



Executive Committee

**Wednesday, November 14, 2018
11:45 AM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Revised Public Agenda
Executive Committee
Wednesday, November 14, 2018**

Approval of Public Agenda**Adoption of Minutes**

Minutes from the meeting held on October 10, 2018

Administration Reports

EX18-24 2019 Budget Submissions - Provincial Capital Commission (PCC); Regina Exhibition Association Limited (REAL); Economic Development Regina (EDR); Regina Public Library (RPL)

Recommendation

That the 2019 budgets as presented from Provincial Capital Commission (PCC) attached as Appendix A, Regina Exhibition Association Limited (REAL) attached as Appendix B, Economic Development Regina (EDR) attached as Appendix C, and the Regina Public Library (RPL) attached as Appendix D, be referred to the 2019 budget process.

EX18-25 Council Remuneration

Recommendation**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- SEPTEMBER 5, 2018**

1. That Administration report back to Executive Committee in Q1 of 2019 outlining the process on how to establish a Salary Review Commission to address the City Council remuneration structure.
2. That Administration bring back a report to Executive Committee to amend Bylaw No. 2001-108 to maintain the net pay for City Council members beginning January 2019 when the federal taxation change takes effect.
3. That this report be forwarded to the November 26, 2018 meeting of City Council for approval.



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City Clerk's Reports

EX18-26 Supplemental Report – Council Committee Recommendations

Recommendation

That this report be received and filed.

EX18-27 Council Committee Recommendations

Recommendation

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- SEPTEMBER 5, 2018**

That City Council approve the following recommendations:

1. That the Emergency Measures Committee of Council be disbanded and that its responsibilities and any delegated authority be transferred to the Community & Protective Services Committee.
2. That a new committee, the Priorities & Planning Committee, be established to:
 - a. Review and provide advice to Council regarding strategic, operational and annual budgetary plans, other emerging issues and to develop advocacy positions;
 - b. Meet quarterly or as required.
3. That the main committees of City Council be confirmed as follows:
 - a. Community & Protective Services
 - b. Executive Committee
 - c. Finance & Administration
 - d. Mayor's Housing Commission
 - e. Regina Planning Commission
 - f. Priorities & Planning Committee
 - g. Public Works & Infrastructure
4. That the meeting schedule of City Council and the committees be set as follows:
 - a. City Council to meet once per month
 - b. Priorities & Planning Committee to meet quarterly
 - c. All other main committees to meet once per month except for the Mayor's Housing Commission



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5. That, except for the Accessibility Advisory Committee, all Advisory Committees of Council be disbanded and that the City Clerk return with a report outlining recommendations for public engagement through the future redesign of regina.ca in Q1 2019.
6. That the City Solicitor be directed to make the necessary amendments to *The Procedure Bylaw* and *The Committee Bylaw* as outlined in this report.
7. That City Council and Committee meeting agendas be posted on Wednesday at 1:00 p.m. prior to the week of the meeting.
8. That this report be forwarded to the November 26, 2018 meeting of City Council for approval.

EX18-28 2019 Council and Committee Meeting Schedule

Recommendation

1. That the 2019 meeting calendar for City Council and the following main committees as outlined in Appendix A be approved:
 - a. City Council
 - b. Community and Protective Services Committee
 - c. Executive Committee
 - d. Finance and Administration Committee
 - e. Mayor's Housing Commission
 - f. Public Works and Infrastructure Committee
 - g. Regina Appeal Board
 - h. Regina Planning Commission
2. That this report be forwarded to the November 26, 2018 meeting of City Council for approval.

Administration Reports

EX18-29 Agreement for Funding of Grade Crossing Improvements under the Rail Safety Improvement Program – Northwest Link Multi-use Pathway

Recommendation

1. That the Executive Director, City Planning and Development be delegated the authority to approve of and enter into an agreement with Transport Canada for the funding of the at-grade pedestrian crossing of the Canadian National Railway Company (CN) at Mile 0.88 of the Central Butte Subdivision (150 metres west of Dorothy Street).



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2. That the City Clerk be authorized to execute the agreement upon review and approval by the City Solicitor.
3. That this report be submitted to the November 26, 2018 meeting of City Council for approval.

EX18-30 The Towns (South East Lands) Development Project – Status Update

Recommendation

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- OCTOBER 10, 2018**

That this report be forwarded to the November 26, 2018 City Council meeting for approval.

EX18-31 Underutilized Land Study

Recommendation

1. That the Underutilized Land Study, completed by V3 Companies of Canada Ltd., in association with Praxis Consulting & Trace Associates, contained in Appendix A be endorsed.
2. That Administration be directed to develop an Underutilized Land Improvement Strategy based on the Underutilized Land Study's recommendations as outlined in Appendix A.
3. That Administration submit the Underutilized Land Improvement Strategy to City Council for approval by Q4 of 2019.
4. That this report be forwarded to the November 26, 2018 City Council meeting for approval.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, WEDNESDAY, OCTOBER 10, 2018

AT A MEETING OF EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 11:45 AM

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

Present: Councillor Bob Hawkins, in the Chair
Mayor Michael Fougere
Councillor Lori Bresciani
Councillor Sharron Bryce
Councillor John Findura
Councillor Jerry Flegel
Councillor Jason Mancinelli
Councillor Joel Murray
Councillor Mike O'Donnell
Councillor Andrew Stevens
Councillor Barbara Young

Also in Attendance: City Clerk, Jim Nicol
A/Deputy City Clerk, Amber Ackerman
City Manager, Chris Holden
City Solicitor, Byron Werry
Executive Director, City Planning & Development, Diana Hawryluk
Executive Director, City Services, Kim Onrait
Executive Director, Financial & Corporate Services, Barry Lacey
Executive Director, Transportation & Utilities, Karen Gasmol
Director, Community Services, Laurie Shalley
Director, Finance, June Schultz
Director, Human Resources, Steve Eger
Manager, Communications, Maureen MacCuish
Manager, Policy & Risk Management, Curtis Smith
Legal Counsel, Jayne Krueger

(The meeting commenced in the absence of Councillor Bryce.)

APPROVAL OF PUBLIC AGENDA

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted, and that the delegations be heard in the order they are called by the Chair.

ADOPTION OF MINUTES

Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the minutes for the meeting held on September 12, 2018 be adopted, as circulated.

COMMUNICATIONS AND TABLED REPORTS

EX18-19 CAA Safety in School Zones September 6, 2018 News Release

Recommendation

That this communication be received and filed.

Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that this communication be received and filed.

EX18-20 CAA School Zone Safety Assessment News Release October 3, 2018

Recommendation

That this communication be received and filed.

Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that this communication be received and filed.

EX18-16 Safety in School Zones

Recommendation

1. That Administration undertake an audit of existing school zones to review signage locations, parking and drop off locations and overall safety, prior to the implementation of any further recommendations.
2. That the City Solicitor be instructed to prepare the necessary amendments to Bylaw No. 9900, *The Regina Traffic Bylaw, 1997*, as recommended in this report, effective August 30, 2019.
3. That this report be forwarded to the August 27, 2018 meeting of City Council for approval.

Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that this report be tabled to a Q1 of 2019 Executive Committee meeting.

ADMINISTRATION REPORTS

EX18-21 2018 Special Event Major Grants

Recommendation

1. That a \$10,000 grant to the Regina Symphony Orchestra for the 110th Anniversary Celebration on May 11, 2019 be approved.

2. That the funding for this grant be provided as follows:
 - a) \$10,000 from the approved 2018 General Operating Budget allocated for Other Executive Committee Grants.

Tanya Derkson, representing Regina Symphony Orchestra, addressed the committee.

(Councillor Bryce arrived at the meeting.)

Councillor Barbara Young moved that the recommendations contained in the report be concurred in.

Councillor Barbara Young moved, in amendment, AND IT WAS RESOLVED, that the \$10,000 grant to the Regina Symphony Orchestra for the 110th Anniversary Celebration be increased to \$20,000.

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

EX18-22 Amendments to The Regina Administration Bylaw, No. 2003-69

Recommendation

1. That the proposed changes to *The Regina Administration Bylaw, No. 2003-69* be approved, as set out in Schedule 1 to this report, including:
 - a) Changes to better align with trade agreements such as the *New West Partnership Trade Agreement*, the *Canadian Free Trade Agreement*, and the *Canada-European Union (EU) Comprehensive Economic and Trade Agreement*;
 - b) Changes to align with leading practices in government procurement;
 - c) Changes to increase the authority for the Administration to enter into government funding revenue agreements on behalf of the City so the City can receive up to \$500,000 annually as opposed to the current annual limit of \$100,000;
 - d) Changes to increase the authority for the Administration to procure consulting and professional services from \$500,000 to \$750,000, before requiring City Council approval to issue the solicitation document;
 - e) Changes to increase various dollar amount limits associated with various stages of the procurement process to accord with the applicable trade treaties; and
 - f) General housekeeping amendments.
2. That the City Solicitor be instructed to prepare a bylaw to amend *The Regina Administration Bylaw, No. 2003-69*, in the manner set out in Schedule 1 to this report.

3. That this report be forwarded to the October 29, 2018 meeting of City Council for approval.

Jim Elliot, representing the Council of Canadians, Regina Chapter, addressed the committee.

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

EX18-23 Living Wage

Recommendation

1. That a living wage policy not be adopted by the City of Regina at this time.
2. That item MN16-5 be removed from the List of Outstanding Items for City Council.
3. That this report be forwarded to the October 29, 2018 meeting of City Council for approval.

The following addressed the Committee:

- Peter Gilmer, representing Regina Anti-Proverty Ministry
- Marilyn Braun-Pollon and Jennifer Hershaw, representing Canadian Federation of Independent Business

Councillor Sharron Bryce moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

RESOLUTION FOR PRIVATE SESSION

Councillor Sharron Bryce moved, AND IT WAS RESOLVED, that in the interest of the public, the remainder items on the agenda be considered in private.

RECESS

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the Committee recess for ten minutes.

(The Committee recessed at 2:00 p.m.)

Chairperson

Secretary

November 14, 2018

To: Members
Executive Committee

Re: 2019 Budget Submissions - Provincial Capital Commission (PCC); Regina Exhibition Association Limited (REAL); Economic Development Regina (EDR); Regina Public Library (RPL)

RECOMMENDATION

That the 2019 budgets as presented from Provincial Capital Commission (PCC) attached as Appendix A, Regina Exhibition Association Limited (REAL) attached as Appendix B, Economic Development Regina (EDR) attached as Appendix C, and the Regina Public Library (RPL) attached as Appendix D, be referred to the 2019 budget process.

CONCLUSION

It has been the practice for the PCC, REAL, EDR and the RPL to provide the Executive Committee with a presentation outlining their work plan and budget request for the coming year. For PCC, REAL and EDR the purpose is to inform Executive Committee of the community investment that is being requested by these organizations for future budget deliberations by City Council. For the RPL the purpose is to present their budget and request a mill rate for the upcoming year to be deliberated and approved by City Council.

BACKGROUND

On December 10, 2018, City Council will discuss the 2019 General Operating Budget. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to REAL, EDR and the PCC. Also included is the RPL mill rate ask for 2019.

