116,001	377
Semenchuck, Robert E.	Sergeant	116,063	408
Serrano, Claudio A.	Sergeant	123,992	1,502
Serrano, Juan	Constable	118,962	1,471
Shalansky, Amanda T.	Corporal	108,786	1,471
Shannon, Brent T.	Sergeant	119,225	1,502
Shaver, Alisa C.	Constable	107,389	377

## **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	ntion
Employee Name	Employee Title	Regular	Other
Shaw, Linda A.	Communications Supervisor	90,978	
Shaw, Mehgan C.	Constable	90,904	377
Shepard, Heather	Cultural Relations Officer	68,683	
Shepperd, Katherine W.	Data Quality and Case Management Specialis	61,224	
Sherwin, Todd A.	Sergeant	128,089	1,513
Shuba, Devin	Constable	97,595	377
Shumay, Kelly H.	Constable	111,564	377
Sieber, Andree A. E.	Constable	97,289	377
Silzer, Kevin A.	Corporal	115,466	377
Simmons, Kyle	CPIC Radio Operator	65,446	
Simmons, Steven	Constable	112,230	377
Simons, Marcus W.	Constable	110,856	377
Singh, Jaswinder	Constable	110,425	1,863
Slater, Sean S.	Corporal	122,696	1,471
Slater, Shannon	Constable	110,638	377
Slatnik, Christine R.	Constable	94,081	377
Solie, Jill	Data Quality and Case Management Specialis	55,945	0,,,
Solomon, Craig R.	Constable	109,838	738
Solomon, Michelle M.	Constable	109,205	408
Spears, Jared C.	Constable	86,037	377
Stach, Alana L.	Sergeant	126,216	377
Stadel, Christine A.	Corporal	115,133	377
Steffenson, Donovan A.	Senior Systems Architect	100,958	0,,,
Steinke, Sheldon W.	Corporal	114,589	1,502
Sterling, Devon L.	Constable	112,633	738
Stevely, Derek J.	Sergeant	148,822	1,502
Stevely, Trent T.	Inspector	132,333	1,783
Store, Wendy K.	Crime Prevention Strategist	79,210	1,705
Stone, Wendy R. Strachan, Jeanine M.	Communications Officer	87,291	
Struble, Trenton W.	Corporal	113,954	1,863
Strueby, Ahren A. G. S.	Constable	113,096	1,502
Strueby, Nathaniel	Corporal	114,396	1,302
Strueby, Tj (Todd)	Constable	108,673	377
Strueby, Todd K.	Sergeant	112,767	1,502
Sullivan, Alissa A.	EFAP, Health & Safety Coordinator	129,664	1,502
Sulymka, Shelly K.	Sergeant	131,321	377
Swetlikoff, William	Constable	104,952	377
Switzer, Frances A.	Communications Supervisor	88,048	511
Sylvestre, Charles	Information Services Manager	129,029	2,579
Sylvesue, Chanes	mormation Services Manager	129,029	2,379
Ta, Minh	Service Desk Technician	61,224	
Tamaki, Kevin	Constable	105,883	377
Tate, Paul D.	Staff Sergeant	125,988	377
Temple, Dale E.	Constable	106,300	654
		100,000	001

### **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remuneration	
Employee Name	Employee Title	Regular	Other
Temple, Russell	Constable	110,284	1,863
Thacyk, Christopher	Constable	116,250	1,832
Thompson, Jana L.	Administrative Assistant	53,681	
Thompson, Scott B.	Sergeant	122,255	1,502
Thull, Nicole F.	Constable	93,276	377
Thurlow, Sandra L.	Secretary III	76,534	1,676
Tillotson, Sheldon W. A.	Constable	110,837	377
Tomaschefski, Garth	Constable	112,498	377
Trithart, Kelly D.	Sergeant	117,358	1,502
Trithart, Rylan K.	Constable	51,153	377
Tunison, Christopher J.	Constable	109,813	738
Tunison, Peter J.	Constable	120,137	377
Turner, Jonathan	Constable	122,661	377
Ullrich, Darren H.	Facilities Supervisor	82,480	377
Veitch, Clinton	Constable	105,483	377
Velmer, Justin J.	Garage Attendant	55,758	394
Venne, Renee L.	Constable	101,085	377
Verbeek, Mark K.	Corporal	105,594	377
Verma, Nidhi	Accounting Clerk II	52,406	
Vibert, Wayne D.	Electronics Technician	85,687	377
Virgin, David J.	Staff Sergeant	129,643	1,502
Vogel, Terry T. L.	Service Desk Support Supervisor	74,221	
Von Falkenhausen, Leonhard	Constable	99,049	377
Wade, Anthony	Constable	77,272	377
Wagar, Angie L.	Communications Officer	81,359	
Wagner, Jeffrey W.	Staff Sergeant	135,615	605
Walker, John W.	Staff Sergeant	133,692	377
Wall, Todd M.	Staff Sergeant	143,171	1,502
Wallace, David	Constable	113,525	377
Walter, Bradley M.	Staff Sergeant	133,506	940
Wang, Xiaoyun 'Sharon'	Systems Analyst	62,691	
Wanke, Christopher D. E.	Constable	113,072	1,502
Ward, Christopher 'Casey'	Corporal	115,843	738
Warkentin, Curtis C. W.	Constable	67,209	248
Warnar, Curtis	Constable	100,565	377
Weir, Ronald A.	Staff Sergeant	134,682	1,502
Weir, Trevor J.	Constable	115,058	1,502
Wendler, Cara	Administrative Assistant	53,937	
Westaff, Jason	Constable	85,325	377
Westerman, Bryant A.	Sergeant	119,906	738
White, Zachary	Constable	113,796	377

## **Employee Remuneration - Police Services**

For the Year Ended December 31, 2015

		Remunera	ation
Employee Name	Employee Title	Regular	Other
Wiebe, Mitchel	Constable	109,281	377
Wiebe, Roger W.	Constable	106,223	377
Wilcox, Darren S.	Inspector	84,046	50,712
Wild, Sheri K.	Corporal	105,741	377
Wilkinson, Jason J.	Corporal	117,815	377
Williams, Heather L.	Evidence Management Clerk	57,307	377
Williams, Karen R.	Strategic Research Officer	58,966	
Williams, Ryan	Constable	94,474	377
Windjack, Jacy L.	Corporal	98,177	940
Wolfe, Scott M.	Corporal	110,780	1,581
Wollbaum, Derek J.	Constable	110,070	377
Wood, Correy D.	Constable	116,052	1,502
Wooley, Sean A.	Constable	86,434	377
Wyatt, Steven R.	Corporal	121,346	1,648
Yadlowski, Dean E.	Sergeant	115,657	1,502
Yee, Tony	Corporal	117,780	377
Yee, William	Corporal	105,698	1,502
Young, Audra L. A.	Staff Sergeant	125,163	377
Young, Brad	Constable	101,032	377
Young, Genita Joan	Communications Officer	72,273	
Young, Kyla Dawn	Corporal	106,190	1,471
Young, Shaun A.	Constable	120,152	377
Yum, Alex Y.	Sergeant	116,275	1,502
Zacharuk, Maria	Communications Officer	82,297	
Zaharuk, Corey M.	Superintendent	165,956	4,790
Zanni, Reno E.	Automotive Technician	69,664	677
Zuk, Rachelle	Communications Officer	68,470	
Zulyniak, Brittany	Constable	100,655	377
Zumstein, Carole A.	Administrative Assistant	53,603	

#### **Employee Remuneration -Buffalo Pound Water Administration Board**

For the Year Ended December 31, 2015

		Remuneration		
Employee Name	Employee Title	Regular	Other	
Anderson, Aaron E.	Carbon Regeneration Operator/Shift Maintenance	86,897	308	
Berezowski, Eugene	Plant Foreman	109,114		
Bucsis, David S.	Carbon Regeneration Operator/Shift Maintenance	75,235		
Conrad, Daniel	Plant Chemist	131,199	150	
Daly, Lauren Anne	Laboratory Technician	52,307		
Drake, Steve	Senior Operator	98,661	302	
Farago, Keith	Journeyman Maintenance	92,569		
Fradette, Shane G.	Carbon Regeneration Operator/Shift Maintenance	86,774	452	
Friesen, Brian	Senior Operator	97,735	545	
Gullage, Ed	Senior Operator	95,313		
Hanning, Nevin	Carbon Regeneration Operator/Shift Maintenance	89,624	143	
Hoppenreys, Brian	Senior Operator	95,441	350	
Huel, Jared A.	Journeyman Electrician	85,513		
Johnson, Ryan C.	General Manager, Buffalo Pound Water Treatment Plant	148,856	4,195	
Kardash, Blair	Senior Laboratory Technician	93,716	1,016	
Kaytor, James R.	Journeyman Maintenance	87,398		
Koch, Kevin	Senior Industrial Mechanic	94,078		
Ludwar, Darwin	Labourer	50,546		
MacDiarmid, Aaron N.	Journeyman Maintenance	82,706	36	
Meili, Shaun	Carbon Regeneration Operator/Shift Maintenance	96,530	543	
Pollock, Dustin A.	Relief Operator Maintenance	84,873	355	
Sapach, Rudi	Plant Engineer	119,605		
Smith, Douglas	Maintenance I	71,596		
Stanhope, Garry	Senior Electrician	99,858	15	
Sutherland, Jeff	Senior Maintenance	93,527		
Temple, Curtis	Senior Instrumentation Technician	91,407	442	
Whittle, Gregory	Laboratory Technician	81,313	31	
Wilkinson, Laurie M.	Office Manager, Buffalo Pound Water Treatment Plant	67,644		

#### **Employee Remuneration - Regina Downtown Business Improvement District**

For the Year Ended December 31, 2015 (in dollars)

		Remuner	ation
Employee Name	Employee Title	Regular	Other
Gibbons, Leasa Dawn D	Manager of Marketing and Communications	61,339	1,820
Jones, Lovella	Operations Manager	59,270	
Veresuk, Judith C	Executive Director, Regina Downtown	102,036	2,940

#### Notes to Employee Remuneration For the Year Ended December 31, 2015 (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; Regina Public Library authority; 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, 2015; 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, 2015 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 2015.

#### 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.

# Expenditures



#### **Expenditures - City of Regina**

#### For the Year Ended December 31, 2015

-	General		
Payee	Municipal	Police	Total
101051161 Cocketehower I td		221 242	221 242
101051161 Saskatchewan Ltd	223,823	331,342	331,342
1430 McIntyre Street Properties Ltd.	225,825	56,471	223,823
2201 - 1st Avenue Holdings Ltd.	-	30,471	56,471
3572405 Manitoba Limited	302,215	-	302,215
3M Canada Inc.	50,491	-	50,491
624091 Alberta Ltd. o/a R&N Maintenance Western	292,806	-	292,806
A & A Demolition & Excavating Ltd.	85,032	-	85,032
A + E Site Services	50,697	-	50,697
AAA Security	144,385	4,642	149,027
ABC Central Towing	119,617	6,918	126,534
Acapulco Pools Limited	185,817	-	185,817
Acklands-Grainger Inc.	232,838	5,304	238,142
Acme Environmental Services Inc	640,053	-	640,053
Acrow Limited	489,713	-	489,713
Action Sewer & Drain Services	70,353	6,299	76,652
Active Network Ltd.	50,193	-	50,193
Adlo Electric Motor Repair	105,198	-	105,198
AECOM Canada Ltd	4,324,939	-	4,324,939
Air Canada	59,050	31,919	90,969
AON Hewitt Inc	53,915	-	53,915
AOYS Fire Training Ltd.	83,201	-	83,201
Applications Software Technology (AST) Corporation	1,440,450	-	1,440,450
Arborist Supply Co Inc	77,807	-	77,807
Ascent Management Group Inc	56,175	-	56,175
ASL Paving Ltd.	324,984	-	324,984
Associated Engineering (Sask) Ltd.	1,349,935	-	1,349,935
Baker Transit Parts Inc.	54,235	-	54,235
BEA Transit Services Inc	180,091	-	180,091
Bennett Dunlop Ford	828,370	187,490	1,015,860
BH Safety Services	50,015	-	50,015
Big Rock Trucking Ltd.	872,436	-	872,436
Black & McDonald Ltd.	159,430	-	159,430
Blake, Cassels & Graydon LLP	481,532	-	481,532
Blue Ridge Services, Inc.	51,343	-	51,343
Bobcat of Regina Ltd.	172,123	-	172,123
Boyd Excavating Ltd.	3,514,099	-	3,514,099
Brandt Tractor Ltd.	5,824,527	-	5,824,527
Brett-Young Seeds Ltd.	60,860	_	60,860
Brook McIlroy	125,512	_	125,512
Bruces Landscaping Supply	55,100	-	55,100
Buffalo Pound Water	1,258,620	-	1,258,620
C.L.C. Building Solutions Inc.	2,570,964	-	2,570,964

#### **Expenditures - City of Regina**

#### For the Year Ended December 31, 2015

(in dollars)

	General		
Payee	Municipal	Police	Total
		• • • •	
Canada Post Corporation	680,385	208	680,593
Canadian Linen And Uniform Service	81,014	13,154	94,168
Canadian National Railways	81,192	-	81,192
Canadian Pacific Railway Company	55,480	-	55,480
Canadian Tire	54,168	1,540	55,708
Cansel Survey Equipment	129,682	149	129,831
Capital Buick Cadillac GMC Ltd.	100,968	106,320	207,289
Capital Ford LInc.oln Inc.	292,263	427,740	720,003
Capital Sewer Service Inc.	925,452	-	925,452
Carlyle and Company Ltd.	61,622	-	61,622
Carson Energy Services Ltd.	117,128	-	117,128
Carswell Thomson Professional Publishing	44,846	16,755	61,602
CDW Canada	33,026	95,719	128,745
CH2M Hill Canada Ltd.	84,776	-	84,776
Chieftain Equipment	77,762	-	77,762
Choice Electrical Supply Ltd.	156,699	-	156,699
CIBC Mellon Trust Company	338,473		338,473
CITE 360 Studio	87,136	-	87,136
City of Saskatoon	955	60,335	61,290
Clean Brite Services Regina Ltd.	57,580	-	57,580
Cleartech Industries Inc.	87,677	-	87,677
Colliers International Regina	237,891	_	237,891
Conexus Plaza c/o Harvard Property Management	280,130	_	280,130
Conroy Ross Partners	78,905	-	78,905
Corix Water Products Limited Partnership	570,476	-	570,476
Crane Canada Ltd.	70,302	879	71,181
Creative Door Services Ltd.	107,691	5,519	113,210
CRL Engineering / 101150419 Saskatchewan Ltd.	404,735	-	404,735
Croft Electric Ltd.	61,589	_	61,589
Crown Enterprises Ltd.	147,226	67,923	215,149
Crown Filing Systems	59,000	07,925	59,000
Cubbon Advertising	254,954		254,954
Cummins Western Canada	766,664	2,160	768,824
Cummins western Canada	700,004	2,100	708,824
D G Regan & Associates Ltd.	95,448	_	95,448
Danny's Mechanical Inc.	144,568		144,568
Dell Canada Inc.	303,394	8,201	
		8,201	311,595
Dell Financial Services Canada Ltd.	497,944	-	497,944
Deloitte LLP	274,001	-	274,001
DLGL Ltd.	78,328	-	78,328
Dream Asset Management Corporation	2,682,852	-	2,682,852
Dream Office LP	-	248,237	248,237
Drive Products	130,965	-	130,965
Early's	136,573	-	136,573

See accompanying notes.

### **Expenditures - City of Regina**

#### For the Year Ended December 31, 2015

(in dollars)

Pavoa	General Municipal	Police	Total
Payee	Wuntcipai	Tonce	Total
Econolite Canada Inc.	556,970	-	556,970
Edge Underground Drilling Ltd.	116,101	-	116,101
EECOL Electric Ltd.	464,752	-	464,752
Elite Information Systems & Consulting Inc.	141,221	-	141,221
EllisDon Corporation	1,468,705	-	1,468,705
EMCO Corporation	591,998	-	591,998
Emterra Environmental	930,445	-	930,445
Enbridge Pipeline Inc.	246,957	-	246,957
Enercon Water Treatment Ltd.	85,648	-	85,648
Ennis Paint Canada ULC	67,720	-	67,720
Enterprise Rent A Car	78,177	-	78,177
Envirotec Services Incorporated	113,814	510	114,324
EPCOR Water Services Inc.	6,788,852	-	6,788,852
ESRI Canada Ltd.	83,300	3,298	86,598
EVI Holdings Inc.	145,061	, _	145,061
Evraz Place	2,330,152	320	2,330,472
Fact Computers	8,183	93,476	101,658
Falcon Equipment Ltd.	59,708	-	59,708
Family Service Regina Inc.	122,710	550	123,260
Farley, James Paul	133,000	-	133,000
Federated Co-operatives Ltd.	1,873,679	-	1,873,679
Fer-Marc Equipment Ltd.	433,620	-	433,620
Fer-Pal Construction Ltd.	2,273,471	-	2,273,471
Finning International Inc.	305,807	-	305,807
FirstCanada ULC	3,108,903	197	3,109,100
Fitness Warehouse	73,891	823	74,713
Flocor Inc.	405,075	-	405,075
Fort Garry Industries Ltd.	400,255	263	400,517
Fries Tallman Lumber (1976) Ltd.	68,983	-	68,983
Frontline Outfitters	128,916	2,951	131,867
Gabriel Construction Ltd.	2,947,016	_	2,947,016
GardaWorld Cash Services Canada Corporation	53,182	-	53,182
Gas Drive Global LP	1,340,462	-	1,340,462
Geigers Fence Erectors Ltd.	109,422	5,107	114,529
General Paint Ltd.	56,032	59	56,091
Glentel Inc.	44,133	12,421	56,554
Golder Associates Ltd.	204,341	-	204,341
Goodyear Canada Ltd.	182,291	_	182,291
Graham Construction and Engineering LP	97,836	_	97,836
Graham's Tire Service Ltd.	116,153	10,096	126,249
Great West Life Assurance Co.	352,505		352,505
Greens on Gardiner Development Corp.	2,906,599	-	2,906,599
Ground Engineering Consulting Ltd.	58,568	-	58,568
Ground Engineering Consuming Edu.	50,500		50,500

See accompanying notes.

# **Expenditures - City of Regina** For the Year Ended December 31, 2015

Ρονοο	General Municipal	Police	Total
Payee	wunicipai	Tonce	TUtal
Guardian Traffic Services Ltd.	185,446	135	185,581
Guertin Equipment Ltd.	69,419		69,419
	,		,
Hansen Banner, LLC	124,829	-	124,829
Harvard Property Management Inc.	158,776	-	158,776
Hawkstone Developments Ltd.	89,953	-	89,953
Hay Group Limited	146,961	-	146,961
HBI Office Plus Inc.	1,179	136,808	137,987
Heritage Electrical Services Inc.	53,845	-	53,845
Hewlett-Packard (Canada) Ltd.	104,183	-	104,183
Hipperson Construction	221,409	-	221,409
HKS - DN Architect Inc.	74,520	-	74,520
Hoban Equipment Ltd.	3,124,961	-	3,124,961
Honeywell Ltd.	17,607	92,658	110,265
Hornoi Leasing Ltd.	206,717	-	206,717
Huber Ag Equipment	250,000	-	250,000
Husky Energy	58,090	-	58,090
Hutch Training and Consulting	69,813	-	69,813
ICON Construction Ltd.	1,590,387	-	1,590,387
ICON Scaffolding Ltd. (div of) Icon Construction Ltd.	203,161	-	203,161
ICOR Technology Inc.	-	54,453	54,453
ICR Commercial Real Estate (Regina) Ltd.	-	298,360	298,360
ILES Electric Ltd.	21,980	46,249	68,229
Impact Security Group Inc.	214,857	-	214,857
Independent Construction Management Inc.	623,422	-	623,422
Industrial Scale Ltd.	65,866	-	65,866
Information Services Corporation	83,179	-	83,179
Inland Aggregates, A Division of Lehigh Hanson Mat	355,844	-	355,844
Innovative Civil Constructors Inc.	1,021,142	-	1,021,142
Insight Canada Inc.	58,552	1,387	59,939
Insituform Technologies Ltd.	2,707,931	-	2,707,931
Intergraph Canada Ltd.	-	306,429	306,429
International Transportation Assessment Solutions	58,645	-	58,645
Interprovincial Traffic Services Ltd.	343,468	-	343,468
IPL Inc.	162,940	-	162,940
Ipsos Reid LP	142,250	-	142,250
Iron Max Fitness	115,990	15,136	131,126
ITC Information Technology Consultants Ltd.	175,165	-	175,165
JD Industrial Supplies	54,870	-	54,870
Joe Johnson Equipment Inc.	623,722	-	623,722
John Deere Landscapes	87,851	-	87,851
JR's Welding Ltd.	56,922	-	56,922

### **Expenditures - City of Regina**

#### For the Year Ended December 31, 2015 (in dollars)

	General			
Payee	Municipal	Police	Total	
Kal Tire	61,516	29,622	91,138	
Kanuka Thuringer LLP	957,706	29,022	957,706	
Kay's Construction Inc.	72,600	_	72,600	
Kelsey Pipelines Ltd.	4,241,158	_	4,241,158	
Kensington Greens Development Corp	440,242	_	440,242	
Kingdom Construction Limited	534,290	_	534,290	
Kleysen Group LP	115,389	_	115,389	
Konica Minolta Business Solutions (Canada) Ltd.	373,858	_	373,858	
Konnech Inc.	131,804	_	131,804	
Kramer Ltd.	206,426	_	206,426	
Kress Electric Ltd.	207,707	_	207,707	
K-West Electric (1984) Ltd.	169,777	-	169,777	
Lafrentz Road Marking	450,762	-	450,762	
Leader Post	259,626	-	259,626	
Leir, Terry	64,000	-	64,000	
Lexcom Systems Group Inc.	164,901	-	164,901	
Linner, A. Robert	82,050	-	82,050	
Loraas Disposal Services Ltd.	2,840,110	8,545	2,848,654	
MD Charlton Co. Ltd.	-	80,777	80,777	
MacPherson, Leslie & Tyerman LLP	11,570	58,537	70,107	
Maple Ridge Developments Inc.	61,985	-	61,985	
Marathon Mechanical (2010) Inc.	83,500	-	83,500	
Marquardt Mechanical Ltd.	239,111	-	239,111	
Maxim Transportation Services Inc.	376,371	-	376,371	
Maxxam Analytics Inc.	129,239	-	129,239	
McAsphalt Industries Ltd.	79,205	-	79,205	
McGuigan, Patrick Duff	67,791	-	67,791	
McKim Cringan George	781,977	-	781,977	
Medteq Solutions CA Ltd.	50,445	-	50,445	
Mega Tech	-	69,252	69,252	
Mercury Earth Coring Ltd.	106,033	-	106,033	
Microage	81,297	9,580	90,877	
Microsoft Corporation	97,121	291,218	388,339	
Midwest Surveys Inc.	73,703	-	73,703	
Minister of Finance	4,083,053	35,938	4,118,990	
MMM Group Ltd.	60,386	-	60,386	
MNP LLP	86,375	49,268	135,643	
Moose Jaw Refinery Partnership	2,913,760	-	2,913,760	
Morsky Construction Ltd.	58,527	-	58,527	
Motion Industries (Canada) Inc.	63,197	-	63,197	
Motorola Solutions Canada	96,111	1,200,621	1,296,731	
Mott MacDonald Canada Ltd.	179,738	-	179,738	
MPE Engineering Ltd.	177,888	-	177,888	

See accompanying notes.

# **Expenditures - City of Regina** For the Year Ended December 31, 2015

(in dollars)

-	General		
Payee	Municipal	Police	Total
MPM Construction Services Ltd.	199,697	-	199,697
Niche Technology	-	108,000	108,000
NIS Contractors Ltd.	4,542,092	-	4,542,092
Northern Tree Co. Inc.	349,499	-	349,499
Nova Bus, A Division of Prevost Car Inc.	2,923,362	-	2,923,362
NoviClean Inc.	371,152	-	371,152
Oakcreek Golf & Turf Inc.	258,482	-	258,482
Olympic Paving Stone Inc.	57,186	-	57,186
Oracle Canada ULC	928,895	4,500	933,395
Organization Consulting Limited	55,527	-	55,527
Oxford Libero Consulting LP	401,012	-	401,012
P3Architecture Partnership	130,606	-	130,606
Pacific Safety Products Inc.	-	88,260	88,260
Panasonic Canada Inc.	-	83,956	83,956
PAR Consultants & Counsellors	57,822	3,136	60,957
Paradigm Consulting Group	76,450	-	76,450
Paradise Leisurescapes	88,588	-	88,588
Park Place Technologies	-	93,141	93,141
Pasqua Paving	14,424,030	-	14,424,030
Pattison MGM Architectural Services Ltd.	67,445	-	67,445
PCL Construction Management	89,205	-	89,205
PCL Regina Stadium 2014 Ltd.	121,913,327	-	121,913,327
Phoenix Auto Parts Ltd.	42,393	22,212	64,605
PlanetClean	72,124	-	72,124
Playgrounds-R-Us	467,568	-	467,568
Polecom Structures Inc.	55,356	-	55,356
Postage By Phone	240,000	-	240,000
Pounder Emulsions Ltd.	225,890	-	225,890
Power & Mine Supply Co. Ltd.	223,296	-	223,296
Prairie Sod Farm	50,526	-	50,526
Precision Concrete Cutting Inc.	226,000	-	226,000
Precision Mounting Technologies	-	61,920	61,920
Prevost Car Inc.	572,282	-	572,282
Provincial Club Towing (1971) Ltd.	67,973	2,158	70,131
Pure Technologies Ltd.	152,526	-	152,526
Quill Specialties Inc.	90,865	-	90,865
Receiver General for Canada	9,354,279	11,629,325	20,983,604
Redhead Equipment	1,987,990	-	1,987,990
Regina Asphalt Paving	111,568	-	111,568
Regina Board of Education	2,702,966	59,007	2,761,973

See accompanying notes.

# **Expenditures - City of Regina** For the Year Ended December 31, 2015

Payee	General Municipal	Police	Total
Regina Civic Employees' Long Term Disability Plan	1,174,186	-	1,174,186
Regina Civic Employee's Superannuation & Benefit Plan	14,484,167	-	14,484,167
Regina Downtown Business Improvement District	66,100	-	66,100
Regina Humane Society Inc.	1,232,276	-	1,232,276
Regina Police Pension Plan	-	2,155,407	2,155,407
Regina Police Pension Plan (Debt Repayment)	-	909,236	909,236
Reliable Heating & Cooling Ltd.	86,151	-	86,151
Rocky Mountain Phoenix	367,042	-	367,042
Sandra Haydon & Associates Incorporated	75,979	-	75,979
Saskatchewan Blue Cross	3,246,878	-	3,246,878
Saskatchewan Government Insurance (SGI)	1,181,975	256,744	1,438,720
Saskatchewan Housing Corporation	50,773	-	50,773
Saskatchewan Urban Municipalities Association (SUMA)	226,684	-	226,684
Saskatchewan Workers' Compensation Board	3,372,368	-	3,372,368
SaskBattery	64,350	46	64,395
SaskEnergy	1,361,016	60,866	1,421,882
SaskPower Corporation	9,926,235	264,819	10,191,055
SaskTel	937,050	471,726	1,408,776
SaskTel Mobility	681,312	211,180	892,492
Sawyer's Landscape Management	206,811	-	206,811
Second Avenue Ventures	52,800	-	52,800
Semaganis Worme Law	205,000	-	205,000
SEPW Architecture Inc.	221,990	-	221,990
Signal Industries (1998) Saskatchewan Ltd.	76,971	1,242	78,213
Silverado Demolition	265,475	-	265,475
Simark Controls Ltd.	296,770	-	296,770
Site Management Services Regina Inc.	3,350,731	-	3,350,731
Skyways Trucking	121,035	-	121,035
Slabmaster Ltd.	456,719	-	456,719
SMS Equipment Inc.	692,285	-	692,285
SNC-Lavalin	169,859	-	169,859
Sod-Busters Landscaping	58,220	-	58,220
Souris Valley Industries (1977) Ltd.	86,897	-	86,897
South Country Equipment Ltd. (SCE)	358,224	-	358,224
SPI Health and Safety Inc.	87,104	1,312	88,416
Spring Service Ltd.	51,388	-	51,388
Standard Life	371,111	-	371,111
Stantec Architecture Ltd.	199,960	-	199,960
Stantec Consulting Ltd.	617,829	-	617,829
Star Diamond Tools	69,809	-	69,809
Sterling Cross Defense Systems Corp	-	69,287	69,287
Steve's Landscaping & Bobcat Service	107,492	-	107,492
Streamline Contracting Ltd.	15,027	50,432	65,459
Strictly Fences Ltd.	54,142	-	54,142

### **Expenditures - City of Regina**

### For the Year Ended December 31, 2015

(in dollars)

	General			
Payee	Municipal	Police	Total	
	120.051		120.051	
Summit Valve & Controls Inc.	130,051	-	130,051	
Suncor Energy Products Partnership	4,060,044	-	4,060,044	
Sunset Memorial & Stone Ltd.	84,529	-	84,529	
Super Save Disposal (Saskatchewan) Inc.	101,032	-	101,032	
Supreme Basics	964,096	9,708	973,805	
Supremex Inc.	53,248	233	53,481	
Surespan Construction Ltd.	140,930	-	140,930	
Tantus Solutions Group	-	165,974	165,974	
Target Retirement Income Plan for Regina Police Service	9,217,442	-	9,217,442	
TD Canada Trust	109,492		109,492	
TD Merchant Services	170,870		170,870	
Telax Hosted Call Center	93,946	-	93,946	
Terra Developments Inc.	201,426	-	201,426	
The Canadian Corps of Commissionaires	939,034	424,073	1,363,108	
The Global Transportation Hub	1,579,267	-	1,579,267	
The Uniform Experts North American Inc.	57,875	-	57,875	
The Wireless Age	153,267	15,943	169,210	
ThyssenKrupp Elevator	672,388	3,866	676,254	
Titan Environmental Containment Ltd.	521,749	-	521,749	
Towers Watson Canada Inc.	60,910	-	60,910	
Traction Heavy Duty Parts	52,026	-	52,026	
Trapeze Software ULC	247,838	-	247,838	
Tristen Hydro-Vac	113,024	-	113,024	
Truck Outfitters Inc.	461,612	248	461,860	
Tube City IMS Canada Ltd.	406,259	-	406,259	
Ulmer Construction Inc.	87,203	-	87,203	
Uni-Jet Industrial Pipe Ltd.	376,783	-	376,783	
Unique Garden Centre & Landscaping	78,917	-	78,917	
United Rentals of Canada, Inc.	78,700	_	78,700	
University of Regina	403,169	33,877	437,045	
Urban Strategies Inc.	56,008	-	56,008	
Urban Systems Ltd.	134,962	-	134,962	
Vallen	64,608	9,510	74,118	
Van Alstine Project Management Inc.	499,146	-	499,146	
Veritiv	197,234	-	197,234	
W F Botkin Construction Ltd.	1,385,711	-	1,385,711	
Wajax Power Systems	61,393	_	61,393	
Wallace Construction Specialties Ltd.	69,116	41	69,157	
Walters Industrial Mechanical Ltd.	10,264	49,910	60,174	
Wappel Construction Co. Ltd.	6,113,313		6,113,313	
Wascana Centre Authority	2,886,457	-	2,886,457	
Waterboy Supply Centre Ltd.	73,521	-	73,521	
materioly supply contro Eta.	13,321	-	15,521	

See accompanying notes.