DISCUSSION

Provincial Capital Commission (PCC)

The PCC assumed operations of the Wascana Center Authority as part of the 2017 Provincial Budget. 2018-19 is a transition year for the Provincial Capital Commission including the establishment of a new funding model. Over the next few months, it is expected representatives from the Province, City and University will discuss a new sustainable funding model for the Commission. Until discussion are concluded, the funding model remains unchanged. *The Wascana Centre Act* was established in 1962 by the Government of Saskatchewan. The Act established a Board of Directors to represent WCA's three participating parties – Province of Saskatchewan, City of Regina and University of Regina. Wascana Centre encompasses 2,300 acres of land within the City of Regina and includes numerous tenants and landowners.

PCC provides oversight and stewardship of the lands within Wascana Centre in a manner to fulfill the vision of being a place of recreation and beauty for all to enjoy throughout the seasons, the pride of Saskatchewan. The majority of revenue is in the form of grant contributions from the PCC's participating parties: Government of Saskatchewan 55%, City of Regina 32% and University of Regina 13%.

PCC has presented a total request from the City of Regina of \$2,719,000, which is the same as their 2018 request. This includes an ongoing operating funding of \$2,119,000 and a capital request of \$600,000 in 2019.

Regina Exhibition Association Limited (REAL)

The Regina Exhibition Association Limited (REAL) is the non-profit corporation that is responsible for the stewardship, development, promotion and overall management of Evraz Place for the City of Regina. REAL is a large, multi-purpose event complex boasting over 1.2 million square feet of fully connected indoor space and over thirty (30) acres of outdoor usable space located in the heart of Regina – in close proximity to the Regina International Airport and downtown.

REAL is requesting \$200,000 in funding in 2019, which is a reduction of \$200,000 from 2018 approved funding. REAL is reducing the funding requested from the City of Regina as it develops a new strategic plan for the organization while concurrently performing a site-wide asset condition assessment. The intent is to gain a better understanding of future strategic needs as well as transparent assessment of current state of infrastructure. As such the funding is being requested to support improvements related to safety and critical business issues while due diligence is performed. The \$200,000 will be allocated based on building assessments with a focus on safety and critical business issues.

Economic Development Regina (EDR)

EDR's mandate is to create and implement an economic development strategy to grow and sustain prosperity in the Regina region; encourage the retention, development, attraction and growth of business and tourism products and services for those who live, work, visit and invest in the Regina region; and market and promote the Regina region for business and tourism.

EDR is requesting funding of \$1,812,000 in 2019, which is an increase of \$92,500 over 2018 core funding. The additional \$92,500 will be used to cover cost of living increases over the past number of years in terms of both staff salaries and benefits, as well as operating costs to maintain core services and the ability to achieve the 2019 Business Plan. EDR has not received a funding adjustment in the past four years.

Regina Public Library (RPL)

The Regina Public Library promotes and supports cultural, economic, educational and recreational development in the city through collections, programs and services.

Under Section 22(1) of *The Public Libraries Act*, the Board of the Regina Public Library is required to ask City Council for approval of the mill rate request. The 2019 Library mill rate request is 0.73285. This represents a 1.8% Library mill rate increase over 2018. This increase is

due to an economic adjustment to maintain core services. The Regina Public Library did not request a mill rate increase in 2018.

RECOMMENDATION IMPLICATIONS

Financial Implications

None related to this report. The 2019 budget allocations for the PCC, REAL, EDR and the RPL mill rate will be determined by City Council through future budget deliberations.

Environmental Implications

None with respect to this report

Policy and/or Strategic Implications

None with respect to this report

Other Implications

None with respect to this report

Accessibility Implications

None with respect to this report

COMMUNICATIONS

The Provincial Capital Commission, Regina Exhibition Association Limited, Economic Development Regina and the Regina Public Library will be advised of the decision of City Council.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



June Schultz, Director
Finance

Respectfully submitted,



Barry Lacey, Executive Director
Corporate Services

Report prepared by:
Roseann Anderson, A/Manager, Budget & Financial Services

**Provincial Capital Commission
2019-20 Plan and Budget
City of Regina Submission
October 15, 2018**

Organizational Description

The Provincial Capital Commission Act was legislated in 2017 by the Government of Saskatchewan establishing a Board of Directors representing Wascana Centre's three participating parties. The Board contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. PCC provides oversight and stewardship of 2,300 acres of land within the City of Regina, including land owned by each participating party and occupied by diverse tenants.

The purpose of the Commission is to:

- Preserve and promote the history and culture of Saskatchewan and to ensure that Saskatchewan's capital continues to remain a source of pride for the people of Saskatchewan and a source of interest to visitors to Saskatchewan;
- Inform and educate, and to collect and disseminate information, with respect to the importance of Saskatchewan's capital and its place in the life and history of Saskatchewan and Canada;
- Prepare plans for and assist in the development, conservation and improvement of the capital region in order that the nature and character of the seat of Government of Saskatchewan may be in accordance with its provincial significance;
- Organize, sponsor or promote public activities and events in the capital region that will enrich the cultural and social fabric of Saskatchewan, taking into account the heritage and diversity of the people of Saskatchewan;
- Administer and manage Wascana Centre, having regard to educational research and development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment within Wascana Centre;
- Promote the Legislative Building and the Saskatchewan Centre of the Arts, and the land on which they are situated;
- Coordinate, develop and promote special events to be commemorated within Saskatchewan's capital;

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The Provincial Capital Commission promotes, preserves, and strengthens Saskatchewan's diverse heritage by creating opportunities to recognize and celebrate the Capital City as the seat of government.

Strategic Alignment with the City of Regina

It is the vision of the City to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity. The Provincial Capital Commission (PCC) promotes and preserves the history and culture of Saskatchewan to ensure the province's capital city continues to remain a source of pride for its residents and a source of interest to visitors. The PCC informs and educates youth about Saskatchewan's democratic and provincial history and manages Wascana Centre and Government House. The PCC also promotes the Conexus Arts Centre as a premier performing arts centre for southern Saskatchewan.

The Provincial Capital Commission, with its governance changes and new legislation, is in the process of determining the best model for its organizational design/structure and service delivery of human resources, information technology, communications, and corporate services to ensure it continues to fulfill its mandate cost-effectively and efficiently. The PCC engages citizens through public events, programming and educational outreach initiatives. It also strives to build local capacity by establishing and fostering effective stakeholder partnerships in the community to support its mandate. The Commission also provides leadership and support for the preservation and stewardship of properties, collections, and historical assets under its direction.

Wascana Centre

Wascana Centre includes 2,300 acres of urban land that provides countless functions and services to tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation.

- There are more than five million visitors to Wascana Centre annually. The centre is recognized as one of the top tourist and resident attractions in the City and many other attractions are within the centre's boundaries such as Candy Cane Park, the Royal Saskatchewan Museum, the Saskatchewan Science Centre, etc.

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- In the heart of the City of Regina, Wascana Centre is one of the largest urban parks in North America at 2,300 acres supporting a quality of life to the citizens of Regina that is not available in many other communities due to the proximity, the quantity and the variety of green space.
- Wascana Centre is the host facility of over 700 events annually, including flagship events like the Queen City Marathon, Dragon Boat Festival, Canada Day and Bazaar. Many of the events are low cost, with some being free. There are also more than 1,600 other events within the centre during the year that are coordinated via the partners.
- Wascana Centre is home to 2,300 acres of land including the TransCanada Trail. The centre boasts 8.7 kilometers of paved pathway and 5.6 kilometers of natural paths promoting a healthy active lifestyle for families and community.
- Numerous City facilities are located within the centre including the Wascana Pool and Douglas Park. The Provincial Capital Commission provides oversight and stewardship of these lands representing a level of continuity in its development and progression. Essential maintenance services are provided to ensure City surroundings are safe, beautiful and welcoming.
- The Habitat Conservation Area is a marsh ecosystem located in the heart of Wascana Centre that hosts environmental based programs and educational opportunities. Unique to the City of Regina, Wascana marsh is the habitat for many species including the western painted turtle.
- Top educational and research facilities are hosted including the University of Regina, Saskatchewan Polytechnic, First Nations University and Innovation Place (Regina).

Core Business Overview

PCC's core function is to ensure Wascana Centre remains a safe, beautiful and accessible place for all to enjoy throughout the seasons. In this capacity, PCC provides countless functions and services to the tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation. Services and functions are diverse and categorized by branch.

Maintenance:

Groundskeeping includes irrigation, cutting, repairing, weed & pest control, for the turf throughout Wascana Centre. Maintenance of recreation and play areas through all seasons including the creation of skating and ski surfaces. Snow removal on trails, roadways, sidewalks, public parking areas and event areas as required. Operation of public washrooms, centre wide refuse disposal and graffiti removal are also performed.

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Construction includes repair and replacement of park amenities, trail improvements, landscaping repair and improvements, minor building maintenance, support services for centre wide maintenance, etc. Coordination on larger scale projects with the infrastructure group in terms of project preparation, delivery and completion.

Horticulture, Pest Control and Forestry:

PCC is responsible for the maintenance and future of the urban forest located within the centre's boundaries. The urban forest is monitored continually for disease, pruned, repaired and moved or replaced as required. Horticulture includes a nursery and greenhouses used to grow trees, plants and flowers. PCC plans, grows, plants and maintains the floral beds throughout the centre. Pest control includes insects, rodents and noxious weeds.

Development and Stewardship:

PCC works closely with its participating parties on development projects from conception to completion and supports the work of the engineering and architectural advisory committees. Oversight is provided by this area in consultation with Central Services on all major projects within the centre including but not limited to; roadways, lighting, playground equipment etc. This area coordinates with other departments through both internal and external parties to promote effective and sustainable stewardship of the grounds within Wascana Centre.

Conservation, Events and Visitor Experience:

This diverse area oversees communications, event coordination, facility/grounds rentals, bylaw enforcement, security, fundraising, conservation, education, environmental management, youth programming and ecological/wildlife support. Event management/compliance is essential to ensure the centre is not abused causing deterioration or destruction.

Executive Office and Planning & Engagement:

Executive management, operation planning and reporting, board support, committee and advisory services and strategic planning are included.

2019-20 PCC Plan and Budget

The Provincial Capital Commission Act was proclaimed and came into effect in June 2017, passing the responsibility to manage, maintain and continue Wascana Centre (WC) as the Provincial Capital Commission (PCC). The 2019-20 fiscal year will continue as a transition year for the PCC as discussions continue on a new operating and funding model for the future. As such, the current year has remained status quo in all respects as we progress through the upcoming changes.

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To ensure we align with the 2018-19 budget cycle, the following funding framework is prepared on the premise to sustain status quo. PCC's goal is to continue to maintain services in 2019-20. The budget framework is prepared consistent with previous years.

2019-20 Operating Funding Request (thousands)

The participating parties will be approached for their proportionate share of funding to support operations and infrastructure maintenance as in the past. For the 2019-20 fiscal year, status quo funding is requested as follows:

<i>(numbers in thousands)</i>	Province	City	University	Total
2018-19 Funding	\$ 3,618	\$ 2,119	\$ 800	\$ 6,537
2019-20 Funding Increase	-	-	-	-
Total 2019-20 Funding Request	\$ 3,618	\$ 2,119	\$ 800	\$ 6,537

Through the transition process and alignment with PCC and the Ministry of Central Services, planning continues to be focused toward efficiencies in operations. As such, the 2019-20 operating funding request to the participating parties will remain at status quo in recognition of these efficiencies and benefits.

2019-20 Capital Funding Request (thousands)

Capital funding is essential to ensure the centre remains the jewel of our capital and is a place of beauty for the citizens of our community to enjoy for generations to come.

PCC has the capacity to action projects of at least \$2 million, therefore a proportionate contribution of \$600,000 is requested from the City of Regina:

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<i>(numbers in thousands)</i>	Capital Request
Province – 55%	\$ 1,100
City – 30%	600
U of R – 15%	300
Total	\$ 2,000

Public Amenities:

Initiatives and development areas highlighted in the 2016 Wascana Centre Master Plan require continued investment. Wascana Centre has been successful in actioning capital funds to address deficiencies such as trail and sidewalk repairs and replacements, washroom rejuvenations, picnic and barbeque areas, lighting and other amenities used daily by thousands. Capital funding is requested from participating parties for the 2019-20 fiscal year to continue preventative maintenance.

Infrastructure Repairs and Maintenance:

Deterioration of core infrastructure continues to accelerate requiring a continued investment into proactive repair and maintenance. PCC prudently manages within budget to strategically redeploy resources to address high priority issues of an urgent nature. Investment in repairs and maintenance is required to extend the useful life of PCC's assets and prevent service disruptions.

Conclusion

PCC requests the City approve status quo funding totaling \$2,119,000 to maintain operational funding. This will allow the continuation of core services at the appropriate level. Any reduction in funding will significantly reduce services and public amenities.

It is requested that the City approve core infrastructure funding totaling \$600,000 to mitigate further deterioration of infrastructure and the risk of service disruptions, safety liabilities and losses on City land.

The ongoing support and collaborative relationship with the City is sincerely valued as are the ongoing investments in infrastructure on City land. Both City Council and the

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October 15, 2018

Administration have worked in partnership with Wascana Centre for many years. We look forward to the upcoming year and support from the City in keeping Wascana Centre a beautiful welcoming place in the heart of our capital city.

Respectfully Submitted,



Ryan Whippler
Acting Executive Director
Provincial Capital Commission

cc: June Schultz, Director, Finance
Roseann Anderson, Manager, Budget & Financial Services

October 30, 2018

City of Regina Mayor & Council
Attention: Roseanne Anderson
Manager, Budget and Financial Services
Finance Department - Corporate Services Division
City Hall – 2476 Victoria Avenue
REGINA SK S4P 3C8

RE: Regina Exhibition Association Limited (REAL) 2019 Budget / Community Investment Funding

This letter is to seek the approval of the Regina City Council for Community Investment Funding of \$200,000 for 2019 for the Regina Exhibition Association Limited (REAL). REAL is requesting \$200,000 to support improvements related to safety and critical business issues which will be allocated based on a building assessment. For the past number of years REAL has received a grant of \$400,000 from the City of Regina on a \$41M annual budget. REAL delivers 99% cost recovery from annual operations and invests any surplus back into the maintenance and improvement of civic infrastructure at Evraz Place, all of which is owned by the City of Regina. At REAL each dollar made in profit is for the purpose of reinvestment to the benefit of the community we serve, the sustainability of our facilities, and to reduce the long term deferred maintenance risk on civic assets.

Our proposal for 2019 is to reduce our request by \$200,000 in annual funding to the City of Regina and in turn we hope that the City will become an equal partner in the completion of a site-wide asset review for Evraz Place. The intention of building short and long term maintenance and replacement plans will be developed based on a strong and independent evaluation of the current state of infrastructure. Evraz Place, the City of Regina, and our community have aligned interest in the long term sustainability and service of the infrastructure on the Evraz Place site. As such, our recommendation in 2019 is to support the development of a future strategic plan by working together to build a fulsome understanding of the current conditions of the assets on site.

REAL has governed the Evraz Place campus through transformational change over the last number of years. The International Trade Centre and Mosaic Stadium are the two latest additions to our world-class campus that programs in sport, recreation, culture, events, agriculture, conferences, conventions, and most importantly memory-making. Over the last number of years REAL has seen our business model grow by over 40% in only a few short years. This growth has been concurrent between on the Revenue and Expense side of our business and like any organization experiencing rapid growth we are in the process of optimizing and improving our business efficiency. We strongly believe in the importance of communication and transparency and welcome the opportunity discuss and present our request to City Council.

Mandate

Established in 1884 REAL is 134 years old – older than the province of Saskatchewan. In January 2014 REAL moved under the *Non-Profit Corporations Act 1995 (Saskatchewan)* and the City of Regina (COR) became Real's sole shareholder. Under the Unanimous Members Agreement (UMA) REAL became an arms-length

municipally owned entity. The City of Regina owns the lands and assets of Evraz Place which REAL operates on the behalf of City Council in accordance with the UMA.

The mandate of REAL as per the UMA is as follows:

- (a) operate in the best interests of the community and enrich the quality of life for people in the community through the hosting and delivery of local, regional, national, and international events;
- (b) develop, operate and maintain City and other facilities to provide world-class hospitality for trade, agri-business, sporting, entertainment and cultural events that bring innovation, enrichment and prosperity to the community; and
- (c) operate with an entrepreneurial spirit and to pursue expanded business venture that could generate additional revenue.

Services

REAL operates a number of the communities' most activated venues with more than 3.5 Million annual visitors. Evraz Place is home to Mosaic Stadium and the Saskatchewan Roughriders. The Regina Pats have played on the property for more than 100 years and call the Brandt Centre home. The Queensbury Convention Centre boasts 42,000 sq. ft. of flexible space for conventions, conferences, weddings, trade shows, meetings, and more. Combined with the other facilities Evraz Place provides more than 300,000 sq. ft. of continuous indoor space. The recently named AffinityPlex is 90,000 sq. ft. with a regulation indoor soccer field. The six-rink hockey arena, the Co-operators Center, host tournaments almost every weekend generating considerable tourism and economic benefit. The International Trade Centre (ITC) is the new home for the Canadian Western Agribition, major trade shows, conference and other events of all shapes and sizes. Our two signature events Queen City Exhibition and the Canadian Farm Progress Show allow us to host neighbours to international guests as we showcase the best Regina has to offer.

REAL is more than just the buildings and events we operate. At REAL we bring economic impact that effects the province at \$425M GDP and Regina at \$219M GDP. REAL is the catalyst for 4,784 jobs provincially and 1 in 40 jobs in Regina. Annually our facilities caters to 2.4 million active users and hosts 3.5 million annual guests from over 50 different countries. REAL is proud of our diverse and inclusive workforce with 12% self-declared visible minorities and 15% self-declared as indigenous. Our team at REAL builds memories for our neighbours, for Regina, for Saskatchewan, for Canada, and for the world. The 100-acre campus located moments away from the downtown core is truly a hub at the heart of many of the exceptional events, memories, and experiences that happen within our City and our Province.

2018 Accomplishments

REAL has enjoyed some great successes so far in 2018 that will set a new standard for the future. The highlights include the 2018 Mastercard Memorial Cup and Eagles Concert, and the 2018 Tim Hortons Brier that delivered strong economic impact for our community and our campus. In March 2018 we welcomed a new President and CEO and in May 2018 we commenced a rigorous process of a business optimization review. The organizational leadership team was restructured with a 50% reduction in Vice Presidents and a 15% reduction of Directors to better align to a not-for-profit sport and entertainment organizational structure. This restructuring will continue in 2019 and is intended to provide enhanced sustainability in 2019 and beyond.

Our Board of Directors launched the Futures Committee to engage Community and Business Leaders in an innovative approach to gathering the necessary information to develop our next strategic plan as the Vision 2020 Strategic Plan will come to a close at the end of 2019. The Futures Committee, through an Engagement Sub-Committee, launched the community-wide engagement strategy *Evraz Place 2.0* on October 24, 2018 and already the results are surpassing expectations. This process will engage more than 5,000 community members in a dialogue about the future of Evraz Place while concurrently exploring best practices in the development and management of large sport, recreation, culture, and event infrastructure within North American cities. The Futures Committee has engaged a blend of leadership from within the Board of Directors and across the community. This innovative approach to strategic planning should provide Regina City Council a great future path for consideration when REAL returns with an updated plan for your consideration at budget time 2019.

In many ways 2018 has been a grounding year. Our 2018 budget had an aggressive goal which will not be achieved based primarily on the inability to realize a number of major summer concerts at Mosaic Stadium. We have shown ourselves over the past two years that aggressive budget setting on a business model that must show tactical annual growth based on proven results has been an unsustainable approach. Our 2019 budget suggests learning from the performance of 2017 and 2018 and showing incremental financial performance based on manageable growth with a focus on cost management. The work on the Futures Committee and the 2019 Capital proposal has positioned our organization for improved planning, financial understanding, and community relations.

It is additionally noteworthy to share that 2018 was also the first year hosting a CFL playoff game at Mosaic Stadium and the year that we supported the submission of the first Grey Cup bid for our new world-class venue.

2019 Opportunities and Risk

2019 promises to be another great year for REAL and one where we will continue to focus on making our organization as efficient as possible while hosting events that showcase our community, region, and Province. We are currently working on a number of exciting event hosting opportunities that will impact financial success and community experience in 2019 and we hope to make a number of major announcements prior to year end.

The Brandt Centre is hosting strong entertainment properties with numerous major event announcement having occurred this year. This will be a great year for entertainment at the Brandt Centre and it will be critical to future success that our community continue to support live entertainment.

We are working closely with the Regina Pats on a future oriented discussion on the Brandt Centre and a continuation of the existing lease agreement. We are optimistic that 2019 will bring a refreshed and reinvigorate relationship with our partners in the Regina Pats and optimistic that an extended partnership will be possible.

In 2018 we harnessed the privilege of major event hosting that delivered over \$1.3M in bottom line impact at Evraz Place. In 2019 we will not have the privilege of seeing continued major event hosting and the impact of these regional tourism events. With a strong and improved understanding of the impact of major events on the sustainability of our organization in 2019 we hope to work collaboratively with Economic Development Regina and Tourism and the Regina Hotel Association to improve our opportunities in sport, recreation, and entertainment tourism for the future.

2019 will additionally need to be a year of focus and prioritization for the Queen City Exhibition and Canadian Farm Progress Show. Both of these events have been foundational proprieties for the REAL and both are in need to attention, planning, and a clear path for the future. These two events deliver more than \$65M in annual economic impact to our City and with increasing competition from out-of-town markets and attendee spending availability we must work diligently with our partners, industry leaders, and our staff to realign and position the Queen City Exhibition and Canadian Farm Progress Show for their next 50 years of community partnership.

The opportunity to bring forward a new strategic plan built with community leadership will be the largest opportunity in 2019 as we prepare to set a vision for the future that will be accountable, transparent, and measurable. 2019 must be a year of continued business improvement, financial performance, and relationship building.

2019 will be a year focused on planning, optimization and operational improvement, and new business and event acquisition. As always our success will be highly dependent upon public participation, support and activation.

In Closing

In closing we would like to sincerely thank the City of Regina for their continued leadership and support as our sole-shareholder, our largest partner, and owner. You more than anyone understand that the business of civic space making is one that takes time, partnership, collaboration, and contribution. You have afforded the opportunity as a not-for-profit community based organization to operate, maintain and grow your flagship amenities at Evraz Place and for this we are appreciative of the opportunity and committed to delivering exceptional results.