### **Expenditures - City of Regina**

#### For the Year Ended December 31, 2015 (in dollars)

	General		
Payee	Municipal	Police	Total
WBM Office Systems	1,537	506,268	507.804
Weber Supply Company Inc.	238,392	-	238,392
Webtech Wireless Inc.	50,352	_	50,352
Westcon Equipment & Rentals Ltd.	116,702	_	116,702
WestJet	57,671	65,068	122,740
Westridge Construction Ltd.	5,344,751	-	5,344,751
WestVac Industrial Ltd.	97,804	-	97,804
Wheaton Chevrolet Corvette	711	130,335	131,046
Wilco Contractors Southwest Inc.	56,247	, _	56,247
William Caruso & Associates Inc.	123,684	-	123,684
Wil-Tech Industries Ltd.	89,119	-	89,119
Winacott Western Star & Sterling Trucks	50,817	-	50,817
Wingert Construction Ltd.	1,941,670	-	1,941,670
Wolseley Canada Inc.	52,974	-	52,974
Wolseley Waterworks Group	606,372	-	606,372
Wood Cogger Ltd.	1,688	1,271,899	1,273,587
Workforce Software LLC	645,312	-	645,312
WSP Canada Inc.	466,713	-	466,713
Xerox Business Services Canada Inc.	-	68,378	68,378
Xerox Canada Ltd.	-	68,744	68,744
Xylem Water Solutions	388,598	-	388,598
ZW Group of Companies	733,304	-	733,304

# **Expenditures - Regina Public Library** For the Year Ended December 31, 2015

Payee	Total
3M Canda Company	263,562
Adecco Employement Services Limited	50,031
Alliance Energy Ltd.	59,554
Arcturus Realty Corporation	331,811
Brown Communications Group Inc.	160,906
Business Furnishings	102,338
Canadian Video Services - Midwest Tape	289,130
City of Regina	544,376
Cleanbrite Services Regina Ltd.	88,440
CUPE Local 1594	149,924
Ebsco Canada Ltd.	75,026
ESTI Consulting Services	79,554
Great West Life	441,602
Group2 Architecture Interior Design Inc.	86,582
Insight Canada Inc.	61,477
Konica Minolta Business Solutions (Canada) Ltd.	66,438
Les's Cleaning Services	204,545
Library Bound Inc.	216,816
Library Services Centre	500,883
MacPherson Leslie & Tyerman	55,958
Marsh Canada Limited	65,193
NewsWest Inc.	64,677
NewWest Enterprise Property Group	225,873
Odgers Berndtson Canada Inc.	51,644
PC Place	117,113
Receiver General of Canada	520,873
Regina Civic Employees' Superannuation	1,836,765
Regina Pension Fund-Disability	164,654
Regina Public School Board	763,286
SaskPower Corporation	276,265
SaskTel	124,489

# **Expenditures - Regina Public Library** For the Year Ended December 31, 2015

Payee	Total
Saskatchewan Information & Library Services	225,681
Saskatchewan Minister of Finance	121,194
SaskEnergy	90,000
SRG Security Resource Group Inc.	119,319
Supreme Basics	78,840
United Library Services Inc.	76,389
Virtus Group	149,272
Whitehots Inc.	96,940

### **Expenditures - Buffalo Pound Water Administration Board**

#### For the Year Ended December 31, 2015

Payee	Total
AECOM Canada Ltd	82,991
Associated Engineering (Sask) Ltd.	51,071
Brenntag Canada Inc.	255,325
Chemtrade West Limited Partnership	1,638,903
City of Moose Jaw	362,365
Cleartech Ind Inc.	226,734
Double K Excavating Ltd.	164,905
Duncan Roofing	263,205
Hach Sales & Service Canada Ltd.	62,963
PMP Powerline Ltd.	62,049
Prominent Systems, Inc.	300,000
Receiver General for Canada	138,722
SaskEnergy	254.098
SaskPower Corporation	1,398,140
Univar Canada Ltd.	181,918
Westridge Construction Ltd.	410,153

# **Expenditures - Regina Downtown Business Improvement District** For the Year Ended December 31, 2015

Payee	Total
Ascent Management Group Inc	58,400
Harvard Property Management Inc.	50,815

### Expenditures - Regina's Warehouse Business Improvement District

For the Year Ended December 31, 2015 (in dollars)

Payee

**B-Creative Group** 

Total

85,080

#### Notes to Expenditures For the Year Ended December 31, 2015 (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 2015 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 Regina Public Library, 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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#### Regina City Council Delegation – Monday, May 30, 2016

RE: Unconsolidated Year End 2015 Financial Report

Good evening ladies and gentlemen, my name is Chad Novak, and I am here representing the Saskatchewan Taxpayers Advocacy Group, which is a grassroots organization proudly standing up for the rights of individual taxpayers. I am here to address the Unconsolidated Year End 2015 Financial Report.

Something that I am very proud to be responsible for is ensuring that our City provides fair and equitable treatment to all taxpayers of Regina. With that in mind, given the numbers contained within this report, it seems that City Council and Administration have been unfairly going back to the taxpayers for higher property taxes and higher water rates, when every single year for at least the last decade, they've realized quite significant surpluses. Keeping in mind, these surpluses that I refer to are only those that are realized when compared to the budget, which would be in addition to any budgeted surpluses as the case may be.

After delegating at the May 10 Finance and Administration Committee Meeting, I have come to understand and appreciate that the City of Regina Administration and Council chooses to budget conservatively. As a risk-averse person myself, I am very pleased with this approach because, more often than not, you're going to realize better financial results than you project. This is supported by the fact that the City of Regina has realized a surplus every single year for at least the past decade. Unfortunately for residents, however, more often than not, there has also been a Property Tax rate increase. The question that I can't help but wonder, and so many great citizens of Regina do as well, why, then, are they being asked to pitch in more every year, when every year, we're also realizing quite a substantial surplus?

I appreciate the reasoning given by CFO Ed Archer at that same F&A Meeting, where any surpluses are put towards the reserves for "unexpected and one-time expenditures". One must ask, then, how much is reasonable to keep in the reserves, and how many "unexpected one-time expenditures" have we realized over the past decade, and how many can we reasonably expect in the next? I think it's very important to differentiate here, as Mr. Archer also suggested that an example of these "unexpected" expenditures was the condition of our physical assets, and the eventual need for replacement. I can't speak for everyone here, but it would seem that a prudent financial professional would be budgeting for the eventual need for replacement of all assets, and thus they really wouldn't fit into this category as these would most certainly be predictable and expected. The stadium is significantly financed by debt, the WWTP is also – as well as another physical asset that a prudent financial professional would have budgeted for anyways. So, in the end, just how much do we NEED in the reserves, and when is it

considered to be too much before you stop going back to the taxpayers to fund what our annual surpluses could, either in part or in whole?

As you can see by the summary I put together (in **Appendix A**), **our reserves have skyrocketed over the last decade by over 500%**, while the residents have been looked to each year for more property taxes. Our water bills (See **Appendix B**) have more than doubled in that same timeframe. With this in mind, I want you to go on record this evening by telling the residents of Regina why it is that you've felt comfortable with going back to them for more property taxes, while we've steadily grown our reserves to over \$236.7 Million by the end of 2015, with no end in sight. I want you to go on record and explain to them why you've been okay with continual hefty increases in their water bills, while the Utility Reserve sits at record levels (\$79.9 Million at end of 2015) with no long term plan to deplete it, even by a minimal amount. I want you to go on record and explain to them why you've been okay with charging them for recycling, when the Landfill is realizing a multimillion dollar annual surplus and currently has over \$20 Million in reserves.

Thank you for your time this evening, and I will gladly answer any questions you may have.

	Per Signed Executive Summary		Per Financial Statements		Тах	Increase	<b>Reserve Balances</b>
Year	Surplus	Deficit	Surplus	Deficit	%	\$	
2005			12,683,000.00				42,000,000.00
2006	2,600,000.00		19,096,000.00		3.91	4,170,800.00	58,000,000.00
2007	5,100,000.00		26,870,000.00		2.84	3,417,200.00	75,100,000.00
2008	4,900,000.00		*	1,518,000.00	0	-	77,184,000.00
2009	2,900,000.00		56,144,000.00		4.00	5,200,000.00	104,101,000.00
2010	4,000,000.00		90,844,000.00		4.00	5,600,000.00	144,474,000.00
2011	12,700,000.00		108,777,000.00		3.90	5,800,000.00	142,277,000.00
2012	8,000,000.00		107,039,000.00		4.45	7,075,000.00	163,249,000.00
2013	2,400,000.00		153,151,000.00		6.00	11,900,000.00	203,808,000.00
2014	9,700,000.00		146,676,000.00		3.30	7,895,400.00	210,672,000.00
2015	9,900,000.00		169,457,000.00		2.30	7,300,000.00	236,720,000.00

#### **Appendix A**

#### Appendix **B**

	Annual Basic Charge		Volume Charge (M3)		Drainage Levy	Monthly Bi	ll with Esti	mated M3	Usage:
Rate History	Water	Wastewater	Water	Wastewater		ZERO (Base)	10	20	30
2005	123.00	93.00	0.83	0.72	78.00	24.50	40.00	55.50	71.00
2006	129.00	99.00	0.85	0.75	84.00	26.00	42.00	58.00	74.00
2007	135.05	102.20	0.88	0.78	91.25	27.38	43.98	60.58	77.18
2008	146.00	116.80	0.96	0.85	98.55	30.11	48.21	66.31	84.41
2009	160.60	124.10	1.05	0.93	105.85	32.55	52.35	72.15	91.95
2010	175.20	135.05	1.14	1.01	116.80	35.59	57.09	78.59	100.09
2011	189.80	146.00	1.24	1.11	127.75	38.63	62.13	85.63	109.13
2012	208.05	160.60	1.35	1.21	138.70	42.28	67.88	93.48	119.08
2013	226.30	175.20	1.47	1.32	149.65	45.93	73.83	101.73	129.63
2014	244.55	189.80	1.59	1.43	160.60	49.58	79.78	109.98	140.18
2015	262.80	204.40	1.72	1.54	175.20	53.53	86.13	118.73	151.33

To: His Worship the Mayor and Members of City Council

#### Re: City of Regina Unconsolidated Unaudited Year-End 2015 Financial Report

## **RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE** - MAY 10, 2016

That this report be received and filed.

FINANCE AND ADMINISTRATION COMMITTEE – MAY 10, 2016

Chad Novak, representing the Saskatchewan Taxpayers Advocacy Group, addressed the Committee.

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 May 10, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

That this report be forwarded to the May 30, 2016 meeting of City Council for informational purposes.

#### CONCLUSION

The City of Regina's 2015 unconsolidated unaudited General Operations surplus is an estimated \$5.1 million. While the surplus is the result of many factors experienced over the course of the year, it is mainly due to increased interest revenue, gain on the sale of bonds and lower taxation assessment appeals risk being realized.

The City of Regina's 2015 unconsolidated unaudited Utility Operations surplus is an estimated \$7.1 million. The surplus is mainly due to an unanticipated increase in water sales through the fall. It is important to note that the Utility surplus, or deficit, in any one year is factored into the 25 year utility financial model.

Year-end surpluses represents one-time funding and is transferred to the appropriate reserves.

The 2015 annual business plan and budget approved by Council anticipated a level of funding required to provide the level of services established in the plan. As the corporation worked toward delivering services to the community, a variance between the budgeted cost and the actual year-end costs emerged. The variance (over or under the established budget), is the result of controllable or uncontrollable factors. These factors include, but are not limited to:

- new funding or revenues received during the year that were not anticipated at the time of developing the budget;
- changes to the level of services provided;
- staff vacancies;
- price differences in supplies;
- timing of new initiatives implementation or in capital construction.

The year-end surplus represents one-time funding and is transferred to the appropriate reserves. The transfer to reserves is the strategy employed by the city to finance reserves and support unexpected/emergency spending requirements and to minimize the use of debt to finance capital projects or acquisitions.

The purpose of the report is provide Council information on the 2015 unaudited year-end results for the City. At the time of preparing this report the audit process was still in progress. Final amounts will be reported in the audited consolidated financial statements.

#### DISCUSSION

#### **Operations**

General Operations:

The 2015 approved civic budget included a property tax increase of 2.9% plus an additional 1% dedicated to renewing residential roadways. The unaudited information for unconsolidated General Operations results in a surplus of \$5.2 million, including reserve transfers.

#### General Operations Reported in \$000's

	Annual Budget	Actuals	Annual Variance
Total Operating Revenue	359,070	380,633	21,563
Total Operating Expenditures	359,070	375,452	-16,382
Net Operating Surplus(Deficit)	0	5,181	5,181

Both revenues and expenses are monitored closely throughout the year. The revenue surplus of \$21.6 million is mainly due to gains received on the sale of bonds and interest earned on bonds held by the City of Regina. The higher than anticipated revenues were offset by increased expenses through one-time funding of projects and transfers to the General Fund Reserve to support future capital expenditures.

The unaudited unconsolidated general utility surplus is \$7.1 million and will be transferred to General Utility Reserve. The approved 2015 Utility budget included an 8% rate increase for the Water and Sewer Utility.

Utility Operations			
Reported in \$000's			
	Annual		Annual
	Budget	Actuals	Variance
Total Operating Revenue	116,452	120,763	4,311
Total Operating Expenditures	64,806	61,982	2,824
Net Operating Surplus(Deficit)	51,646	58,781	7,135

While the Utility budget revenues and expenses are based on a five year average to smooth the effect of seasonal temperature and rainfall, the surplus is due to a number of factors. The principle cause of the excess revenues is Sewer Service Charges that were expected to be eliminated in 2015 and therefore the budget was reduced. Expenses are slightly under budget due to vacancies and related minor cost reductions. The lower than anticipated expenses did not impact the provision of services or service levels.

#### <u>Capital</u>

#### General Capital:

The City of Regina's 2015-2019 approved five year general capital plan provided \$439.3 million of available capital funding in 2015, including carry forward funding from previous years. Subsequent approvals by City Council during the fiscal year increased the total funding available to \$459.9 million. As of December 31, 2015 capital expenditures for the fiscal year were \$225.3 million. The variance between the approved funding and expenditures represents the amount of capital funding that will be carried forward and spent in future periods. The majority of this carry forward relates to the stadium project.

#### General Capital Reported in \$000's

	Approved 2015 Capital	2015 Expenditures	Variance
Program	83,270	57,473	25,797
Project	376,604	167,829	208,775
Total	459,874	225,302	234,572

Significant projects underway in 2015 include the following eight projects which account for 79% of actual expenditures:

	Millions (\$)
RRI - Stadium	118.9
Street Infrastructure Renewal	26.3
Civic Fleet Replacement	9.8
Victoria Avenue East Pilot Butte Creek Bridge	6.3
Landfill Expansion	4.8
Transit Fleet Replacement	4.2
Residential Renewal	4.1
Douglas Park/Leibel Field Support Facility	3.5
Total	\$177.9

#### Utility Capital:

Total funding available in 2015 for Utility capital was \$129.7 million, including planned carry forward of \$58.2 million. Year-end capital expenditures are \$42.1 million. The unspent capital funding will be carried forward to 2016 to continue the planned capital expenditures.

Utility Capital Reported in \$000's			
	Approved 2015 Capital	2015 Expenditures	Variance
Program	28,539	17,884	10,655
Project	101,140	24,256	76,884
Total	129,679	42,140	87,539

Significant projects in 2015 include the following seven projects that account for 66% of forecasted expenditures:

	Millions (\$)
WWTP-Hauler Dump Station Development	5.7
Drainage System Upgrading - South Regina	5.2
Buffalo Pound Water Treatment Plant Upgrade	4.3
Water Infrastructure Renewal	4.1
Wastewater Collection Renewal - Integrated Works	3.9
Storm Sewer Renewal - Catch up Program	2.7
Water Services Connection Replacement	1.9
Total	\$27.8

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The unaudited surplus from the unconsolidated general and utility operations represents one-time funding and is transferred to the appropriate reserve to support unexpected/emergency future spending requirements. The surplus amounts presented in this report will be included in the 2015 Annual Report and consolidated financial statements. The consolidated report combines the financial status of the city 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 Warehouse District
- Economic Development Regina (formerly Reginal Regional Opportunities Commission)
- Regina Public Library
- Buffalo Pound Water Administration Board
- Regina Exhibition Association Limited

#### **Environmental Implications**

None related to this report.