Sincerely,



Tim Reid
President & Chief Executive Officer
REGINA EXHIBITION ASSOCIATION LIMITED



Sandra Master
Chair
Board of Directors
REGINA EXHIBITION ASSOCIATION LIMITED

cc. Marty Meloche, Chair, Audit & Finance Committee



**THE REGINA EXHIBITION
ASSOCIATION LIMITED (REAL)
Board of Directors**

4:30 p.m. – 7:30 p.m.
Wednesday, October 24, 2018
Corporate Boardroom, Administration Building
CONFIDENTIAL

Board Directors:	Sandra Masters (Chair), Marty Meloche, Michael Fix, Karen Gibbons, David Sinclair, Ken Budzak, Ken Budzak, Blain Kezama, Kathleen McCrum, Gordon Selinger, Tiffany Stephenson, Grant Wasnik, Chris Holden (ex-officio) and Lee Auten (ex-officio).
Administration:	Tim Reid, Amanda Acorn, Roberta Engel, and Dallas Skulski
Guests:	Nil
Regrets:	Grant Wasnik and Lee Auten

MOTION

To accept the 2019 Operating Budget as distributed and instruct Administration to forward to City of Regina.

Moved by David Sinclair. Seconded by Kathleen McCrum
All in favour. Carried.

MOTION

To accept the 2019 Capital Budget proposal as distributed for a general value of \$500,000 for capital expenditures.

Moved by Michael Fix. Seconded by Gordon Selinger.
All in favour. Carried.

Total Business - Annual Report Format*

*(with Sales adjusted to show Sales that generate Cost of Goods Sold)

	<i>Budget</i> 2019 \$	<i>Forecast</i> 2018 \$	<i>Actual</i> 2017 \$	<i>Actual</i> 2016 \$	<i>Actual</i> 2015 \$	<i>Actual</i> 2014 \$
Revenues						
Food & Beverage Sales	14,383,887	14,292,194	15,151,244	8,659,343	8,678,342	8,011,852
Other Sales & Rentals	23,334,744	22,230,170	23,597,045	16,583,553	16,736,093	14,614,955
Contributions & COR Capital	200,640	437,465	407,256	401,324	454,229	439,301
Sponsorships & Advertising	2,748,150	2,358,468	2,231,408	1,684,469	1,725,224	1,508,740
Revenue Continuance	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
	43,267,421	41,918,297	43,986,954	29,928,689	30,193,887	27,174,847
Expenses						
Cost of Goods Sold	5,017,168	5,196,286	5,611,569	3,308,226	3,237,849	2,824,196
Utilities	3,445,015	3,424,416	3,248,958	2,103,651	2,184,855	2,063,629
In-Scope Labour Costs	10,655,361	11,497,570	10,654,996	8,161,790	8,260,348	8,232,707
Out-of-Scope Labour	7,427,879	6,495,449	6,582,021	4,920,505	4,037,817	4,042,558
Contracted Labour	1,818,889	1,855,033	2,456,674	1,521,499	893,351	791,540
Other Non-Labour Costs	11,390,674	10,155,923	11,993,181	6,126,967	7,249,772	4,757,188
Repairs & Maintenance	2,392,849	2,305,684	2,924,120	3,084,062	2,675,110	2,638,234
	42,147,836	40,930,361	43,471,519	29,226,699	28,539,101	25,350,053
EBITDA	1,119,585	987,936	515,435	701,990	1,654,786	1,824,794

KPIs						
Cash Generation % of Sales	3%	2%	1%	2%	5%	7%
Net income % of Sales	0%	0%	1%	-1%	5%	0%
COGS % of Sales	35%	36%	37%	38%	37%	35%
In Scope % of Sales	26%	30%	26%	30%	30%	34%
Out of Scope % of Sales	18%	17%	16%	18%	15%	17%
In Scope :Out of Scope Ratio	1.43	1.77	1.62	1.66	2.05	2.04
R&M % of Sales	6%	6%	8%	12%	11%	12%
Other non-labour % of Sales	30%	28%	31%	24%	29%	21%



October 31, 2018

City Council
City of Regina
PO Box 1790
REGINA, SK S4P 3C8

Dear Members of Council:

RE: 2019 INVESTMENT REQUEST

Enclosed please find the 2019 Business Plan for Economic Development Regina Inc. (EDR), along with a supplement outlining selected results and accomplishments for the current year. The Business Plan outlines the 2019 Priorities for EDR, including:

- increased incremental investment;
- strong, competitive identity;
- robust entrepreneurial eco-system;
- smart growth sector strategies; and
- identification of new, emerging strategic opportunities.

The 2019 Budget outlined will support EDR's successful execution of the plan and delivery on detailed targets as identified in the 2019 Strategy Map, EDR's balanced scorecard.

For the 2019 fiscal year, EDR is requesting an investment of \$1,812,000 which includes an economic adjustment to maintain core services and the ability to achieve the 2019 Business Plan.

We look forward to discussing our plans at the November 14 Executive Committee meeting. Should you have any questions in the meantime, please call me at 306-565-6381.

Sincerely,

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

John D. Lee
President & CEO

Enclosures (2): 2019 Business Plan; 2018 Results & Accomplishments



Economic
Development Regina Inc.

2019 BUSINESS PLAN Submission to City Council

SEE FURTHER

GROW HIGHER





2019 BUSINESS PLAN SUMMARY

**The world is changing.
Regina is driving the regional economy and experiencing economic stability, while also experiencing the effects of a changing global economy and challenging headwinds.**

Traditional models of economic development and tactics to attract and sustain business investment may no longer be relevant. Historically, economic development was driven by a competitive tax structure, and the availability of serviced land, buildings and an educated workforce.

Today's most progressive cities and economic development authorities add new elements to the traditional approach and develop comprehensive strategies to enhance innovation. There is a need to prioritize growing from within in contrast to traditional business assistance, generally employed investment attraction that chases external investment. The Greater Regina Area (GRA) must leverage its cultural diversity to maximize innovation in the workplace and enhance linkages to emerging markets. It is possible to create urban environments that provide a high quality-of-place experience and quality of life for residents to attract the best and the brightest to a city.

Our traditional sectors must modernize, grow, export and diversify their markets, and the GRA economy in turn must identify, advance and execute transformative opportunities that create a vibrant economy and quality of life.

Regina is the fourth youngest city in Canada with the highest proportion of people under 14 of any major city in the country. We must capitalize on this youth and the audacity in which our leaders approach community building and business. We must create new sectors, transform existing ones, and build towards a future that is home to over 300,000 people by 2040. It is this forward-looking and audacious approach that guides EDR's 2019 Business Plan.

As progress continues toward the objectives of the 2020 Strategic Plan, 2018 was an important year for EDR, moving forward a number of key initiatives to advance its stated priorities:

- Increased incremental investment
- Strong, competitive identity
- Robust entrepreneurial eco-system
- Smart growth sector strategies
- Identification of new strategic opportunities

Smart growth in the strategic industry sectors continues to be a primary focus for EDR. As in previous years' EDR's business plan includes Key Performance Indicators (KPIs) that align with the strategic intents of the organization. These KPIs are designed to reflect the cross functional nature of each operating unit's activities and the optimization of growth for each of EDR's key sectors: Tourism; Events, Conventions & Tradeshows; Agri-value; Metal Fabrication and Manufacturing; as well as the creation of a strong entrepreneurial and innovative eco-system.

The EDR Board of Directors and management are confident in achieving the objectives contained in our 2019 Business Plan.

PARTNERS

Valued Partnership

EDR, Tourism Regina and the Regina Hotel Association (RHA) share a common vision to attract leisure and business visitors to the GRA.



Investment Partners

EDR's Investment Partnership Program provides opportunities for companies and organizations to invest directly in our long-term

growth strategy. These are the partners who showed leadership and commitment to the future of the Greater Regina Area.

FOUNDERS



EDR BOARD OF DIRECTORS

MURAD AL-KATIB, CHAIR

President and CEO
AGT Food & Ingredients Inc.

FRANK HART, VICE-CHAIR

Managing Director and Chief Risk Officer
Greystone Managed Investments Inc.

DAVID BRUNDIGE, Q.C.

Partner
Willows, Wellsch, Orr & Brundige, LLP

ERIC DILLON

Chief Executive Officer
Conexus Credit Union

JASON DRUMMOND

Managing Partner
York Plains Investment Corp.

MICHAEL FOUGERE

Mayor
City of Regina

DALE GRIESSER

President
Avison Young Commercial Real Estate

CHRIS HOLDEN, OBSERVER

City Manager
City of Regina

MARTY KLYNE

Senator
Government of Canada

MARK LANG

Managing Partner, Regina
KPMG LLP

TINA SVEDAHL

Vice President, Investments
Harvard Developments Inc.

DR. VIANNE TIMMONS

President and Vice-Chancellor
University of Regina

RYAN URZADA

Managing Director
Travelodge Hotel and Conference Centre

President & CEO

JOHN D. LEE

Economic Development Regina Inc.

EDR's Vision of the Greater Regina Area's Economy in 2020 and Beyond

The Greater Regina Area (GRA) prospers as a vibrant and diversified economy for investors, a strong destination experience for visitors, and a place of choice with a high standard and quality of life for residents.

Value Proposition

EDR IS A LEADER

and catalyst for economic development.

RAPID ADVANCEMENT

of strategic industry sectors is facilitated by EDR.

COORDINATES SHARING

and exchange of ideas, pooling resources, and leveraging of community investments.

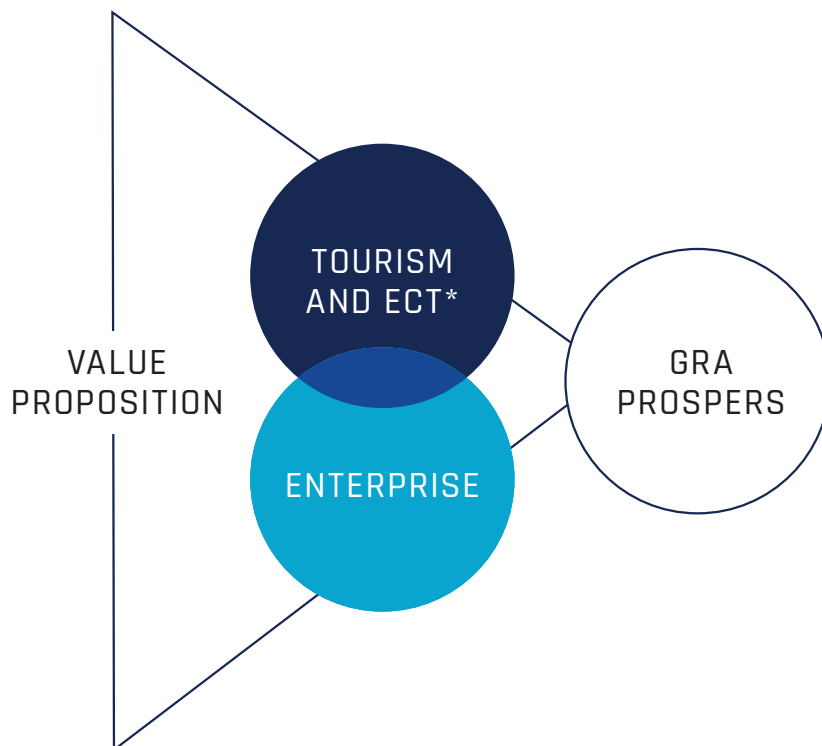
SUCCESSFUL PROJECT IMPLEMENTATION

INSIGHTS AND IDEA

generation which identifies promising and emerging opportunities and needs.