#### Policy and/or Strategic Implications

This report supports the City of Regina's commitment to accountability and transparency to the citizens of Regina.

#### Other Implications

None related to this report.

#### Accessibility Implications

None related to this report.

#### COMMUNICATIONS

None related to this report.

#### DELEGATED AUTHORITY

There is no delegated authority associated with this report as it is for informational purposes only.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

- To: His Worship the Mayor and Members of City Council
- Re: Proposed Amendments to *A Bylaw of the City of Regina to Regulate and Control the Subdivision of Land Bylaw No.* 7748

#### **RECOMMENDATION**

- 1. That *A Bylaw of the City of Regina To Regulate and Control the Subdivision of Land, Bylaw No. 7748* (commonly known as the Subdivision Bylaw), be amended as follows:
  - a) By replacing Section 6. 8) with the following:

Where the Development Officer is unable to certify a severance application because of non-compliance with the regulations herein, he shall deny approval of the application and notify the applicant of the Development Officer's decision.

- b) By replacing Section 9. 1) with the following:
  - 1) Where:
    - a) an application for a proposed subdivision or severance is refused;
    - b) an application for a proposed subdivision or severance is approved in part;
    - c) an application for a proposed subdivision or severance is approved subject to specific development standards issued pursuant to Section 130 of the Act;
    - d) approval of an application for a proposed subdivision or severance is revoked;
    - e) an agreement pursuant to Subsection 172 of the Act has not been entered into within the specified time limit; or
    - f) the applicant for subdivision or severance approval objects to producing any information requested by Council or the Development Officer other than information that is required by the subdivision regulations to accompany the application;

the applicant may appeal the decision by filing a written notice of appeal with the Development Appeals Board in the first instance and may appeal further to the Provincial Planning Appeals Board in accordance with Section 226 of the Act.

- c) By replacing all references to *The Planning and Development Act, 1983* with updated references and appropriate section numbers to *The Planning and Development Act, 2007.*
- 2. That item CM16-1 be removed from the list of outstanding items for City Council.

#### CONCLUSION

This report is in response to the resolution at the April 25, 2016 meeting of City Council, which requested review of the requirement to report severance denials through City Council. The Administration has reviewed this provision of the Subdivision Bylaw and recommends removing this requirement and delegating authority to the Development Officer (Administration). In addition, further amendments to the bylaw are proposed to clarify the right to appeal decisions pertaining to severance applications.

#### BACKGROUND

In response to City Manager report CM16-1, City Council resolved at the April 25, 2016 meeting that:

- Bylaw No. 7748 be reviewed to determine the merits and implications of reviewing the requirement that City Council must deny a severance application, including a constitutional assessment that does not meet the minimum requirements of *The Regina Zoning Bylaw No. 9250* in order for an applicant to appeal to the Development Appeals Board.
- That a report be provided back to the May 30, 2016 City Council meeting.

#### DISCUSSION

#### Severance Denials

The Subdivision Bylaw, establishes the review process and requirements that shall be followed in order to subdivide land, pursuant to *The Planning and Development Act, 2007*.

Currently, Section 6.8 of The Subdivision Bylaw states that:

Where the Development Officer is unable to certify a severance application because of non-compliance with the regulations herein, he shall report to Council who shall refuse approval and the Development Officer shall duly notify the applicant of City Council's decision.

A severance is a simple subdivision where internal property boundaries of existing lots or parcels are rearranged and no new street frontage is created. Severance applications are commonly filed to split one existing residential lot into two or to consent a portion of one lot to the abutting property.

Non-severance subdivisions are typically more complex, involving multiple lots, possible servicing implications and dedication of street or park land. The approval authority of severances was delegated to the Development Officer (Administration) in 1989 (Bylaw No. 8816). Prior to that time City Council considered each approval and denial of severance of land. It is likely that

the provision for denials of severance applications remained with City Council as a formal check in the approval process to a higher authority than the Development Officer and to ensure transparency in the process.

In 2003 City Council passed *Bylaw No. 2003-3 The Subdivision Amendment Bylaw, 2003*, which further delegated authority to the Development Officer much more substantive (non-severance) subdivision proposals. However, despite this change, the provision to report any severance denial to City Council remained in the Subdivision Bylaw.

The requirement to report severance denials back to City Council is inconsistent with the intent of changes made in 2003 to *Bylaw No. 2003-3 The Subdivision Amendment Bylaw, 2003.* The amendment recommended for Section 6.8 proposes to delegate authority to the Development Officer (Administration) to deny an application for severance without reporting to City Council.

The amendments recommended for Section 9.1) of the Subdivision Bylaw pertaining to appeals are intended to clarify that the right of appeal also pertains to severance applications, although it has always been interpreted as such. Applicants whose severance applications are denied will retain the right to appeal the decision to the Development Appeals Board. The Development Appeals Board commonly considers matters concerning minor relaxation of zoning standards and would be bound to a legislative framework for decision making.

#### Constitutional Assessment

Constitutional law in Canada divides into two areas of focus: federalism, including the division of powers; and the Canadian Charter of Rights and Freedoms. Canada's constitution divides governing power between two levels of government – the federal government and the provincial government. Each level of government is supreme in its area of jurisdiction.

Section 92 of *The Constitution Acts 1867 to 1982* describes the powers of the federal and provincial governments respectively. Section 92(8) gives the provinces authority over municipal institutions in the province and Section 92(13) gives the provinces the authority to deal with property and civil rights. Pursuant to these two powers, the Province of Saskatchewan has adopted a legislative framework for dealing with planning matters at the municipal level in *The Planning and Development Act, 2007*. Both the federal and provincial governments have specified areas of jurisdiction under Section 92 of *The Constitution Acts 1867 to 1982*, but this is not the case for municipalities because they are delegated authority by the province.

With respect to the power to subdivide land, *The Planning and Development Act, 2007* (Section 16) states that "An approving authority may adopt a bylaw that contains regulations governing the subdivision of land not inconsistent with the Act..." The Subdivision Bylaw outlines the procedures by which land in the City of Regina is to be subdivided. Any bylaw adopted pursuant to Section 16 is required to be filed with the Minister responsible and shall conform to the intent of *The Planning and Development Act, 2007*. City Council is required to act in accordance with its bylaws, but it also retains the power to change its bylaws including the Subdivision Bylaw, should it be unsatisfied. This report and recommendation responds to precisely this concern.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The proposed amendment will reduce administrative time associated with denial of severance applications.

**Environmental Implications** 

None with respect to this report.

Policy and/or Strategic Implications

None with respect to this report.

Other Implications

Recommendation 1c) is outside the scope of Council's referral motion, but is required to update the references of *The Planning and Development Act, 1983* to the current (2007) version. The content of the Bylaw remains otherwise unchanged.

Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

The City Clerk's office will be required to submit a copy of the approved bylaw to the Provincial Ministry of Government Affairs for review and approval.

#### DELEGATED AUTHORITY

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

Respectfully submitted,

Jaine Vie

Louise Folk, Director Development Services

Respectfully submitted,

anafauriterk

Diana Hawryluk, Executive Director City Planning & Development

To: His Worship the Mayor and Members of City Council

#### Re: Supply of Annual Bedding Plants

#### **RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE - MAY 18, 2016**

- 1. That City Council approve the sole sourcing of annual bedding plants be obtained through Wascana Centre Authority for the 2017 planting season, and up to four additional years.
- 2. That City Council authorize the Executive Director, City Services to negotiate, approve and amend a contract with Wascana Centre Authority (WCA) for an initial period of one year, renewable for up to four additional one year terms, as further detailed in this report.
- 3. That the City Clerk be authorized to execute the contract with WCA after review by the City Solicitor.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – MAY 18, 2016

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #4 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 May 18, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That City Council approve the sole sourcing of annual bedding plants be obtained through Wascana Centre Authority for the 2017 planting season, and up to four additional years.
- 2. That City Council authorize the Executive Director, City Services to negotiate, approve and amend a contract with Wascana Centre Authority (WCA) for an initial period of one year, renewable for up to four additional one year terms, as further detailed in this report.
- 3. That the City Clerk be authorized to execute the contract with WCA after review by the City Solicitor.
- 4. That this report be forwarded to the May 30, 2016 meeting of City Council for approval.

#### CONCLUSION

The City of Regina Parks and Open Space Department and Wascana Centre Authority provide park services to Regina's residents and visitors. Both organizations work cooperatively to ensure consistent service across the city.

The City of Regina has been purchasing bedding plants from the WCA since 2009. The Administration would like to continue this relationship and enter into a contract with the WCA for 2017, with the option to annually renew for up to four more seasons.

The supply of bedding plants from WCA has been mutually beneficial for both organizations; allowing Wascana to utilize their facilities and production capabilities to a greater and more efficient capacity, providing the City with access to an inexpensive volume of annual plants with storage facilities for plant material until the completion of spring planting, and to provide consistency in planting displays in public spaces in Regina.

With the completion of the previous contract with WCA during the summer of 2016, the Administration is required to approach Council to authorize the negotiation and approval of a new agreement with WCA. Thus, the Administration is seeking approval in 2016 to allow the City and WCA to begin the planning process for the 2017 planting season. Authority is given to Council through *The Regina Administration Bylaw No. 2003-69* Schedule D, Part II – Scope and General Provisions, in particular section 50(a) which states:

50. Sole source acquisitions may be used in the following circumstances: a. For the acquisition of any goods, equipment or services as approved by Council by resolution.

#### BACKGROUND

In 1999, the City made a decision to divest its interest in operating the production greenhouse at the 4<sup>th</sup> Avenue yard location. Shortly thereafter, the Administration was successful in leasing the facility to a greenhouse supplier. As part of the lease, the supplier was required to provide the City with an annual supply of bedding plants for the City's use. At the end of the lease the vendor did not renew. The greenhouse was permanently closed and was demolished in 2008 to make room for the new Parks Facilities Administration Building.

Following the closure of the greenhouse, the City obtained and stored plant material at the WCA greenhouses. The WCA is a public body created through *The Wascana Centre Authority Act* and with a Board appointed by the Province of Saskatchewan, the City of Regina and the University of Regina.

On average, WCA has provided up to 40,000 annuals per year to the City of Regina. These annuals are utilized in a variety of locations throughout the city, including the grounds immediately surrounding City Hall, Victoria Park, cemeteries, golf courses and the planters located along boulevards.

#### DISCUSSION

*Design Regina: The Official Community Plan* suggests Administration look for opportunities to optimize regional cooperation. It is an expectation that the City work cooperatively with surrounding municipalities, agencies, levels of government and other stakeholders to determine and evaluate opportunities which collaborate and deliver services regionally.

Both WCA and the City of Regina Parks & Open Space Department are entrusted with making Regina an attractive city for its residents and visitors. One major component is the utilization of outdoor floral displays around focal points where people congregate.

The supply of bedding plants from WCA has been mutually beneficial for both organizations; allowing Wascana to utilize their facilities and production capabilities to a greater and more efficient capacity, providing the City with access to an inexpensive volume of annual plants with storage facilities for plant material until the completion of spring planting, and to provide consistency in planting displays in public spaces in Regina.

The City of Regina does not own or maintain its own production greenhouse. The area required to support 40,000 annuals is substantial. This means that the City cannot produce or store bedding plant material during spring periods, when plant killing frost is a risk. This lack of storage makes it difficult to order plant material from traditional plant vendors as they do not typically supply the level of storage and access the City requires.

In order to find efficiencies, both organizations have found other ways to partner. This allows each organization to maximize the use of existing operations to benefit both. In the past five years these partnerships have included:

- Wascana purchasing pesticide products directly through the City's Central Stores Area.
- Allowing Wascana to store pesticide products at the City's chemical storage area.
- Wascana utilizing the City's GIS supported Tree Inventory System.
- City of Regina purchasing Bedding plants from Wascana Centre Authority.

Over the past five years, WCA has typically provided the City with up to 40,000 bedding plants per year. The average cost to the City is \$50,000 to \$55,000 per year and the 2017 contract is anticipated to be in this range.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The annual cost for the Supply of Annual Bedding Plants is estimated at \$50,000 to \$55,000 for approximately 40,000 annual plants.

#### Environmental Implications

None with respect to this report.

#### Policy and/or Strategic Implications

This expenditure is consistent with the *Design Regina: The Official Community Plan* vision to optimize regional cooperation to work cooperatively with surrounding municipalities, agencies, levels of government and other stakeholders to determine and evaluate opportunities to collaborate to plan for and potentially deliver services regionally.

#### 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 recommendation contained in this report requires City Council's approval.

Respectfully submitted,

#### COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

Ashley Thompson, Secretary

To: His Worship the Mayor and Members of City Council

Re: 2016 Appointments to Mayor's Housing Commission

## **RECOMMENDATION OF THE EXECUTIVE COMMITTEE** - MAY 18, 2016

- 1. That the following organization representatives be appointed to the Mayor's Housing Commission for a three year term, effective June 1, 2016:
  - Mr. Blair Forster representing Forster Projects Inc. and nominated by Regina & Region Home Builders' Association for a three year term, effective June 1, 2016 to December 31, 2018.
  - Mr. Patrick Cooper representing and nominated by Saskatchewan Housing Corporation for a three year term, effective June 1, 2016 to December 31, 2018.
- 2. That the members appointed to the Commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

#### EXECUTIVE COMMITTEE – MAY 18, 2016

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

Mayor Michael Fougere, Councillors: Wade Murray (Chairperson), Sharron Bryce, Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on May 18, 2016, considered the following report from the City Clerk:

#### RECOMMENDATION

- 1. That the following organization representatives be appointed to the Mayor's Housing Commission for a three year term, effective June 1, 2016:
  - Mr. Blair Forster representing Forster Projects Inc. and nominated by Regina & Region Home Builders' Association for a three year term, effective June 1, 2016 to December 31, 2018.
  - Mr. Patrick Cooper representing and nominated by Saskatchewan Housing Corporation for a three year term, effective June 1, 2016 to December 31, 2018.

2. That the members appointed to the Commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

#### CONCLUSION

As follow up to this decision, City Council is required to appoint one representative nominated by the Saskatchewan Housing Corporation and re-appoint two representative nominated by the Regina & Region Home Builders' Association.

#### BACKGROUND

Pursuant to Section 4 of City Council's *Procedure Bylaw 9004*, the process for filling vacancies on City boards, commissions and committees has been initiated. The purpose of this report is to facilitate the appointment of citizen representatives to committees, boards and commissions for 2016 and beyond. These appointments are not affected by the committee structure.

#### DISCUSSION

The following information is provided on activities that have been carried out in preparation for the appointment.

#### **Mayor's Housing Commission**

The Mayor's Housing Commission will guide the City's affordable housing initiatives and implementation of the City's Comprehensive Housing Strategy. The Commission will also identify and recommend practical solutions for affordable and attainable housing in Regina.

A letter from Saskatchewan Housing Corporation was received on October 2, 2015 identifying their nomination. These are captured in the recommendations of this report.

A letter from Regina & Region Home Builders' Association was received on April 6, 2016 identifying their nomination. These are captured in the recommendation of this report.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

There are no financial implications associated with the recommendations of this report.

#### Environmental Implications

There are no environmental implications associated with the recommendations of this report.

#### Policy and/or Strategic Implications

Serving on a committee of Council is both a privilege and means for the public to communicate with Council on behalf of the community. The time, effort and expertise members dedicate to committees of Council is invaluable and contributes significantly to Council's vision.

Other Implications

There are no other implications associated with the recommendations of this report.

#### Accessibility Implications

There are no accessibility implications associated with the recommendations of this report.

#### COMMUNICATIONS

After City Council has finalized the appointments, all applicants will be notified in writing of the outcome of their application.

#### DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

#### EXECUTIVE COMMITTEE

-7/

Jim Nicol, Secretary

/mrt

To: His Worship the Mayor and Members of City Council

Re: Lease of City Property – South Saskatchewan Kart Club (SSKC) - King's Park Area

## **RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE** - MAY 10, 2016

- 1. That the lease of the subject property to the South Saskatchewan Kart Club be approved under the terms and conditions shown in the body of this report.
- 2. That the Administration be authorized to finalize the terms and conditions of the lease documents.
- 3. That the City Clerk be authorized to execute the Lease Agreement documents as prepared by the City Solicitor.

#### FINANCE AND ADMINISTRATION COMMITTEE - MAY 10, 2016

The following addressed the Committee:

- Chad Novak, representing Saskatchewan Taxpayers Advocacy Group
- Keith Miller and Dave Gulash, representing South Saskatchewan Kart Club

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), Bob Hawkins, Shawn Fraser 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 May 10, 2016, considered the following report from the Administration:

#### RECOMMENDATION

- 1. That the lease of the subject property to the South Saskatchewan Kart Club be approved under the terms and conditions shown in the body of this report.
- 2. That the Administration be authorized to finalize the terms and conditions of the lease documents.
- 3. That the City Clerk be authorized to execute the Lease Agreement documents as prepared by the City Solicitor.
- 4. That this report be forwarded to the May 30, 2016 meeting of City Council which will allow for sufficient time for advertising of the public notice.

#### CONCLUSION

When considering the lease of City-owned land, standard procedure is for Administration to ensure that the land is made publicly available. In this case, the subject land is to be leased to the South Saskatchewan Kart Club (SSKC) without any public offering and at less-than-marketvalue, which requires City Council approval. Because of the natural terrain of the land and the aquifer, there are limited uses for the land, it is not suitable for residential, commercial or industrial development, nor is it suitable for agricultural purposes. Based on this and in conjunction with the non-profit nature of the Club and the volunteer hours and investment required to create the quality of track they have proposed, it is recommended that a ten year lease be approved.

#### BACKGROUND

The SSKC approached the City of Regina with the intention of leasing land within the King's Park Area. The landowner of their current track has given notice that they will be developing their land for other activities. The SSKC track fits well with the uses currently existing within the area (Appendix A). The Club is asking the City of Regina (City) to grant them a new Lease Agreement for a ten-year term at less-than-market-value. This is to ensure the SSKC's volunteer time and financial investment is not lost as their kart track will require a substantial investment to construct.

Subsection 101 (1) of *The Cities Act* stipulates that "No Council shall delegate: (k) the sale or lease of land for less-than-fair-market-value and without a public offering". *The Regina Administration Bylaw No. 2003-69* requires City Council approval if: a lease term, including renewals, exceeds ten years; a lease is less-than-fair-market-value; or if the property has not been publically identified for lease.

The purpose of this report is to facilitate the lease of this property to the SSKC.

#### DISCUSSION

The SSKC is a provincially registered non-profit organization that promotes, organizes and insures, through its National body, the sport of Professional Kart Racing. The Club is one of the oldest kart clubs operating in Canada. The track will be developed and maintained at the expense of the Club.

Similar uses, such as Kings Park Speedway and The Regina Motocross Club, have been active in this area for well over 40 years. As a non-profit organization, SSKC does not have the means to pay above the established lease price for the land. Because of the natural terrain of the land and the aquifer, there are limited uses for the land, it is not suitable for residential, commercial or industrial development, nor is it suitable for agricultural purposes. Given its limited appeal, the City has not pursued publically offering this property for lease.

Leasing the land out for this recreational use as a go-cart track would be a community service provided by the City that would complement current uses in the area.

The market value of the land is \$320,000 and the annual market lease rate is typically set at 12 per cent, which would be \$38,400.

The terms and conditions of the proposed Lease Agreement are as follows:

Subject Property:	Approximately 6.5 Hectares (Appendix A)
Tenant:	The South Saskatchewan Kart Club
Leased Term:	Ten years commencing May 1, 2016
Net Annual Lease Rate:	\$1,000 + GST
Lease Renewal Option:	None
Other Terms:	Lessee shall be responsible for the annual property taxes. Conditional upon the approval of City Council and the terms and conditions contained within the lease agreement.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

If the recommendations in this report are approved, the net lease revenues will be \$1,000 plus GST annually, taxes would be paid by the tenant to the RM of Sherwood.

#### **Environmental Implications**

Tenants in the King's Park area must satisfy the requirements of the City's Environmental Services Department and have provided information on their operations to that department for review.

Policy and/or Strategic Implications

None associated with this report. <u>Other Implications</u>

The terms and conditions of the lease include the obligation for the lessee to meet environmental protection requirements as well as any and all City and RM of Sherwood bylaws and building/construction regulations.

#### Accessibility Implications

None associated with this report.

#### **COMMUNICATIONS**

A copy of this report will be provided to the South Saskatchewan Kart Club.

#### DELEGATED AUTHORITY

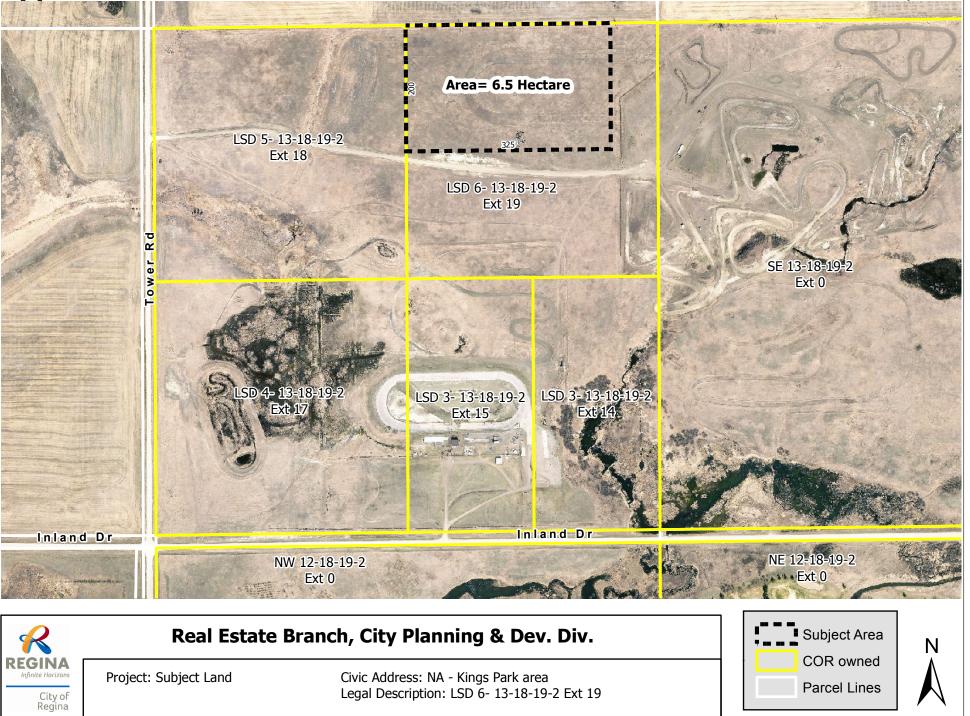
As provided in section 101 (1) (k) of *The Cities Act*, the lease of City-owned property without a public offering and a lease at less-than-market-value rates cannot be delegated to the Administration and therefore requires the approval of City Council.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

### **Appendix A**



To: His Worship the Mayor and Members of City Council

#### Re: Lease of City Property – Regina Motocross Club - King's Park Area

## **RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE** - MAY 10, 2016

- 1. That the lease of the subject property to the Regina Motocross Club be approved under the terms and conditions shown in the body of this report.
- 2. That the Administration be authorized to finalize the terms and conditions of the lease documents.
- 3. That the City Clerk be authorized to execute the Lease Agreement documents as prepared by the City Solicitor.

#### FINANCE AND ADMINISTRATION COMMITTEE – MAY 10, 2016

Vic Stuart, representing the Regina Motocross Club, 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 May 10, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the lease of the subject property to the Regina Motocross Club be approved under the terms and conditions shown in the body of this report.
- 2. That the Administration be authorized to finalize the terms and conditions of the lease documents.
- 3. That the City Clerk be authorized to execute the Lease Agreement documents as prepared by the City Solicitor.
- 4. That this report be forwarded to the May 30, 2016 meeting of City Council which will allow for sufficient time for advertising of the public notice.

#### CONCLUSION

When considering the lease of City-owned land, standard procedure is for Administration to ensure that the land is made publicly available. In this case, the subject land is to be leased to the Regina Motocross Club without any public offering and at less-than-market-value, which requires City Council approval. Because of the natural terrain of the land and the aquifer, there are limited uses for the land, it is not suitable for residential, commercial or industrial development, nor is it suitable for agricultural purposes. Based on this and in conjunction with the over 40 year history of the Club's operation at this location, the volunteer hours that have been provided over the years and the improvements to the site, it is recommended that a ten year lease be approved.

#### BACKGROUND

The Regina Motocross Club has leased the subject property for approximately 40 years. The club's current lease expired on December 31, 2015. The land area is located within the King's Park area (Appendix A). Regina Motocross Club is asking the City of Regina (City) to grant them a new Lease Agreement for a ten-year term at less-than-market-value to ensure their volunteer time and financial investment is not lost.

Subsection 101 (1) of *The Cities Act* stipulates that "No Council shall delegate: (k) the sale or lease of land for less-than-fair-market-value and without a public offering". *The Regina Administration Bylaw No. 2003-69* requires City Council approval if: a lease term, including renewals, exceeds ten years; a lease is less-than-market-value; or if the property has not been publically identified for lease.

The purpose of this report is to facilitate the lease of this property to the Regina Motocross Club.

#### DISCUSSION

The Regina Motocross Club is a non-profit organization that promotes the sport of safe off-road and motocross racing with a family orientated atmosphere. The Club has invested many years in developing the track and has leased this land for over 40 years. As a non-profit organization they do not have the means to pay above the established lease price for the land. Because of the natural terrain of the land and the aquifer, there are limited uses for the land, it is not suitable for residential, commercial or industrial development, nor is it suitable for agricultural purposes. Given its limited appeal and the length of tenure by the club, the City has not pursued publically offering this property for lease and disrupting an organization that has been in place for over 40 years.

Leasing the land out for this recreational use as a motocross track is a community service provided by the City.

The estimated market value of the land is \$1,360,000 and the annual market lease rate is typically set at 12 per cent, which would be \$163,200.

The terms and conditions of the proposed Lease Agreement are as follows:

Subject Property:	Approximately 27.81 Hectares (Appendix A)
Tenant:	The Regina Motocross Club
Leased Term:	Ten years commencing May 1, 2016
Net Annual Lease Rate:	\$1,000 + GST
Lease Renewal Option:	None
Other Terms:	Lessee shall be responsible for the annual property taxes. Conditional upon the approval of City Council and the terms and conditions contained within the lease agreement.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

If the recommendations in this report are approved, the net lease revenues will be \$1,000 plus GST annually, taxes would be paid by the tenant to the RM of Sherwood.

#### Environmental Implications

Tenants in the King's Park area must satisfy the requirements of the City's Environmental Services Department and have provided information on their operations to that department for review.

#### Policy and/or Strategic Implications

None associated with this report. <u>Other Implications</u>

The terms and conditions of the lease include the obligation for the lessee to meet environmental protection requirements as well as any and all City and RM of Sherwood bylaws and regulations.

#### Accessibility Implications

None associated with this report.

#### **COMMUNICATIONS**

A copy of this report will be provided to the Regina Motocross Club.

#### DELEGATED AUTHORITY

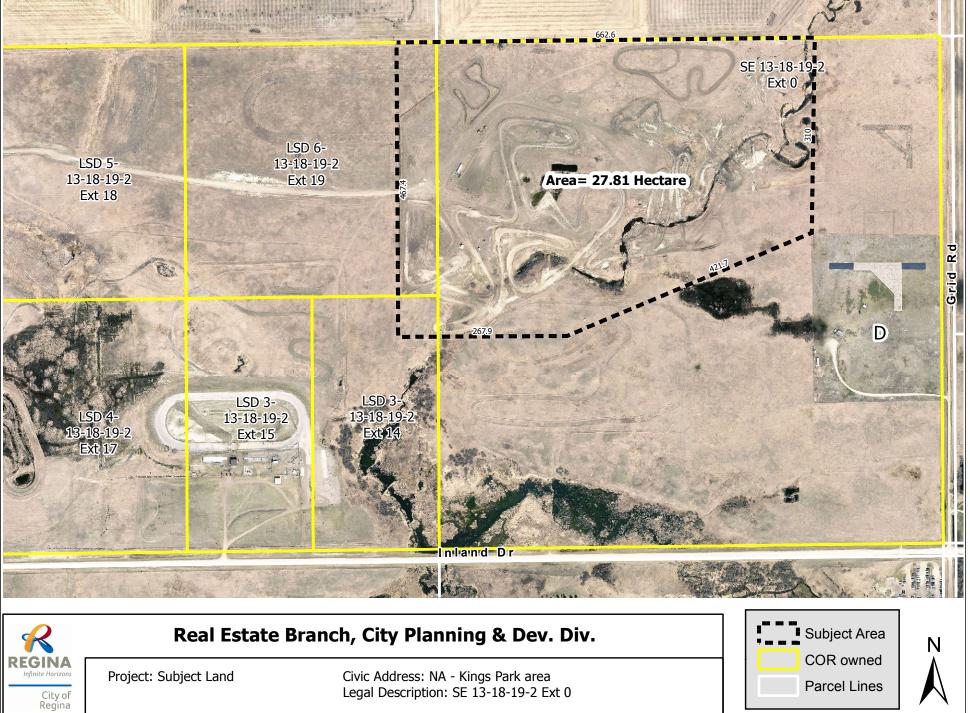
As provided in section 101 (1) (k) of *The Cities Act*, the lease of City-owned property without a public offering and a lease at less-than-fair-market-value rates cannot be delegated to the Administration and therefore requires the approval of City Council.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

# **Appendix A**



16 Feb 2016 O:\RA\Real Estate\LotAdjust\Kings Park vF air.mxd

Any Dimensions shown are in metres and approximate

To: His Worship the Mayor and Members of City Council

#### Re: Cathedral Area Community Association Lease of Land for Community Gardens

# **RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE** - MAY 10, 2016

- 1. That the proposed lease between the City of Regina and the Cathedral Area Community Association be approved under the terms and conditions outlined in the body of this report.
- 2. That the City Manager be authorized to resolve the final terms and conditions of the Lease Agreements.
- 3. That the City Clerk be authorized to execute the lease documents, as prepared by the City Solicitor.

#### FINANCE AND ADMINISTRATION COMMITTEE – MAY 10, 2016

Tom Gartner, representing Cathedral Area Community Association, 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 May 10, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the proposed lease between the City of Regina and the Cathedral Area Community Association be approved under the terms and conditions outlined in the body of this report.
- 2. That the City Manager be authorized to resolve the final terms and conditions of the Lease Agreements.
- 3. That the City Clerk be authorized to execute the lease documents, as prepared by the City Solicitor.
- That this report be forwarded to the May 30, 2016 meeting of City Council which will allow for sufficient time for advertising of the public notice.
   CONCLUSION

When considering the lease of City-owned land, standard procedure is for Administration to ensure that the land is made publicly available. In this case, the subject land is to be leased to the Cathedral Area Community Association (CACA) without any public offering and at less-thanfair-market-value, which requires City Council approval. These lots are located in the flood zone which greatly limits their use for development or sale, therefore it is recommended that a ten year lease be approved in order to continue the benefits to the community of these gardens in the Cathedral area.

#### BACKGROUND

The Cathedral Area Community Association (CACA) has leased the subject properties for the last ten years and had previously operated their community gardens on other City-owned lots, which were sold by the City. Their current lease expired on March 31, 2016. The CACA has been on the *Annual Tax Exemption Bylaw* for the subject properties and would continue to be exempted on the annual bylaw.

Subsection 101 (1) of *The Cities Act* stipulates that "No Council shall delegate: (k) the sale or lease of land for less-than-fair-market-value and without a public offering". *The Regina Administration Bylaw No. 2003-69* requires City Council approval if: a lease term, including renewals, exceeds ten years; a lease is less-than-fair-market-value; or if the property has not been publically identified for lease.

The purpose of this report is to facilitate the lease of this property to the CACA.

#### DISCUSSION

Based on the success of the community garden program the CACA have indicated that they wish to renew a lease agreement under the same terms and conditions as the previous lease. As this land is within the flood zone it has limited development option available and therefore Administration recommends entering into a lease with CACA under the previous lease terms. Leasing the land for the gardens is a community service provided by the City.