INDUSTRY INTELLIGENCE

to assist in informing and guiding industry and entire sectors on growth and expansion strategies.



Business Model



SHARED VISION & OUTCOMES

*Events Conventions and Tradeshow

STRATEGIC INTENT

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 Greater Regina Area for business and tourism.
- Ensure the Greater Regina Area 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.

Long-term Goals:

- The GRA is nationally recognized as an economic and entrepreneurial powerhouse in targeted sectors.
- The GRA is one of the top places to start and grow a business.
- Sales and employment in the Agri-value and Manufacturing sectors has doubled.
- The impact of Events, Conventions and Tradeshows has grown by \$50 million annually.
- The Tourism sector has grown the GRA to be a destination of choice for over 2.5 million visitors annually.
- New growth sectors have emerged that are significantly impacting economic growth and employment in the GRA.

STRATEGIC EXECUTION



EDR's six strategic pillars are essential elements that form the foundation for a balanced scorecard. We sometimes use the analogy of strategic pillars as "load bearing" walls. They support the entire structure of your building, but their placement and design may actually dictate what you can and cannot do in terms of redesigning the layout and function.

For EDR, the six strategic pillars provide structure, focus, support and boundaries for the EDR 2020 strategic plan. They apply to every part of the organization and define what major strategic thrusts EDR will pursue to achieve its vision.

They affect all four of the balanced scorecard perspectives (1.0 Organizational; 2.0 Operational; 3.0 Financial; and 4.0 Customer).

If we excel at these six strategic pillars, we will achieve our vision and the strategic results (targets) in the balanced scorecard.

2019 PRIORITIES

Increased Incremental Investment

For EDR to achieve its bold strategic intents and objectives it will continue to develop new long-term, sustainable and incremental revenue streams. EDR will work to secure more than \$1.5 million in meaningful and diversified incremental funding in 2019. To do this, EDR will seek to attract investments from other levels of government, partners and foundations to advance the organization's sector strategies and entrepreneurial services.

The 2019 leverage ratio is budgeted to be .83:1.0 (i.e. partner/alliance investment: City of Regina core investment). EDR will leverage an additional 83 cents for every dollar invested by the City in 2019, as compared to a projected year-end ratio of .76:1.0 in 2018, and actual results of .60:1.0 in 2017 and .55:1.0 in 2016.

Strong, Competitive Identity

EDR will enter the second year of the "Regina Advantage" initiative, which articulates and promotes the GRA's competitive identity and quality of life. Engaging EDR's stakeholders will be a priority as the organization works to illustrate Regina's competitive identity and share its success stories. Promoting the GRA's event, convention & tradeshow assets, visitor experience and quality of life will be an additional priority in 2019, along with a continued focus on Agri-value Supply Chain.

Tourism marketing will continue to build on EDR's success in reaching the regional market. Over 2.4 million people in 2017 experienced the GRA's authentic tourism assets. In 2019, tourism destination marketing will focus on content generation, stakeholder engagement and sector growth, as well as enhancing Tourism Regina's already successful social media platform and reach.

Robust Entrepreneurial Eco-System

Robust community partnerships and investments have resulted in Regina's first Entrepreneurship Strategy gaining momentum. EDR along with the Council for Entrepreneurship Growth (CEG) and other key stakeholders will advance jointly identified priorities within the strategy, including Audacity YQR, Indigenous engagement and ideation in 2019.

EDR will also work closely with agencies such as Innovation Saskatchewan to support the growth and commercialization of technology and increased productivity for economic benefit to the GRA.

In collaboration with the CEG, EDR will advance jointly identified priorities from the Entrepreneurs Powering the Greater Regina Area, A Community Strategy. These 2019 priorities include:

- Continued development of the Audacity YQR movement to build a community of entrepreneurs and promote that Regina is, without a doubt, an entrepreneurial city;
- Alignment of entrepreneurial programs to Indigenous entrepreneurs in the GRA and;
- Increased availability of mentorship opportunities for all entrepreneurs.

In addition to the priorities of the CEG, EDR has identified inclusion in entrepreneurship as a priority for 2019. This will include a continued partnership agreement with Women Entrepreneurs of Saskatchewan (WESK) and the Saskatchewan Immigrant Nominee Program (SINP) to align efforts to advance women and newcomers in entrepreneurship in the GRA respectively. Further to this, we are pursuing engagement with secondary and post-secondary institutions as well as student groups to support the next generation of entrepreneurs.

In 2019, EDR is projecting to work with over 550 entrepreneurs in the GRA and significantly support the launch of 10 businesses with 4 being identified in our key sectors. This will be accomplished through our partnership with Square One, SINP and our services through sector development and investment attraction.

Smart Growth Sector Strategies

The advancement of key industry sectors where the GRA has a distinct competitive advantage helps to ensure the GRA's economy is diversified and growing. Having built the organization's sector strategies, EDR embarked on a mission to address challenges limiting growth and to identify projects that will meaningfully advance the economy.

EDR will engage in broad stakeholder outreach to develop a community-led Tourism Sector Strategy, which will guide the organization's visitor services, destination marketing, product development and sector growth initiatives. In 2019, tourism product development will be prioritized to create new and innovate visitor experiences in the GRA.

Within the Events, Conventions and Tradeshows (ECT) sector, EDR will continue to collaborate with Evraz Place, ECT Alliance, Regina Hotel Association and key stakeholders to focus on the attraction of more conferences to the GRA, which will supplement our ongoing efforts to attract major sporting and industry events. In addition, developing home-grown signature events, tradeshows and conventions will be a priority.

With key partners, EDR led the creation of Protein Industries Canada Inc. (PIC), an industry-led consortium that secured \$153 million in Federal Government funding, and hundreds of millions of private sector investment commitment. EDR will focus on attracting investment and offering programming that will position the region as a food processing, agriculture technology and agriculture venture capital center. In 2019 EDR will work to activate the regional plant-protein supply chain cluster with an enhanced emphasis on investment attraction, Indigenous engagement and business creation.

EDR will collaborate with industry stakeholders to identify and advance projects within areas surrounding technology from our targeted sectors, specifically agriculture and precision manufacturing.

Identification of New, Strategic Opportunities

The world is changing and with it the GRA's trading partners, labour force, sources of innovation and inspiration are evolving. EDR's stakeholders have encouraged the organization to be transformational in our thinking, identify opportunities that will differentiate the GRA nationally and internationally, and ensure the continued growth of a diverse and sustainable local economy. To accomplish our ambition, we must look beyond past experience and envision the city and world as it will be – and as it could be in the future. If we channel collective efforts, identify new strategic, emerging and transformational opportunities, we will chart this direction. EDR, along with key stakeholders, will maintain the flexibility and core competency to identify and broker opportunities that will drive the GRA's economy into the future.

In addition to identifying new emerging opportunities, EDR will continue to advance the business cases for a PTSD Centre of Excellence, a multi-jurisdictional attraction strategy, a Regina Tech Industry growth plan, and a local supply chain and procurement framework.

2019 STRATEGY MAP

1.0

EDR has developed a best-in-class organizational culture, structure and competency to support its strategy now and in the future

ORGANIZATIONAL PERSPECTIVE

To achieve our organizational goals, how must we learn and improve?

- Excellence in relationship building and collaboration
- Scalable and fluid systems and structures that respond to change and opportunity

KEY PERFORMANCE INDICATORS

- Key partnerships and relationships are supported by actionable agreements
- Organizational assessment

2019 TARGETS

TARGET 1.1

Ongoing and new partnerships/alliances developed that allow EDR to deliver on emerging 2019 priorities

TARGET 1.2

Employee engagement and enablement survey aggregate score of 80%

2.0

EDR excels at developing and delivering on its economic development priorities and core functions for the Greater Regina Area

OPERATIONAL PERSPECTIVE

To succeed, what must we excel at?

- Strategic utilization/leverage of key industry hubs where the Greater Regina Area has a distinct advantage
- Aggregator of strategic and competitive intelligence to support informed business decisions for both EDR and stakeholders
- Lead projects where opportunities or initiatives contribute to economic development priorities
- Communications with stakeholders, shareholder and partners

KEY PERFORMANCE INDICATORS

- Industry stakeholder awareness and satisfaction with EDR relationships and services
- Identification and execution of high-impact projects that advance the business climate within the GRA

2019 TARGETS

TARGET 2.1

Achieve 80% overall aggregate score across all elements of annual stakeholder survey

TARGET 2.2

Identify five and execute a minimum of two key projects and initiatives that advance the overall business climate within the GRA

TARGET 2.3

Based on 2018 baselines, increase the usage of Strategic & Competitive Intelligence tools and products by 5%

TARGET 2.4

Develop EDR's Yearly and 5 Year (2025) Strategic Plan

3.0

EDR has the necessary resources and systems that support the long-term effectiveness of the organization

FINANCIAL PERSPECTIVE

If we succeed how will we look to our shareholder?

- Maintain / enhance investment commitment from City of Regina to maintain core operational functions
- Develop resource models to support incremental growth initiatives and projects

KEY PERFORMANCE INDICATORS

- Current revenue (2019) and two-year projected revenues (2020 and 2021) are secure and sufficient to resource core functions
- Current and projected projects/initiatives have sufficient internal resources and/or partnerships to support project costs

2019 TARGETS

TARGET 3.1

Approval of 2019 City of Regina minimum core investment of \$1,812,000

TARGET 3.2

Partner/alliance investment (cash & VIK) and third-party contracts in 2019 totalling in excess of \$1,500,000

4.0

EDR contributes to the strength of the economy and vibrancy of the Greater Regina Area as a place to visit and live

Vision

The Greater Regina Area prospers as a vibrant and diversified economy for investors, a strong destination experience for visitors, and a place of choice with a high standard and quality of life for residents.

Mission

Identify, develop and promote opportunities that advance economic prosperity for the Greater Regina Area.

CUSTOMER PERSPECTIVE

If we succeed, how will we look to our stakeholders/citizens of Regina?

The entrepreneurial spirit has powered the Greater Regina Area to consistently achieve superior economic performance; and to have a top performing regional tourism ecosystem.