The terms and conditions of the proposed Lease Agreement are as follows:

Subject Properties:	A total of 13 Lots (See Appendix A)
Tenant:	Cathedral Area Community Association
Leased Term:	Ten years commencing May 1, 2016
Net Annual Lease Rate:	\$1.00
Lease Renewal Option:	None
Other Terms:	Standard terms and conditions as prepared by the City Solicitor.

#### **RECOMMENDATION IMPLICATIONS**

#### Financial Implications

Prior to the leasing of the subject lands, the City was responsible for maintenance of the lots, if the recommendations in this report are approved, maintenance expenses will be eliminated, although no revenue will be generated.

#### **Environmental Implications**

These lots are located in the flood zone which greatly limits their use for development or sale.

#### Policy and/or Strategic Implications

This lease supports the CACA community garden program.

#### Other Implications

None associated with this report.

Accessibility Implications

None associated with this report.

#### COMMUNICATIONS

The Cathedral Area Community Association will be informed of any decisions of the Finance and Administration Committee and City Council.

#### DELEGATED AUTHORITY

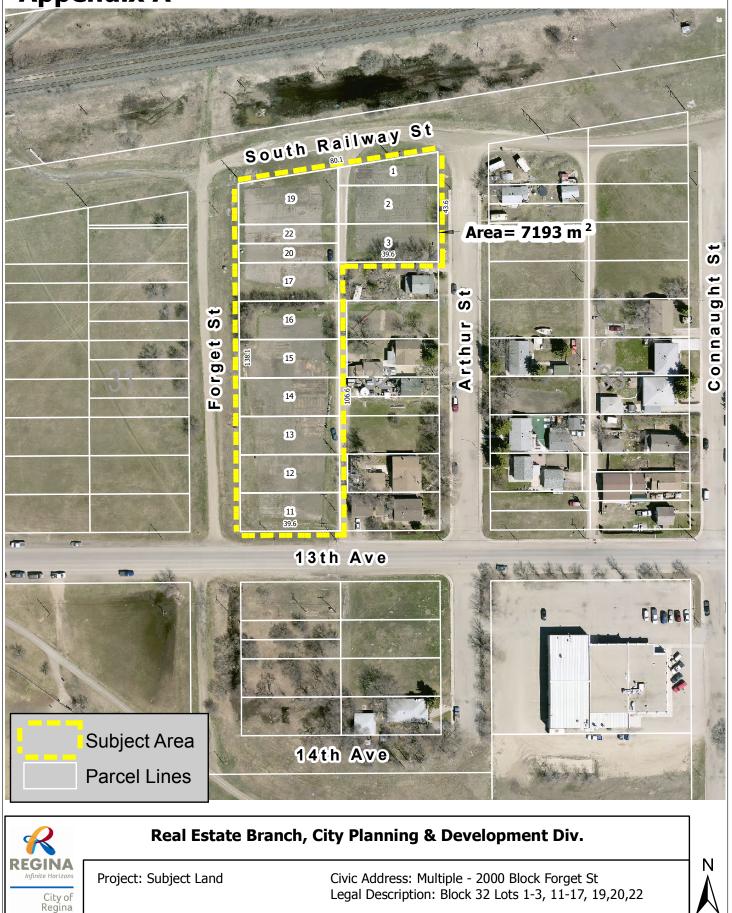
As provided in section 101 (1) (k) of *The Cities Act*, the lease of City-owned property without a public offering and a lease at less-than-fair-market-value rates cannot be delegated to the Administration and therefore requires the approval of City Council.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

# **Appendix A**



To: His Worship the Mayor and Members of City Council

#### Re: Business Transformation Program – Planning, Budget & Analysis Implementation Project

# **RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE** - MAY 30, 2016

- 1 That City Council authorize the Chief Financial Officer to award and enter into a contract with the highest ranked proponent from the Request For Proposal (RFP) process for professional and consulting services to support the configuration and implementation of financial planning and budgeting system enhancements.
- 2 That the City Clerk be authorized to execute the contracts after review and approval from the City Solicitor.

#### FINANCE AND ADMINISTRATION COMMITTEE – MAY 30, 2016

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #3 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 May 10, 2016, considered the following report from the Administration:

#### RECOMMENDATION

- 1. That City Council authorize the Chief Financial Officer to award and enter into a contract with the highest ranked proponent from the Request For Proposal (RFP) process for professional and consulting services to support the configuration and implementation of financial planning and budgeting system enhancements.
- 2. That the City Clerk be authorized to execute the contracts after review and approval from the City Solicitor.
- 3. That this report be forwarded to the May 30, 2016 meeting of City Council for approval.

#### CONCLUSION

This report sets out the Administration's procurement plan to obtain professional consulting services to support and deliver the implementation of an integrated financial planning and budgeting system (PBA) including the transition from the City's current system. City Council approval is required under *The Regina Administration Bylaw No. 2003-69* as the fees for the consulting engagement are expected to exceed \$500,000.

#### BACKGROUND

The Planning, Budget & Analysis Implementation project ("PBA project") addresses a number of long-standing and disruptive challenges associated with current tools and work processes for financial management and reporting. The current system requires extensive manual effort and does not support meaningful forecasting and variance reporting, long range financial planning, scenario analysis, multi-year budgets or performance measurement. These are increasingly important for the corporation's long-term sustainability and for reporting to stakeholders. The legacy system has delivered good value over its life span, but the business has evolved beyond its functionality.

Council has previously received reports about this ongoing project. It is part of a larger initiative designed to ensure the corporation is maximizing the use of technology wherever possible to improve service and manage increasing demand levels that make traditional, manual processes impractical to sustain. Council approved the project's multi-year capital budget in both the 2015 and 2016 annual budgets.

The implementation of a new system to support planning, budgeting and analysis will create the opportunity to reduce inefficiencies in the current process and enhance our ability to provide timely and accurate financial and non-financial performance information such as business plans, quarterly reports, and municipal benchmarking data. It will facilitate the routine use of long range financial planning and scenario modeling tools that will increase the assurance the financial implications of Council's decisions, now and in the future, are well understood. The system will enable customer service improvements that, for example, reduce processing times and support more self-serve, online delivery channels.

#### DISCUSSION

Specifically, the Planning Budget & Analysis project is intended to deliver:

- Opportunities for the corporation to embrace more efficient and effective financial processes, reporting and management tools.
- The capacity for the organization to define and more easily disclose the cost and performance of municipal services to stakeholders.
- A budget process that is supported by a system which provides decision makers with current, relevant and easy access to data.
- Foundational components for extracting financial data and presenting it alongside non-financial data for reporting and analysis.
- Support for increasing corporate financial acumen with better tools.

In preparation for a new financial planning, budgeting and reporting platform, staff completed an analysis to identify the needed financial systems and timelines associated with putting them into operation. This work assessed the technology fit with our current systems as well as the resources required to sustain them once they are designed, tested and put into operation.

The City's business and functional requirements were confirmed as a part of this work and will be included in the RFP document. The proposals will be evaluated on criteria such as technical expertise, industry experience, personnel availability, general understanding of the scope of work and cost.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

Funding for the consulting services was approved in the 2015 capital budget. Although there are sufficient funds in the budget for this work, *The Regina Administration Bylaw No. 2003-69* requires Council approval to award the work when its value exceeds \$500,000. While the results of the RFP process will identify the precise cost, staff anticipate it will exceed \$500,000 and, therefore, seek the delegated authority to make an award following an evaluation of all proposals in accordance with the corporation's purchasing policies.

#### Environmental Implications

None with respect to this report.

#### Policy and/or Strategic Implications

The Planning Budget & Analysis project contributes to *Design Regina: The Official Community Plan* by providing tools to enable the priority of Achieve Long Term Financial Viability.

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 require City Council approval.

Respectfully submitted,

#### FINANCE AND ADMINISTRATION COMMITTEE

Ashley Thompson, Secretary

- To: His Worship the Mayor and Members of City Council
- Re: Discretionary Use Application (16-DU-04) Licensed Restaurant - 2510 East Victoria Avenue

#### **RECOMMENDATION OF THE REGINA PLANNING COMMISSION – MAY 11, 2016**

That the discretionary use application for a proposed licenced restaurant located at 2510 East Victoria Avenue, being Block B, Plan No. 80R21511, 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 and Appendix A-3.2 prepared by Property Development Support Services Inc. (PDSS) and dated February, 2016.
- b) The development shall comply with all applicable standards and regulations in The Regina Zoning Bylaw No. 9250.

#### REGINA PLANNING COMMISSION – MAY 11, 2016

Randy Nicolle, representing Fuddruckers, 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, Adrienne Hagen Lyster, Simon Kostic, Ron Okumura, 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 May 11, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the discretionary use application for a proposed licenced restaurant located at 2510 East Victoria Avenue, being Block B, Plan No. 80R21511, 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 and Appendix A-3.2 prepared by Property Development Support Services Inc. (PDSS) and dated February, 2016.

- b) The development shall comply with all applicable standards and regulations in The Regina Zoning Bylaw No. 9250.
- 2. That this report be forwarded to the May 30, 2016 meeting of City Council for approval.

#### CONCLUSION

The applicant proposes to repurpose an existing building to develop it as a licenced restaurant with 185 seating capacity. The subject property is currently zoned MAC 3-Major Arterial Commercial in which a licensed restaurant exceeding 100 seats is a discretionary use.

The proposed restaurant will provide additional amenities and service in the area along the East Victoria Avenue corridor. The subject property is accessible by all modes of travel.

The development complies with the development standards and regulations contained in The Regina Zoning Bylaw No. 9250 and is consistent with the policies contained in *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). Accordingly, the Administration recommends approval.

#### BACKGROUND

An application has been received for discretionary use to accommodate a licenced restaurant within an existing building located at 2510 East Victoria Avenue. This application is being considered pursuant to The Regina Zoning Bylaw No. 9250, the OCP and the *Planning and Development Act, 2007*.

Pursuant to *Subsection 56(3) of The Planning and Development Act, 2007,* City 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 develop a licenced restaurant within one of two existing commercial buildings located at 2510 East Victoria Avenue. A licenced restaurant with the capacity exceeding 100 seating capacity is a discretionary use in the MAC 3-Major Arterial Commercial Zone. The applicant requests discretionary use approval for this restaurant with a seating capacity of 185.

The land use and zoning related details of this proposal are summarized in the following table:

Land Use Details	Existing Proposed		
Zoning	MAC 3- Major Arterial	MAC 3- Major Arterial	
	Commercial Zone	Commercial Zone	
Land Use	Commercial	Commercial	
Number of Dwelling Units	N/A	N/A	
Building Area	2817.2 m <sup>2</sup>	2817.2 m <sup>2</sup>	

Zoning Analysis	Required	Proposed
Number of Parking Stalls Required (for all uses on site)	121	143
Minimum Lot Area (m <sup>2</sup> )	$250 \text{ m}^2$	9471 m <sup>2</sup>
Minimum Lot Frontage (m)	6 m	87.7 m
Maximum Building Height (m)	15 m	7.62 m
Maximum Floor Area Ratio	3.0	0.297
Maximum Coverage (%)	90%	29.7%

On-site parking is accessed via the North Service Road to the property.

Surrounding land uses include residential to the north, commercial development to the east and west side and Victoria Avenue to the south.

The proposed development is consistent with the purpose and intent of the MAC 3-Major Arterial Commercial Zone with respect to:

• Accommodating retail, service and office businesses along controlled access to the sites in limited, but where establishments can benefit from good visibility of the major arterial roadway.

#### **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 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 proposed restaurant will provide local service to the surrounding community and travelling public from the City and vicinity. The proposal also strengthens and supports this portion of the Victoria Avenue corridor.

The proposal is consistent with the policies contained within Part A of the OCP with respect to:

Commercial

- To allow for change and intensification over time.
- To be accessible and integrated with surrounding neighborhood.

#### Economic Generators

• Encourage innovative options to support and incubate new entrepreneurs and commercial ventures.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

The Regina Zoning Bylaw No. 9250 requires two per cent of the required 78 parking stalls to be accessible parking stalls. The proposed development provides one parking stall for persons with disabilities which meets the minimum requirement of The Regina Zoning Bylaw No. 9250.

#### COMMUNICATIONS

Communication with the public is summarized below:

Public notification signage posted on	February 22, 2016
Letter sent to immediate property owners	February 25, 2016
Public Open House held	Not required
Number of public comments sheets received	1

The application was circulated to the Dewdney East Community Association who responded that they were in support of the proposed development.

There was one public comment received on this application which indicated support for the proposed application. Comments are noted in Appendix B.

The applicant and interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving 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.* 