KEY PERFORMANCE INDICATORS

- Business growth, expansion and retention
- Start-ups within key industries / supply chains
- Investment attraction and creation within the Greater Regina Area
- Marketing the strengths and competitive identity of the Greater Regina Area
- Number of visitors and impact to the Greater Regina Area

2019 TARGETS

TARGET 4.1

Increase current tourism marketing activities and social media metrics by 5%

TARGET 4.2

Development of a GRA Tourism Sector Growth Strategy

TARGET 4.3

Advance a minimum of three new visitor services initiatives

TARGET 4.4

Activate a minimum of six high impact events, conventions or tradeshows

TARGET 4.5

Support the creation of five tourism products

TARGET 4.6

Estimated economic impact (EEI) of future secured ECTs will provide a contribution of \$30 million to the Greater Regina Area

TARGET 4.7

Secure one major event with an EEI of no less than \$10 million

TARGET 4.8

Execute year two of the Regina Advantage Initiative

TARGET 4.9

Five key sector companies with which EDR has partnered will report an expansion; or alternatively, will announce their intention to expand

TARGET 4.10

Contribute to the development of one hundred new jobs (FTEs) in the Greater Regina Area

TARGET 4.11

Collaborate with the Council for Entrepreneurship Growth and stakeholders to advance jointly identified strategy priorities, including Audacity YQR, Indigenous engagement and ideation

TARGET 4.12

Provide business advisory services to 550 entrepreneurs through the programs of Square One, Saskatchewan Immigrant Nominee Program, and sector development services

TARGET 4.13

Contribute to/facilitate ten new business start-ups, of which at least four will be in key strategic sectors

TARGET 4.14

Develop and execute the GRA Plant Protein Supply Chain Cluster Activation Strategy

TARGET 4.15

Identify two new businesses locating, or intending to locate in the Greater Regina Area as a result of investment attraction and creation activities

TARGET 4.16

Provide services to 75 investment leads

TARGET 4.17

Build a framework that improves the efficacy and economic impact of immigration in Saskatchewan

TARGET 4.18

Collaborate with Indigenous partners to develop a Treaty 4 Territory Agri-value Asset & Capacity Map

TARGET 4.19

Support the development of a Community Technology Strategy

TARGET 4.20

Develop a local supply chain framework that contributes to economic development in prioritized sectors

2019 BUDGET BREAKDOWN

The 2019 Budget supports EDR's successful execution of the organization's balanced scorecard and 2020 strategic plan.

EDR is currently in its fourth year of consistent core City funding at \$1,719,500. For the 2019 fiscal year, EDR is requesting an economic adjustment to \$1,812,000 to maintain core services. According to Statistics Canada consumer price index, prices in 2018 are 5.38% higher than prices in 2015. In other words, \$1,719,500 in 2015 is equivalent in purchasing power to \$1,812,000 in 2018, a difference of \$92,500. EDR's 2019 request to the City of Regina of \$1,812,000 will bring us up to the 2018 equivalent of the investment amount established in 2015. In addition, on a case by case basis, project funding that aligns with EDR and City priorities may also be requested as required.

Maintaining EDR's programs, services and projects also requires significant additional partner contributions. Projected stakeholder and partner contributions has increased to \$1.5 million in cash and value-in-kind, offsetting budgeted items that are critical to the success of the business plan. Any emerging opportunities may need to be funded by the Restricted Surplus for Special Projects or other partnerships.

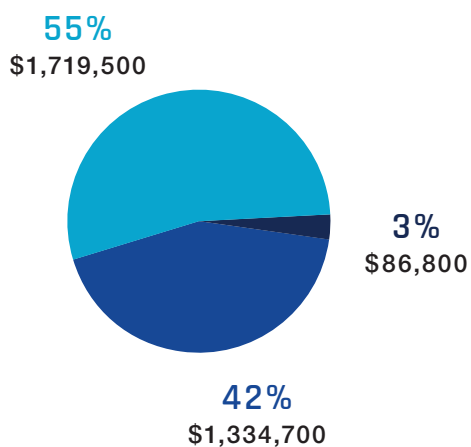
This budget enables EDR to maintain a minimum accumulated surplus in accordance with our policy and offers flexibility to manage cash flow, maintains funds for unanticipated emergency expenditures or unforeseen revenue decreases, and allows EDR to respond to unique opportunities in a timely manner that would not otherwise fit within ongoing operations.

2019 Budget

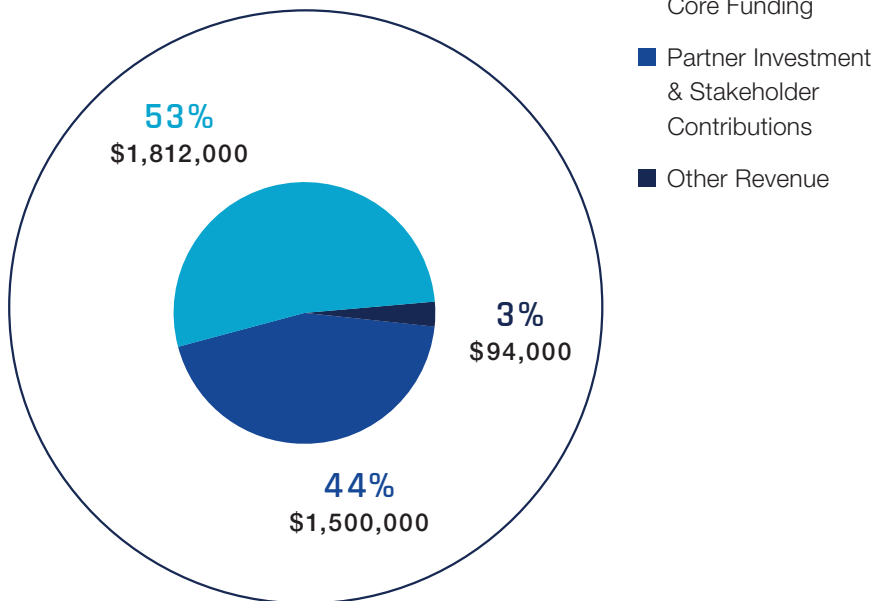
REVENUE	2018 BUDGET	2018 FORECAST	2019 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,812,000
Other Revenue	1,285,900	1,431,500	1,594,000
Total Revenue	3,005,400	3,151,000	3,406,000
EXPENSES			
Administration	616,800	611,000	618,500
Enterprise	1,109,301	1,065,300	1,258,200
Tourism	516,650	511,600	530,000
Events, Conventions & Tradeshows	335,050	324,500	327,500
Corporate	563,950	654,800	671,800
Total Expenses	3,141,751	3,167,200	3,406,000
NET INCOME			
(Loss)	(136,351)	(16,200)	–
Transfer from Restricted Surplus for Special Projects	66,351	16,200	–
Transfer from Restricted Surplus for Capital Improvements	20,000	–	–
Net Income (Loss)	(50,000)	–	–

Revenue Allocation

2018 FORECAST



2019 BUDGET



- City of Regina Core Funding
- Partner Investment & Stakeholder Contributions
- Other Revenue

Gearing Ratio

EDR has made a strategic emphasis to increase our Gearing Ratio (stakeholder and partner contributions: City core funding). The projected Gearing Ratio in 2019 has doubled that

of a few years ago. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute .83 cents in 2019.

	2015	2016	2017	2018 FORECASTED	2019 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,719,500	1,719,500	1,812,000
Partners & Third Party Funding	703,980	950,446	1,031,622	1,300,000	1,500,000
Gearing Ratio	0.41	0.55	0.60	0.76	0.83




DID YOU KNOW?



The craft brewing industry accounted for **\$10.7 million in economic impact** in 2017 and sales are expected to grow by 30% in 2018.

New ECTs that will be hosted in Regina in 2019, as a result of the work of EDR and its partners, are expected to contribute **more than \$12 million** in total economic benefit.

EDR forecasts to provide services to **over 800 entrepreneurs** in Regina and area this year.



The Conference Board of Canada forecasts that the Regina CMA economy will grow by an average of 2.2% per year in 2018-2022 and that **our population will reach 276,000** during that time.

The Manufacturing sector in the GRA **contributes over \$4 billion** in sales and accounts for 5.0% of total employment in Regina.

In 2018 the CP Women's Open was hosted in Regina and was **broadcast to over 7 million** Golf Channel viewers across the globe.

2018 was a landslide year for Regina hosting mega events including the Mastercard Memorial Cup, Tim Hortons Brier, the Congress of Humanities and Social Sciences as well as the CP Women's Open.

CONTACT US

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tourismregina.com



Economic
Development Regina Inc.

ECONOMIC DEVELOPMENT REGINA INC.

SELECTED 2018 RESULTS AND ACCOMPLISHMENTS

The EDR 2018 Business Plan included a balanced scorecard with targets, key performance indicators, and strategic priorities, all designed to advance the Official Community Plan and EDR's 2020 Strategic Plan. Selected results and accomplishments include:

Incremental Investment and Community Partnerships

- EDR's target of achieving in excess of \$1.3 million of partner and third-party contracts in 2018 is expected to be accomplished. This includes funds from the partners of the Investment Partnership Program, the Regina Hotel Association investment, other Partner and Stakeholder investment, business services contracts, and strategic project partnerships.
- The Investment Partnership Program is projected to double the number of partners, totaling over \$1 million (over three years) to support EDR's growth strategy and the ongoing execution of the Regina Advantage.
- The 2018 leverage ratio is forecasted to be .76:1.0 (i.e. partner/alliance investment: City of Regina core investment), as compared to actual results of .60:1.0 in 2017 and .55:1.0 in 2016.

Agri-value

- *Protein Industries Canada* (PIC) was selected as one of five supercluster initiatives - approved to receive up to \$150 million in matched federal funding.
- PIC governance and corporate organization is underway with events taking place across western Canada.
- PIC head office is located in Regina.
- Local Cluster Activation Strategy built to realize momentum and create local economic growth.

PATH Cowork

- First Economic Development and Tourism agency in the country to move into a community co-working space dedicated to collaboration, networking and community building.

Events, Conventions & Tradeshows

- Worked with community partners to bid for 21 **future** conventions and 8 events.
- In addition, EDR is supporting major future event bids including Grey Cup in 2020.
- In 2018, new or one-time ECT's contributed more than \$40 million in total economic benefit. These included LPGA CP Women's Open, University Congress, Memorial Cup and the Brier.

Tourism

- 2.4 million business and leisure visitors expected to Regina this year (based on 2017 numbers).
- Event activation and marketing strategy developed and implemented for major events.
- Opened new visitor information kiosks at Wascana Centre and RCMP Heritage Centre.
- Continuous promotion of the GRA through social and web. Notable results included:
 - A 27% increase in Instagram followers
 - 80,080 video views
 - 7 Regina Ambassadors with #seeYQR hashtag use rising 35%
 - #SeeYQR use on Instagram reached 22,125
- Hosting TourismYQR: Collaborate & Connect.
- Launch of new Tourism Regina website, tourismregina.com, showcasing Regina.

Regina Advantage – See Further. Grow Higher.

- The national campaign ran for its first full year in 2018, funded 100% by private sector and our partners.
- Reached 14 key markets with significant companies in the key sectors of agri-value and agri-food, oil and gas, and manufacturing.
- Over 20 million advertising impressions.
- Stakeholders are sharing the Regina Advantage and using materials from the website tool kit in their communications.

Entrepreneurship

- Launched *Entrepreneurs Powering the Greater Regina Area, A Community Strategy* driven by the *Council for Entrepreneurial Growth*.
- Campaign launched to promote and recognize entrepreneurship under the banner of **AUDACITY** YQR, followed by over 1,300 people, which celebrates new, established and aspiring entrepreneurs. It is a movement that supports the messaging that Regina is, without a doubt, an entrepreneurial city.
- Launched an online resource asset map for entrepreneurs in Saskatchewan through Square One.
- Coordinated the delivery of two highly subscribed half-day financing workshops in partnership with the Saskatchewan Capital Network.
- In the first 10 months of 2018 EDR provided services to 502 entrepreneurs in Regina and area.
- 9 new businesses in Regina that were launched this year had significant support from EDR.
- Assisted 163 new immigrant entrepreneurs with establishing their businesses, resulting in \$19,950,000 intended or committed investment.
- EDR met with an additional 290 individuals looking to immigrate to Regina through our Exploratory Seminar which outlines the benefits of establishing a business in the GRA.