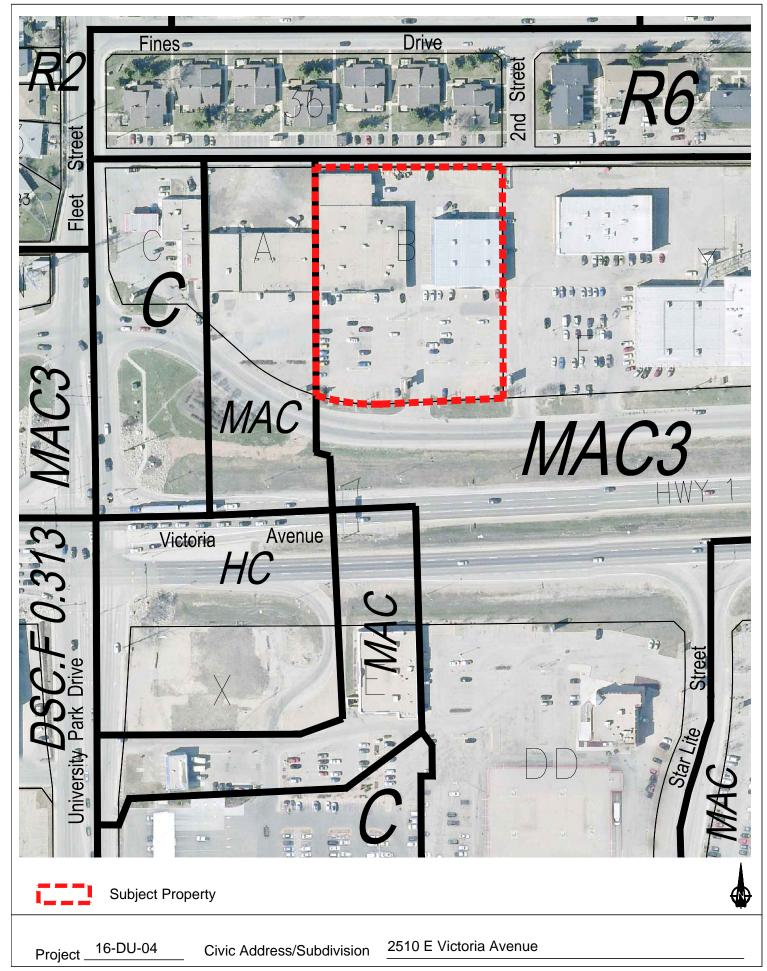
Respectfully submitted,

REGINA PLANNING COMMISSION

Elaine Golilke

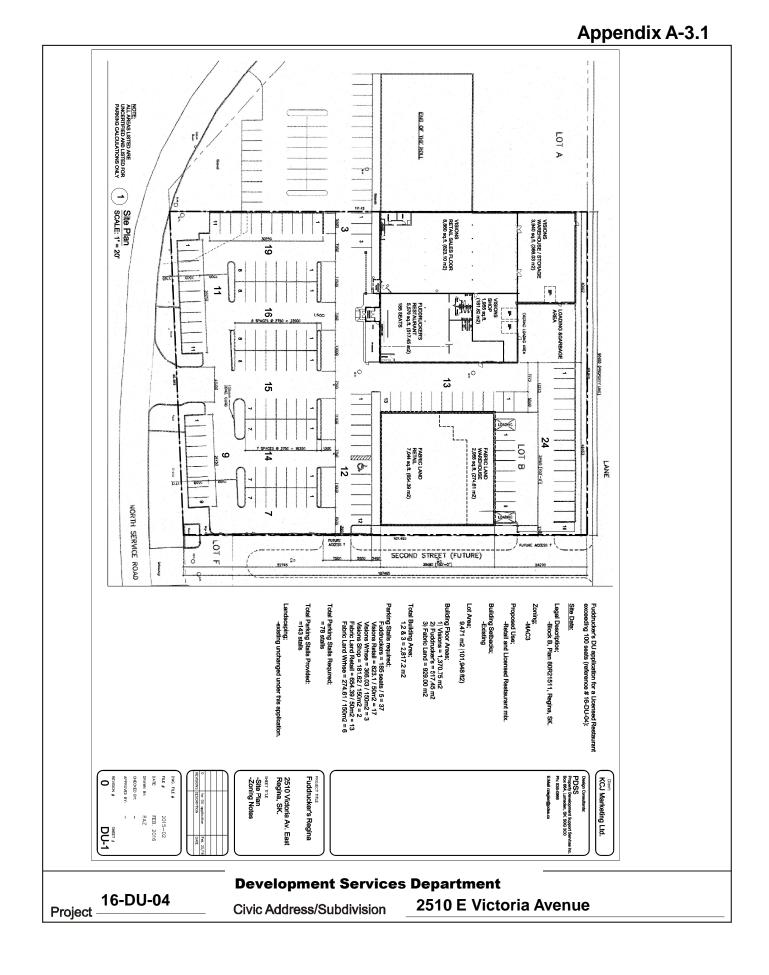
Elaine Gohlke, Secretary

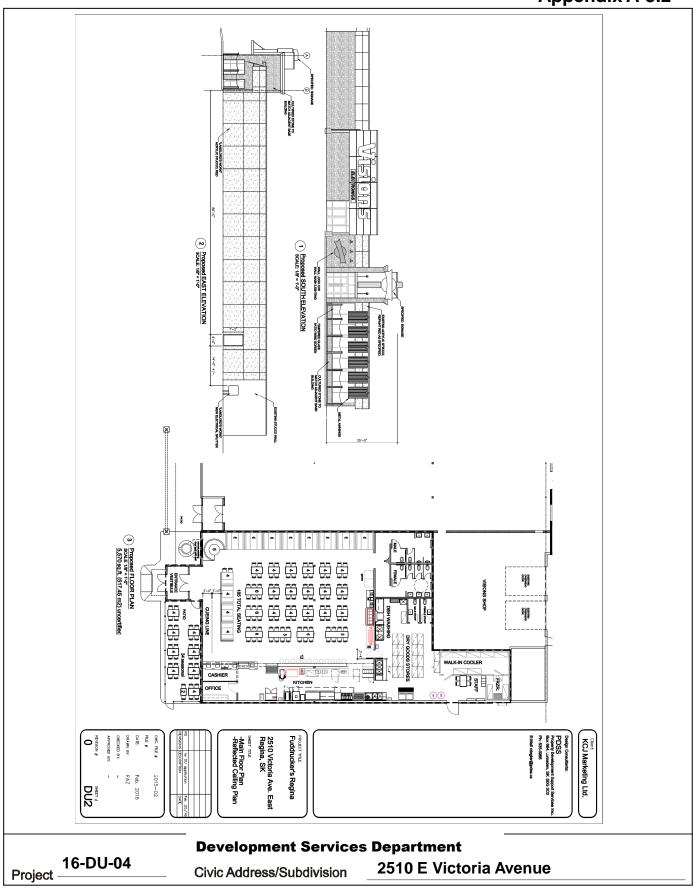
## Appendix A-1



## Appendix A-2







#### Public Consultation Summary

Response	Number of Responses	Issues Identified
Completely opposed	0	
Accept if many features were different	0	
Accept if one or more features were difference	0	
I support this proposal	1	<ul> <li>Good to have casual family dining in the area.</li> <li>Through traffic on 2<sup>nd</sup> street (in future) is a concern.</li> </ul>

### 1. Issue: Through Traffic on 2<sup>nd</sup> Street

Administration's Response: There is no plan of through traffic on 2<sup>nd</sup> Street in near future.

### **MN16-5**

#### NOTICE OF MOTION

Chief Legislative Officer & City Clerk City Hall Regina, Saskatchewan

Dear Sir:

Please be advised that I will submit the following MOTION at the meeting of City Council on Monday, May 30, 2016.

Re: Living Wage Employer

WHEREAS the City of Regina's Vision is to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity; and

WHEREAS part of the City of Regina's means to follow this vision is as one of Regina's largest employers; and

WHEREAS a living wage is not the same as the minimum wage, which is the legal minimum all employers must pay, and a living wage reflects what earners in a family need to bring home based on the actual costs of living in a specific community; and

WHEREAS the living wage is calculated as the hourly rate at which a household can meet its basic needs, once government transfers have been added to the family's income and deductions have been subtracted; and

WHEREAS a living wage policy ensures that wages to both direct and contract employees are sufficient to provide the basics to families with children; and

WHEREAS being a Living Wage Employer creates a more level playing field for subcontractors of City-services that wish to, or already pay their employees a living wage; and

WHEREAS the cities of Edmonton, Toronto and Vancouver are taking steps towards becoming a living wage employer; and

WHEREAS the city of New Westminster has a Living Wage Policy that requires all firms that are contracted directly or subcontracted by the City to provide services on City Premises to pay their employees who perform the services the areas calculated living wage;

THEREFORE BE IT RESOLVED that Regina City Council direct City Administration to research the cost, logistics, and impact of adopting a Living Wage Policy for the City of Regina as an employer or contractor and how this policy would relate to other community programs and support systems.

Be it further resolved that the results of this research be forwarded for consideration in the City Regina's 2017 budgeting process.

Respectfully submitted,

h #

Shawn Fraser Councillor – Ward 3

To: His Worship the Mayor and Members of City Council

Re: Amendments to The Regina Animal Bylaw, 2009

#### **RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE - MAY 18, 2016**

- 1. That amendments to *The Regina Animal Bylaw*, 2009, *Bylaw* No. 2009-44 as identified in this report be approved.
- 2. That the City Solicitor be requested to prepare the required amending bylaw for consideration by City Council.
- 3. That the amendments to *The Regina Animal* Bylaw, 2009, *Bylaw* No. 2009-44 come into effect June 1, 2016.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – MAY 18, 2016

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

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 May 18, 2016, considered the following report from the Administration:

#### RECOMMENDATION

- 1. That amendments to *The Regina Animal Bylaw*, 2009, *Bylaw No*. 2009-44 as identified in this report be approved.
- 2. That the City Solicitor be requested to prepare the required amending bylaw for consideration by City Council.
- 3. That the amendments to *The Regina Animal Bylaw*, 2009, *Bylaw* No. 2009-44 come into effect June 1, 2016.

#### CONCLUSION

City Council (Council) recently approved a recommended approach to the planning of off-leash dog parks. This approach includes the development of three additional fenced off-leash dog parks in the long term, as well as the opening of an off-leash dog park located in the East Industrial Area this summer. In addition, the Administration is also considering a new

programming opportunity for dog owners. The opportunity is a dog swim, which would occur at a designated outdoor pool, at the end of the outdoor pool season before the pool is drained. Popular in other municipalities, this type of event has been requested by many Regina residents. This report recommends amendments to *The Regina Animal Bylaw*, 2009, Bylaw No. 2009-44 (*The Regina Animal Bylaw*) to allow for pets to be off leash at the new off-leash dog park and on designated days at select locations, with the approval of the Director of Community Services. The report also proposes minor amendments to the bylaw, to provide clarity in its interpretation.

#### BACKGROUND

Off-leash dog parks and areas play an important role in providing spaces for pet owners to exercise their dogs. They often serve as a space for community interaction among pet owners. Council recently approved an approach to the future of off-leash dog parks for the city (report CR16-24). This approved approach included the opening of an off-leash dog park in the East Industrial Area, which was considered as part of a past zoning report (RPC12-21).

Along with development of the off-leash dog parks the Administration has also received requests from the community regarding the potential for a dog swim to occur at an outdoor pool after the end outdoor pool season, before the pool is drained. This type of event, popular among dog owners, is a popular event in several municipalities across Canada.

The purpose of this report is to seek approval to amend *The Regina Animal Bylaw* to allow for dogs to be off leash within the East Industrial dog park and on designated days at outdoor pools as well as to allow the Director to provide exemptions from the on-leash requirement for other events on public property, such as dog agility contests. The report also proposes minor amendments to the Bylaw for consistency and clarity related to enforcement. <u>DISCUSSION</u>

#### East Industrial Dog Park

On March 29, 2016, Council approved a long term plan for the development of off-leash dog parks in the City. This plan included the long term development of three fenced off-leash dog parks in new development areas in the south, east and north/west ends of the city. As an interim measure Council has also approved the opening of an off-leash dog park in the East Industrial Area in spring/summer 2016.

The East Industrial site was approved as a location for a potential off-leash dog park as part of zoning report RPC12-2. The report noted a storm detention area, required to manage run-off in the area, as a location that could be used as an off-leash dog park. Work to create the fenced storm detention area was completed in 2015. However, there is some work remaining in order to open the space for public use. This work includes the establishment of a maintenance road to facilitate ease of access to the bottom of the detention area and regrading of low spots to ensure the site is functioning correctly as a storm management area. Work will be completed as soon as the weather allows, in order to facilitate the opening of the park this summer. As a result, this site needs to be added to the *The Regina Animal Bylaw* as a site where dogs are permitted to be off leash.

#### Dog Swims at Outdoor Pools

In response to many community requests and the popular nature of these events in other municipalities, the Administration is planning to organize a dog swim at one outdoor pool at the end of the season, prior to draining the pool. Upon confirmation of details for the event, a

promotional plan will be developed. As this event is being planned for summer, 2016, *The Regina Animal Bylaw* requires amendment to allow for dogs to be off leash at designated outdoor pools on designated days.

#### Additional Amendments

As part of the work to develop the dog park plan and dog swim the Administration conducted a review of *The Regina Animal Bylaw*. In order to ensure clarity and consistency in *The Regina Animal Bylaw* with respect to having dogs' off-leash the Administration is suggesting the following minor changes:

- Adding the word "handler" to the definition of Owner;
- Including consistent wording in the bylaw with respect to all users of off-leash parks and areas complying with the posted signage at the locations;
- Delegating authority to the Director of Community Services for approval of events that may take place in City parks or facilities with dogs off-leash; and
- Updating references to position titles that no longer exist.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

There are no financial implications associated with this bylaw revisions requested in this report.

#### Environmental Implications

There are no environmental implications associated with the bylaw revisions requested in this report.

#### Policy and/or Strategic Implications

The development of off-leash areas supports the community priority to develop complete neighbourhoods, as identified in the City's Official Community Plan, *Design Regina* (2013). They serve as a place not only for dogs to socialize, but also for people with common interests to meet and enjoy the amenities that the City has to offer. The development of off-leash areas is also supported by the Council approved *Recreation Facility Plan* (2010).

#### Other Implications

There are no other implications associated with the bylaw revisions requested in this report.

#### Accessibility Implications

There are no accessibility implications associated with the bylaw revisions requested in this report.

#### COMMUNICATIONS

The Regina Humane Society, the neighbouring Dewdney East Community Association, the East Zone Board and Regina Off-leash Association have all been informed of the anticipated opening of the Ross Industrial Off-Leash Dog Park. A communications strategy will also be developed to notify the public of the opening of the new off-leash dog park, as well as to encourage people to abide by the bylaws, rules and regulations.

Upon confirmation of plans for a dog swim, the Community Services Department will work with Communications to promote the event to the public via the Leisure Guide, a Public Service Announcement and social media.

#### DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

Ashley Thompson, Secretary

To: His Worship the Mayor and Members of City Council

#### Re: Amendment to *Transit Fare Bylaw*, 2009-22

#### **RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE - MAY 18, 2016**

- 1. That the amendments to *The Regina Transit Fare Bylaw*, 2009 as described in this report be approved.
- 2. That the City Solicitor be instructed to prepare the required amending bylaw based on the changes identified in this report.

#### COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – MAY 18, 2016

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 May 18, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the amendments to *The Regina Transit Fare Bylaw*, 2009 as described in this report be approved.
- 2. That the City Solicitor be instructed to prepare the required amending bylaw based on the changes identified in this report.
- 3. That this report be forwarded to the May 30, 2016 meeting of Council.

#### **CONCLUSION**

*The Regina Transit Fare Bylaw* (the Bylaw) requires an amendment in order to implement the new U-Pass which will be distributed at a rate to be determined by the University of Regina Students' Union (URSU) in accordance with a contract between the City of Regina and the URSU (the Agreement).

#### BACKGROUND

The City of Regina has entered into an Agreement with the URSU to implement a U-Pass which was approved by Council on September 28, 2015 (Report CR15-98).

#### DISCUSSION

On September 28, 2015, City Council approved the U-Pass and on December 22, 2015, an Agreement was signed between the URSU and the City of Regina. Pursuant to the Agreement between the City and the URSU, the URSU pays a set fee per semester to the City for bus service in each academic year regardless of student enrolment. This fee is intended to cover the entire cost to the City of additional buses and route enhancements due to the implementation of the U-Pass Program. The URSU is responsible to set, administer and collect fees from students.

In order to implement the terms of the Agreement and the U-Pass program, the Bylaw must be amended to exempt the U-Pass from the fare rates as set out in the Bylaw as these fare rates will be set by the URSU through the imposition of student fees. All other terms and conditions in the Bylaw that apply to other bus passes will continue to apply to the U-Pass.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The revenue contained in the Agreement is included in the Transit operating budget.

#### Environmental Implications

None with respect to this report.

#### Other Implications

Transit runs a single fare system, therefore, this Agreement does apply to both conventional and paratransit service. A single fare system brings equality to all that use the transit service.

#### Accessibility Implications

In 2014, Regina Transit became fully accessible with all low floor buses and will provide a viable transportation option to those individuals unable to operate their own motor vehicle.

#### COMMUNICATIONS

The implementation date of the U-Pass is September 1, 2016. Information on the U-Pass will be communicated by the URSU to the University of Regina student body.

#### DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

Ashley Thompson, Secretary

To: His Worship the Mayor and Members of City Council

#### Re: Paratransit Charter Rates

#### **RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE - MAY 18, 2016**

- 1. That the following formula be used to calculate the rates of charter service for Regina Paratransit Service effective September 1, 2016 to June 30, 2021.
  - a) The Operations and Maintenance Services Agreement cost per hour, plus an additional 40 per cent.

Effective Date	<b>Operations and Maintenance</b>	Paratransit Charter Rates
	Services Agreement cost/hour	
September 1, 2016	\$48.95	\$68.53
July 1, 2017	\$50.07	\$70.10
July 1, 2018	\$51.69	\$72.37
July 1, 2019	\$52.59	\$73.63
July 1, 2020	\$53.90	\$75.46

#### **Paratransit Charter Service Rates**

b) For the charter trips outside of city limits, an additional per kilometre rate be charged. The per kilometre rate will be calculated as follows and updated every six months on July 1 and January 1 of each year to be consistent with the current City kilometre reimbursement rate:

The average "Consumer Price Index for Saskatchewan, Private Transportation" (or a comparable successor to such price index should it be discontinued) published by Statistics Canada for the following six month periods, divided by 100 and multiplied by \$0.35:

- (i) November-April average CPI/100 x .35 to take effect July 1; and
- (ii) May-October average CPI/100 x .35 to take effect January 1.
- 2. That the City Solicitor prepare a bylaw amendment to enable the implementation of the new paratransit charter service rate formula, effective September 1, 2016.

#### COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – MAY 18, 2016

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 May 18, 2016, considered the following report from the Administration:

#### **RECOMMENDATION**

- 1. That the following formula be used to calculate the rates of charter service for Regina Paratransit Service effective September 1, 2016 to June 30, 2021.
  - a) The Operations and Maintenance Services Agreement cost per hour, plus an additional 40 per cent.