Strategic & Competitive Intelligence

- Led an in-depth economic impact and key demographic analysis for the Queen City Marathon and a Craft Brewing Economic Impact Study.
- Provided an economic analysis and outlook for The Standard and Poors' External Risk Analysis for the City of Regina's credit review.
- Provided economic intelligence and support to help attract transborder flights to the GRA for the Regina Airport Authority.
- Provided the most up-to-date economic data and analysis on the GRA economy to our stakeholders, including the analysis of trends, opportunities and challenges. This included producing a monthly analysis of the economy, called Impact Regina; as well as the Regina Executive Leadership Outlook, a quarterly survey of leading GRA executives, which provides EDR with insight on executive confidence, hiring & investment intentions, and thought leadership on economic issues.

Emerging Opportunities – What's Next!

Pursuing opportunities to support future growth as follows:

- Secured \$150,000 to undertake a business case to establish Regina as a Post-Traumatic Stress Disorder International Centre of Excellence.
- Led the creation of Regina's first technology leadership group who has prioritized labour attraction and retention, as well as mentoring, as short-term priorities to grow the industry.
- Initiated the development of local procurement supply chain framework to support retention and growth of local industry.



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October 12, 2018

Mr. Chris Holden
City Manager
City of Regina
P.O. Box 1790
REGINA SK S4P 3C8

Mr. Jim Nicol
City Clerk
City of Regina
P.O. Box 1790
REGINA SK S4P 3C8

Dear Mr. Holden and Mr. Nicol:

Under Section 21 of *The Public Libraries Act, 1996*, the Board of Regina Public Library has made estimates for the sum required to operate the Library for the year. The Library mill rate request for 2019 is 0.73285 (\$21,202,475), and the Library Board is requesting a mill rate increase of 1.8 per cent. The Library's budget will also include \$1,374,532 as projected revenue from grants-in-lieu.

Revenue from tax sources can be summarized as follows:

2019 Library mill rate	0.73285
2019 City of Regina net levy request	\$ 21,202,475
2019 Grants-in-Lieu	\$ 1,374,532
Mill rate increase over 2018	1.8%

The Regina Public Library Board is submitting its full budget under separate cover, and looks forward to presenting the Library's request to Council on November 14, 2018.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Sean Quinlan'.

Sean Quinlan, Chair
Regina Public Library Board of Directors



2019 MILL RATE REQUEST

2019 LIBRARY MILL RATE	0.73285
2019 CITY OF REGINA NET LEVY REQUEST	\$21,202,475
2019 GRANTS-IN-LIEU	\$1,374,532
MILL RATE INCREASE OVER 2018	1.8%

2018 IN REVIEW

The following section provides highlights of RPL services and offerings in 2018.

SERVICE PLANNING

Service Planning, one of RPL's most significant projects, continues in 2018. Through it, RPL will create and execute a three-year plan that helps ensure we continue to meet the wants and needs of our customers.

Service planning assures we are using the resources provided to us in a most effective way. It fulfills requirements outlined in the *Regina Public Library's Strategic Plan, 2016-2021*. In the plan, Objective 4.2, "Customers – Valued community service provider and resource," speaks to a continuous cycle of community and staff engagement in program and service planning, plan development and execution, assessment and review, and further engagement.

Service planning began in Fall 2017 with an exercise to gather opinions and information from our customers, staff and potential customers. Feedback suggests RPL focus on four service objectives, or "outcomes" – Community, Reading, Learning, and Culture.

Four teams of RPL employees are presently reviewing library offerings to determine whether changes should be made to those services and/or how we deliver them, as well as considering new services not presently available.

The teams will offer recommendations to populate a three-year action plan. The plan is set to be approved in Fall 2018, and implementation will begin in January 2019.

The following year in review outlines information about 2018 from the perspective of the four outcomes: Community, Reading, Learning, and Culture.

OUTCOME: COMMUNITY

RPL delivers benefits for everyone: both existing and future library customers. The public library's unique mandate ensures that residents have a place to gather, to share ideas and to build a sense of community. Libraries are a foundation for civic engagement, and act as honest brokers for diverse perspectives – a place where we can all learn from each other about our multicultural heritage, our experiences as treaty people, and our individual and shared history, and to gather in hope and aspiration for the future.

BASELINE STUDIES

To ensure we continue to meet the needs of our community, RPL will seek feedback from citizens and library stakeholders in late 2018 to establish baselines for two objectives in RPL's strategic plan. These two community objectives are:

- 4.1 Stakeholders: RPL will survey stakeholders about RPL's commitment and contribution to sharing ideas and further social and economic development in the city; and
- 4.3 Citizens: RPL will survey citizens to determine whether they see RPL as a hub in the community, and the degree to which the library is viewed as a gathering place, and a place that encourages and facilitates the practical application of democracy.

VISITS TO RPL LOCATIONS

The number of visits to RPL branches is up 10 per cent since 2013. There are several reasons why RPL believes this is occurring: library usage is mirroring the population growth of the city and newcomers taking advantage of the public library; there is an increased number of citizens looking for space in which to spend free, quality time; and RPL continues to increase and improve its program offerings.

The library creates comfortable spaces that support interaction of community members and the sharing of ideas. We are responding to community demand to be a place where people come together, and as a result, the community is making increased use of our spaces.

RPL's commitment to community engagement ensures that a community and branch plan define our programming and service experience at each location.

PROGRAMMING

RPL has improved its programs to balance larger, broad-based events with individual programs and series. RPL has updated its program delivery approach to accommodate people's schedules: we are increasing drop-in programming, after-school programming, and volunteer-based programs, and increasing our flexibility to add sessions to waitlisted programs whenever possible.

PROGRAMS					
Total Number of Programs	2013	2014	2015	2016	2017
Children's programs	2,840	2,944	3,028	3,000	3,079
Young adult programs	266	285	225	364	602
Adult programs	705	814	1,039	1,137	1,647
Literacy programs	835	802	806	1,152	1,412
Dunlop programs (excluding exhibitions)	122	159	205	320	179
Film programs	544	611	555	542	561
Computer programs	759	587	622	483	n/a*
TOTAL	6,071	6,202	6,480	6,998	7,480

*In 2017, Computer program data was integrated into Adult programs.

While the number of programs at RPL continues to increase, the increases are in specific areas. For example, in 2017 RPL doubled the number of small group literacy workshops to accommodate demand. Volunteer-based programs are also in high demand, so additional programming was offered. RPL has increased the number of programs at Central Library to generate foot traffic from a variety of demographics, to ensure all walks of life feel welcome and comfortable at our headquarters location.

BRINGING PEOPLE TOGETHER

RPL sees programming as an opportunity to bring people together. We are increasing opportunities for socially isolated individuals – an increasing trend – to join others with similar interests. In 2018, RPL partnered with Family Service Regina to deliver *Thrive*, a free, accessible walk-in counseling service. The service is offered at Central Library and māmawēyatitān centre and is very popular. The partnership is indicative of the ways in which RPL works with partners to meet community needs.

In addition to its formal programming, RPL continues to increase its focus on community-led programs and creating space for people to come together and learn from each other. Uptake on these programs has been positive, and RPL is planning to increase this type of programming in the future.

PROGRAM ATTENDANCE					
	2013	2014	2015	2016	2017
Children's programs	58,833	63,262	66,712	63,928	74,634
Young adult programs	2,835	4,584	1,920	3,053	3,242
Adult programs	11,277	13,571	18,741	16,025	20,622
Literacy programs	4,053	4,298	4,007	4,495	5,168
Dunlop Art Gallery programs (excl. exhibitions)	5,036	3,642	4,749	6,088	4,138
Film programs	10,997	11,906	10,130	9,898	9,146
Computer programs	2,368	1,824	943	872	n/a*
TOTAL	95,399	103,087	107,202	104,359	116,950

*In 2017, Computer program data was integrated into Adult programs.

IN THE COMMUNITY

RPL participates in multiple community events, festivals and fairs including FanExpo, Queen City PRIDE, the Regina Farmers' Market, National Indigenous Peoples' Day, Bazaart, Nuit Blanche, and the Queen City Marathon. Each branch partners with community organizations to offer in-house events that reach shared audiences to create collective impact. These events continue to increase in size and magnitude as our capacity to reach community increases and improves. Events have included a Mental Health Fair, a Legal Resources Fair and a Financial Literacy Fair. Our third annual International Women's Day program continues to be a high-profile, high-attendance event that celebrates local women and showcases their contribution to the Regina community.

PUBLIC COMPUTERS AND WIFI

Usage of public workstations at RPL continues to climb. RPL continues to implement a hybrid cloud computing infrastructure to improve user experience. In 2018, two additional servers were added to support a greater number of available, locally-hosted, virtual desktops. Infrastructure was also put in place to support an extension of the on-premise datacentre into Amazon's AWS on-demand cloud computing platform. Additionally, virtual desktop images were created which could be offered through the cloud.

These changes significantly augment RPL's high availability, and service continuity abilities of its technology. Our CommunityNet internet connection was upgraded to support both the hybrid cloud computing model, as well as increased levels of public Internet use. RPL also replaced system-wide wireless access points, with a new model which better handles the high-density wireless network needs at most branches.

PUBLIC COMPUTER USAGE, ALL BRANCHES					
	2013	2014	2015	2016	2017
Number of sessions	206,045	200,251	207,664	222,411	243,769
Number of hours	100,325	137,777	150,604	206,289	188,377

Free WiFi at the library also continues to be a popular offering, and usage continues to climb.

WiFi USAGE					
	2013	2014	2015	2016	2017
Number of connections	no data	541,418	671,257	1,005,429	1,245,306
Number of hours in use	no data	198,549	338,353	474,477	536,421

OUTCOME: READING

Regina Public Library supports a strong reading culture. We inspire and celebrate the joy of reading. We do this by investing in a diverse and comprehensive collection, and by offering popular programs to assist people of all ages with their reading and literacy skills. We continue to explore the extent to which we inspire and instill a love of reading in Regina.

READING MATERIAL

RPL offers both print and digital reading material, and customers continue to dispel the myth that print is no longer popular. Physical materials include books, DVDs, graphic novels, and others.

COLLECTION SIZE AND CIRCULATION OF PHYSICAL MATERIALS					
Collection size	2014	2015	2016	2017	2018*
	466,075	471,849	462,709	461,078	480,939
Circulation	2014	2015	2016	2017	2018*
	1.95M	1.88M	2.23M	2.23M	1.68M

* To end of third quarter

At the same time, the popularity of digital books, eBooks and eAudiobooks continues to increase.

CIRCULATION OF DIGITAL BOOKS, eBOOKS AND eAUDIOBOOKS					
	2014	2015	2016	2017	2018*
eBooks	106,021	107,636	128,440	138,228	109,515
eAudiobooks	22,453	29,366	39,513	49,171	46,480
TOTAL	128,474	137,002	162,926	184,917	155,995

* To end of third quarter

STREAMING MOVIES AND MUSIC

The popularity of RPL's streaming content continues to increase. RPL has over 470,000 songs in its online music collection, and over 30,000 television programs and movies available for customers to stream. RPL's streaming content is available to customers through two online libraries: Naxos and hoopla.