Effective Date	<b>Operations and Maintenance</b>	Paratransit Charter Rate	
	Services Agreement cost/hour		
September 1, 2016	\$48.95	\$68.53	
July 1, 2017	\$50.07	\$70.10	
July 1, 2018	\$51.69	\$72.37	
July 1, 2019	\$52.59	\$73.63	
July 1, 2020	\$53.90	\$75.46	

#### **Paratransit Charter Service Rates**

b) For the charter trips outside of city limits, an additional per kilometre rate be charged. The per kilometre rate will be calculated as follows and updated every six months on July 1 and January 1 of each year to be consistent with the current City kilometre reimbursement rate:

The average "Consumer Price Index for Saskatchewan, Private Transportation" (or a comparable successor to such price index should it be discontinued) published by Statistics Canada for the following six month periods, divided by 100 and multiplied by \$0.35:

- (i) November-April average CPI/100 x .35 to take effect July 1; and
- (ii) May-October average CPI/100 x .35 to take effect January 1.
- 2. That the City Solicitor prepare a bylaw amendment to enable the implementation of the new paratransit charter service rate formula, effective September 1, 2016.
- 3. That this report be forwarded to the May 30, 2016 City Council meeting for approval.

#### CONCLUSION

Paratransit charter rates are set in accordance with annual paratransit contract rates. As a new contract was recently awarded to First Transit, a division of First Canada, new paratransit charter rates need to be established. The purpose of this report is to facilitate an increase to the rate charged for paratransit charter services.

The current paratransit charter contract expires on June 30, 2016. The new paratransit charter rates will bring the cost of chartering paratransit vehicles more in-line with the actual cost of operating the service. Although the charter rates for paratransit will increase, so will the cost of operating the service. It is expected that the revenue/expenditure budget impact related to paratransit charter service rates will be cost neutral.

#### BACKGROUND

Transit and paratransit fares, including charter rates, are set out in Bylaw No. 2009-22, *The Regina Transit Fare Bylaw, 2009* (the "Bylaw"). The current formula that is used to determine paratransit charter rates is the hourly contract rate paid to the City's paratransit operator plus an additional 40 per cent. The additional 40 per cent represents the costs to the City to operate the paratransit service over and above the rate paid to the contractor and includes costs such as salaries, benefits, fuel, major repairs, bus replacement costs, and administrative costs, etc.

The City of Regina contracts the operation and maintenance of the paratransit service to First Canada ULC. The current paratransit charter rate of \$61.80/hour is based on the 2015/2016 hourly contract rate paid to First Canada ULC plus 40 per cent.

Paratransit charter rates are set in accordance with annual paratransit contract rates. As a new contract was recently awarded to First Transit, a division of First Canada, new paratransit contract rates need to be established. The purpose of this report is to facilitate an increase to the rate charged for paratransit charter services.

#### DISCUSSION

Regina Transit operates a charter service using both the conventional transit and paratransit bus fleets. Paratransit charters are used to take groups to and from special events and programs. Some organizations that use the paratransit charter service are long-term care facilities and school divisions. In 2015, approximately 100 paratransit charters were booked and 1,423 passengers were transported using the paratransit charter service. Contract fees charged for transporting school children and Cosmopolitan Learning Centre customers are also based on charter rates.

The City of Regina recently entered into a new five-year agreement with First Transit, a division of First Canada ULC, which establishes new contract rates. Administration is proposing that the new paratransit charter rate be based on the hourly contract rate at the time of the charter plus 40 per cent. The following table summarizes the proposed charter rate increases.

Effective Date	<b>Operations and Maintenance</b>	Paratransit Charter Rates
	Services Agreement cost/hour	
September 1, 2016	\$48.95	\$68.53
July 1, 2017	\$50.07	\$70.10
July 1, 2018	\$51.69	\$72.37
July 1, 2019	\$52.59	\$73.63
July 1, 2020	\$53.90	\$75.46

#### **Paratransit Charter Service Rates**

The change from the current paratransit charter rate to the proposed September 1, 2016 rate represents approximately an 11 per cent increase. The September 1, 2016 implementation date for the new charter rate is recommended to allow customers who frequently charter paratransit buses time to prepare for the increase. The proposed year-to-year increase over the five years translates between a two and three per cent increase each year, which corresponds with what Administration is projecting the increase to be in its operating costs. The charter rate for paratransit was last increased to \$61.80 on July 1, 2015.

Paratransit currently charges an additional. \$0.39 per kilometre for charter trips outside the city limits to cover the additional cost of fuel. The \$0.39 rate is historical and does not reflect current fuel costs. The Administration is recommending that when the charter trip is outside the city limits of Regina, an additional per kilometre rate be calculated as follows and updated every six months on July 1 and January 1 of each year to parallel the current City kilometre reimbursement rate:

The average "Consumer Price Index for Saskatchewan, Private Transportation" (or a comparable successor to such price index should it be discontinued) published by Statistics Canada for the following six month periods, divided by 100 and multiplied by \$0.35:

- (i) November-April average CPI/100 x .35 to take effect July 1; and
- (ii) May-October average CPI/100 x .35 to take effect January 1.

#### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

The revenue forecasts contained in the 2016 operating budget for the Transit Department were based on the current paratransit charter rates. However, as Paratransit only performs a modest amount of charters, and the change in rate will occur more than half-way through the year, it is anticipated that there should be no overall budget impact for 2016 (less than a \$1,000 increase in revenue). The new paratransit charter rates will be considered in preparation for the 2017 budget. In 2017, an extra \$3,000 in revenue is expected to be generated as a result of the new charter rates. However, paratransit expenditures will also increase in 2017 resulting in a cost neutral budget impact.

#### Environmental Implications

Transit is an important contributor to better air quality and prevention of climate change. According to information from the Canadian Urban Transit Association (CUTA), buses produce fewer greenhouse gases per passenger-kilometre than a single occupant car.

#### Policy and/or Strategic Implications

Charging appropriate charter rates contributes to paratransit being cost-effective. The provision of effective paratransit services also contributes to the City's vision of creating an inclusive community.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

It is essential to have an effective and responsive paratransit system in place in order for the City to fulfill its mandate to provide an accessible public transportation system for individuals with disabilities who are restricted in utilizing the conventional transit system. Providing charter service is an important component of the paratransit service. It enables individuals with disabilities in the community to access opportunities that otherwise might not be available to them and contributes to the City's vision of creating an inclusive community.

#### COMMUNICATIONS

Organizations who regularly charter paratransit vehicles will be notified by letter advising them of the charter rate changes. The paratransit charter rate increase will also be advertised in the summer edition of the Regina Paratransit Service newsletter that is sent to all registered passengers.

#### DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

Ashley Thompson, Secretary

#### BYLAW NO. 2016-37

#### THE REGINA ANIMAL AMENDMENT BYLAW, 2016

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw 2009-44, being *The Regina Animal Bylaw*, 2009 is amended in the manner set forth in this Bylaw.
- 2 Subsection 3(a) is repealed and the following substituted:

""agency approved by the City" means an agency approved by the City Manager or his or her designate for the purposes of issuing animal licenses and includes the Regina Humane Society Inc. and the office of any veterinarian registered pursuant to *The Veterinarians Act, 1987* located in the City of Regina."

- 3 "agency approved by the Deputy City Manager" is struck out wherever it appears and in each case substituting "agency approved by the City".
- 4 Subsection 3(h.1) is repealed.
- 5 The following definition is added after the definition of "Director":
  - "(j.1) "**Director of Community Services**" means the City employee appointed to the position of Director of Community Services;"
- 6 "Deputy City Manager" is struck out wherever it appears and in each case substituting "Director of Community Services".
- 7 Clause 3(p)(i) is amended by adding "and includes a handler of an animal" after "applies".
- 8 Subsection 12(2) is amended by repealing clause 12(2)(c) and substituting the following:
  - "(c) the owner ensures that his or her dog is in compliance with all signs posted at the Off Leash Dog Park;
  - (d) the dog has not been designated as a dangerous animal; and
  - (e) the dog does not display any signs of aggressive behaviour."

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9 Subsection 12(3) is amended by repealing clause 12(3)(f) and substituting the following:

"(f) the dog has not been designated as a dangerous animal; and

(g) the dog does not display any signs of aggressive behaviour."

- 10 The following subsections are added after subsection 12(5):
  - "(6) Notwithstanding subsection (1), where a dog is on public property inside the fenced area of a public pool for the purposes of an off leash dog swim event approved by the Director of Community Services, the dog will not be considered to be at large as long as the owner meets all of the following requirements:
    - (a) the owner ensures that the dog remains in the fenced pool area while it is not on a leash;
    - (b) the owner is in attendance within the fenced pool area at all times and is actively supervising the dog;
    - (c) the owner uses the fenced pool area in accordance with the periods of time and hours of the event and all other event requirements as identified by the City;
    - (d) the owner has complete control of the dog by either physical or verbal means at all times;
    - (e) the dog has not been designated as a dangerous animal; and
    - (f) the dog does not display any signs of aggressive behaviour.
  - (7) Notwithstanding subsection (1), the Director of Community Services may grant an exemption for an event, such as dog agility, or other controlled dog event where dogs involved in that event will not be considered to be at large as long as the owner meets all of the following requirements:
    - (a) the owner ensures that the dog remains in the designated event area while it is not on a leash;
    - (b) the owner uses the designated off-leash location in accordance with the periods of time and hours of the event and all other event requirements as identified by the City;

- (c) the owner has complete control of the dog by either physical or verbal means at all times;
- (d) the dog has not been designated as a dangerous animal; and
- (e) the dog does not display any signs of aggressive behaviour."
- 11 Schedule B is amended by:
  - (a) striking out "The following park identified in the map below is designated as an "Off Leash Dog Park"" and substituting "The areas identified in the following maps are designated as an "Off Leash Dog Park""; and
  - (b) adding the map attached as Schedule A to this Bylaw following the drawing labelled as "Off 13<sup>th</sup> Avenue".
- 12 This Bylaw comes into force on June 1, 2016.

READ A FIRST TIME THIS	30th DAY C	OF May	2016.	
READ A SECOND TIME THI	S <u>30th</u> DAY (	DF May	2016.	
READ A THIRD TIME AND	PASSED THIS	30th DAY OF	May	2016.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

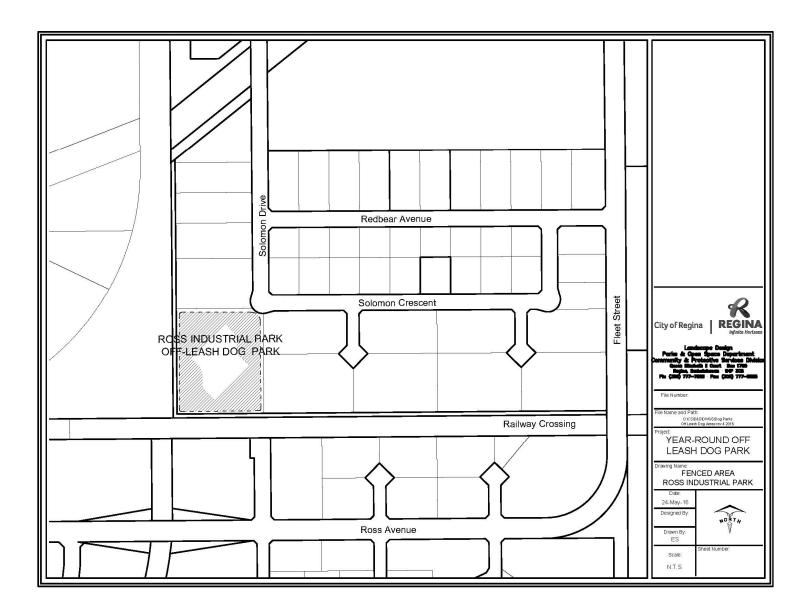
#### ABSTRACT

#### BYLAW NO. 2016-37

#### THE REGINA ANIMAL AMENDMENT BYLAW, 2016

PURPOSE:	The purpose of this Bylaw is to enable and regulate further off-leash activities and to make house-keeping changes.
ABSTRACT:	This Bylaw creates a new off-leash dog area, permits the Director of Community Services to permit dogs to be off- leash during City dog swim or other approved events, adds a requirement that owners comply with posted signs at off- leash areas and makes house-keeping changes to correct position titles.
STATUTORY AUTHORITY:	Subsections 8(1), 8(2) and 8(3) of <i>The Cities Act</i> .
MINISTER'S APPROVAL:	Not applicable
PUBLIC HEARING:	Not applicable
PUBLIC NOTICE:	Not applicable
REFERENCE:	Report CPS 16-12 from the May 18, 2016 Community and Protective Services Committee
AMENDS/REPEALS:	Bylaw amends Bylaw 2009-44
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Services
INITIATING DEPARTMEN	T: Community Services

#### **SCHEDULE "A"**



#### BYLAW NO. 2016-38

#### THE REGINA TRANSIT FARE AMENDMENT BYLAW, 2016

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw No. 2009-22, being *The Regina Transit Fare Bylaw 2009*, is amended in the manner set forth in this Bylaw.
- 2 The following heading and section 12.1 are added following section 12:

#### "U-Pass

- 12.1 (1) A University of Regina student may tender a U-Pass allocated by the Students Union of the University of Regina Inc. for using transit or paratransit service;
  - (2) Rates, eligibility and validity period for the U-Pass shall be set in accordance with the contract entered into between the Students Union of the University of Regina Inc. and the City of Regina; and
  - Notwithstanding subsection (1), a student may be required to show a valid student identification card issued by the University of Regina or any other evidence of eligibility as may be required by the Director
     Transit Services or designate."
- 3 Section 16 is amended to add "U-passes," following "Semi-Annual Senior Passes,".
- 4 Subsection 18(b) is repealed and the following substituted:
  - "(b) where the charter trip is outside of the city limits of Regina, an additional rate per kilometer calculated as follows:

"Consumer Price Index for Saskatchewan, Private Transportation" (or a comparable successor to such price index should it be discontinued) published by Statistics Canada for the following six month periods, divided by 100 and multiplied by \$0.35:

- (i) November-April average CPI/100 x .35 to take effect July 1; and
- (ii) May- October average CPI/100 x .35 to take effect January 1; and"

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**City Solicitor** 

- 5 Schedule "B", Paratransit Fares for Trips Outside City Limits is amended by adding "U-Pass," after "Post-secondary," wherever it appears.
- 6 Schedule "D" is repealed and the attached Schedule "D" substituted
- 7 Section 4 of this Bylaw comes into force on September 1, 2016; the remaining provisions come into force on the date of passage.

READ A FIRST TIME THIS <u>30<sup>th</sup></u>	DAY OF May	_2016.
READ A SECOND TIME THIS 30 <sup>th</sup>	DAY OF May	_2016.
READ A THIRD TIME AND PASSE	D THIS <u>30<sup>th</sup></u> DAY OF <u>May</u>	2016.

Mayor

City Clerk

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#### **SCHEDULE "D"**

#### **Paratransit Charter Service Rates**

Effective Date	Lift-equipped contract cost per hour
July 1, 2015	\$44.14
September 1, 2016	\$48.95
July 1, 2017	\$50.07
July 1, 2018	\$51.69
July 1, 2019	\$52.59
July 1, 2020	\$53.90

### ABSTRACT

#### BYLAW NO. 2016-38

### THE REGINA TRANSIT FARE AMENDMENT BYLAW, 2016

PURPOSE:	To amend The Regina Transit Fare Bylaw, 2009		
ABSTRACT:	<ul> <li>The Regina Transit Fare Bylaw, 2009 is being amended to:</li> <li>(a) implement the U-Pass which will be administered through the University of Regina Students Union; and</li> <li>(b) set paratransit charter rates for 2016-2021.</li> </ul>		
STATUTORY AUTHORITY:	Section 8 of The Cities Act.		
MINISTER'S APPROVAL:	N/A		
PUBLIC HEARING:	N/A		
PUBLIC NOTICE:	N/A		
REFERENCE:	Community and Protective Services Committee, May 18, 2016, CPS16-13 and CPS16-14		
AMENDS/REPEALS:	Amends Bylaw No. 2009-22		
CLASSIFICATION:	Administrative		
INITIATING DIVISION:	City Services		
INITIATING DEPARTMENT: Transit			