CIRCULATION OF STREAMING MUSIC AND VIDEOS					
Music	2014	2015	2016	2017	2018*
Naxos	4,397	6,340	43,783**	32,079	18,238
hoopla	1,344	5,050	6,788	9,278	6,231
TOTAL	5,741	11,390	50,571	41,357	24,469
Video (movies and TV shows)	2014	2015	2016	2017	2018*
hoopla (TOTAL)	2,687	2,175	10,059	12,177	12,216

*To end of third quarter

**Although specific information is not available as to the reason for this sudden increase, we believe it is the result of informal encouragement by Student Services at the University of Regina to encourage its clientele to use this library resource.

POPULAR PICKS

Popular picks are DVDs, Blu-Rays, and books, typically just released, and in popular demand. These items are made available to customers who walk into a branch. Demand for Popular Picks remains steady and improvements are being considered to increase access to these materials.

COPS AND READERS PROGRAM

RPL has partnered with Regina Police Service and Regina schools to promote literacy to Grade 3 students and their families through the *Cops and Readers* program. The program is designed to help children engage and grow confident in their reading abilities, improve their reading scores and increase familiarity and comfort with police and libraries. *Cops and Readers* provides Regina Police Service an opportunity to demonstrate to children and families that police are friendly, caring and approachable, and are integral to the success and wellbeing of the community. The program will continue in 2019.

OUTCOME: LEARNING

Regina Public Library provides safe and accessible spaces in which people can study, work, and connect with each other and the world. We offer an extensive array of programs that offer both introductory and more in-depth training opportunities, as well as a wide variety of resources in both print and digital formats to provide direct and passive learning opportunities.

SUMMER LEARNING PROGRAM – LEVEL UP!

RPL's summer learning program continues to increase in popularity. In 2018 RPL changed its approach by engaging with teachers and schools and hosting a kick-off event during the school year, rather than at the start of summer. This proved a better means of connecting with parents and teachers to demonstrate how the program helps address summer slide. Although the number of programs offered decreased in 2018, the ratio of attendance was higher: In 2017 there was an average of 29 children for every program; in 2018 there was an average 33 per program.

LEVEL UP! SUMMER READING PROGRAM			
	2017	2018	% increase/ decrease
Number of participants ages 12 and under	6,418	10,164	58%
Total hours engaged in reading and learning activities	82,196	100,204	21.9%
Number of related programs offered	447	391	-12.5%
Attendance at related programming	13,332	12,843	-3.6%

ADULT AND TEEN SUMMER READING PROGRAM

Adults and teens celebrated the joy of reading throughout the summer by participating in RPL's Adult and Teen Summer Reading Contest. This year RPL piloted the use of a mobile app called Beanstack to better track readers and books. Through the app, we know that 767 readers participated in 2018. Approximately 7,761 books were read, compared with 6,851 books in 2017. Our goal is to have 10,000 books read within an eight-week period.

EVENTS

RPL has increased its offering of large scale community events to engage new audiences and support existing audiences to see the library in new ways. The focus of these events is to bring people with similar interests together, whether by viewing engaging speakers or musical performances, or participating in lively debates. Larger events create a shared sense of place in the community – increasingly important in the digital age.

Recent offerings include a second TEDx event; Hot Topics – a discussion and debate of current events; and Top Shelf Book Club – a panel of local “celebrities” who participate with attendees in discussion of a popular book. To date these events have been well received and well attended, and we attribute success to partnerships with community organizations such as the Regina Symphony Orchestra.

ADULT LITERACY

Literacy programs continue to increase, as do the number of attendees. Many learners are interested in finding a job, furthering their schooling, reading to their children, etc.

LITERACY UNIT					
	2013	2014	2015	2016	2017
Number of programs	835	802	806	1,152	1,412
Number of attendees	4,053	4,298	4,007	4,495	5,168

USE OF LITERACY COLLECTION – NUMBER OF MATERIALS AND CIRCULATION										
	2013		2014		2015		2016		2017	
	Size	Circ.	Size	Circ.	Size	Circ.	Size	Circ.	Size	Circ.
Literacy A/V	n/a*	n/a	n/a	n/a	n/a	n/a	2	33	2	25
Literacy Kit	n/a	n/a	n/a	n/a	n/a	28	15	301	15	471
Literacy Materials	3,033	6,727	3,227	6,478	3,502	6,896	3,811	11,365**	4,131	12,374
TOTAL	3,033	6,727	3,227	6,478	3,502	6,924	3,828	11,699	4,148	12,870

* Literacy A/V and Literacy Kits were not counted until 2016.

** Use of the literacy collection increased dramatically in 2016 due to a refresh of the collection.

VOLUNTEERS

RPL created a new Volunteer Coordinator position in 2017 to grow the number and breadth of volunteer-based programming. Not only does this support the work of the Literacy Unit, it also frees up adult educators to focus on literacy education rather than splitting their time between education and volunteer management.

OUTCOME: CULTURE

Cultural and creative opportunities enrich lives. Each are important in developing local quality of life, sense of place and individual well-being. Each also supports social cohesion, builds skills and reduces social isolation by encouraging participation in shared activities. RPL and the community celebrate the library as an integrated cultural institution.

DIGITAL MEDIA STUDIO

The Digital Media Studio offers dedicated equipment, computers, software and production space for learning and creating music, audio recording, video production and editing, and other creative digital media projects. Opened in April 2018, the studio is designed for small groups and individuals to create and edit media projects involving, but not limited to, video, audio, music, photography, and illustration.

Word of mouth is the primary promotion of the studio, and its popularity continues to increase. There have been 5,105 customer visits from April to the end of August 2018. During this time, 311 people have accessed the Whisper Room, a sound studio with recording equipment, microphones and instruments. The Whisper Room requires booking at least two weeks in advance and is at 92 per cent capacity. Over 200 customers have accessed the specialized computer workstations, and 51 have accessed the green screen flex studio.

SUN LIFE FINANCIAL MUSICAL INSTRUMENT LENDING LIBRARY

RPL is pleased to partner with Sun Life Financial to offer free access to musical instruments through the *Making the Arts More Accessible* program.

There are 153 instruments in the collection, including acoustic guitars, acoustic bass guitars, electric guitars, violins, mandolins, banjos, and ukuleles (our most popular instrument), as well as a selection of hand drums such as bongos, cajons, doumbeks and djembes. Cardholders can also borrow keyboards and xylophones.

Since May 2018, musical instruments have been circulated 630 times. On average, 65 per cent of the instruments are checked out at any given time. RPL is pleased with this result and has received very positive feedback from the community about this new resource.

DUNLOP ART GALLERY

Exhibitions in the Dunlop Art Gallery continue to be an attraction at both the Central Library and Sherwood Village Branch galleries.

DUNLOP ART GALLERY					
	2013	2014	2015	2016	2017
Number of visitors to Dunlop Central Library gallery	28,199	18,472	21,821	23,619	22,088
Number of visitors to Dunlop Sherwood Village Branch gallery	15,609	15,875	14,192	11,709	11,657

Budget for shows was increased to accommodate installations becoming more complex. Fewer shows were offered in 2017 than in previous years because additional time is required to set up a show – what once required a few days now takes an average of two weeks.

Exhibitions range from eight to 12 weeks based on library traffic patterns, with shorter runs during times when fewer people come into the library and longer runs during busier months. This approach enables a symbiotic relationship with Central Library: the Dunlop Art Gallery leverages the library's attendance cycle to balance attendance, and popular Dunlop shows such as *Material Girls* and *When Raven Became Spider* cause a significant increase in Central traffic.

MAKING ART ACCESSIBLE

In Summer 2018, RPL partnered with Regina Open Door Society and Regina Region Local Immigrant Partnership (RRLIP) to offer *Art Together*, an accessible and welcoming art-making opportunity for newcomers to Canada. Just under 230 customers of all ages worked with artist Madhu Kumar on a series of art projects to foster a sense of place in the community and increase well-being through artistic development.

ROADSIDE ATTRACTIONS

Dunlop Art Gallery participated in *Roadside Attractions*, a province-wide network of over 20 public art works, the majority of which were created by Saskatchewan artists. The project was produced with support from the Canada Council for the Arts' New Chapter Fund and multiple gallery and municipal partners. Dunlop Art Gallery received the highest amount of funding for all projects awarded in Saskatchewan — \$375,000. RPL is proud to participate in this well-received project – one that has attracted considerable positive media attention

RPL FILM THEATRE

RPL made changes to film theatre offerings and operations in 2017-18 to increase interest and gain operational efficiencies. We are optimistic these changes will continue to increase overall attendance for our screenings and partnered events to better support the mandate of the film theatre.

RPL FILM THEATRE ATTENDANCE					
	2013	2014	2015	2016	2017
Number of paid-admission screenings	400	433	419	429	486
Overall attendance	6,808	6,368	6,198	6,831	7,006

FILM THEATRE ARTIST IN RESIDENCE

In May 2018, RPL Film Theatre successfully applied for an Artists in Communities Grant to support its first Media Artist-in-Residence. Saskatchewan-born, Toronto-based, and internationally recognized two-spirit filmmaker Thirza Cuthand worked with a group of emerging and first-time queer, trans, and two-spirit film and video makers to script, shoot, edit, and present new performance video artworks in conjunction with a number of local community groups.



LOOKING FORWARD TO 2019

Regina Public Library has requested a 1.8 per cent increase in its mill rate. The proposed increase will support several changes to RPL's budget, including overall increases in the cost of doing business. Several specific projects to advance *Regina Public Library's Strategic Plan, 2016-2021* are highlighted below.

SERVICE PLAN

As mentioned above, the three-year service plan will shape direction in 2019. There may be significant changes in programs and services following release of the plan, however RPL is confident any adjustments or changes will be made within the scope of its projected 2019 budget. More information on the proposed changes will be available in late November.

SALARIES

Costs of both full-time and part-time salaries and benefits have increased due to a 1.25 per cent inflationary increase for 2019 as outlined in the current Collective Bargaining Agreement.

PUBLIC HOLIDAYS

A pilot to remain open on public holidays was started in 2018 with Thanksgiving Monday and Remembrance Day. In 2019, RPL will continue this pilot and will be open in many locations on the following public holidays: Family Day (February 18), Easter Monday (April 22), Victoria Day (May 20), and Saskatchewan Day (August 5). RPL will also be an active participant in Canada Day celebrations in 2019.

CAPITAL PLAN BY 2020

The RPL Board of Directors will invest time in 2019 to focus on capital planning and funding to meet our goal of having a multi-year capital plan in place by 2020.

DIGITAL BOOKS AND AUDIO BOOKS

As the popularity of eBooks and eAudiobooks continues to increase, the cost for these digital materials is also increasing. In 2018, RPL undertook a public tender process to award contracts to three vendors to provide materials for its collections, ensuring the best value for service investment. Presently we are reviewing data to determine how best to allocate the library materials budget to meet and anticipate customer expectations.

PHYSICAL MATERIALS

Through detailed analysis of material circulation data, including an assessment of the balance between RPL-owned materials with materials borrowed from other regions in the province, RPL has discovered the need to become more self-reliant in its own print collection. An intentional increase to our physical collection will begin 2019. An increased budget for adult books is a response to customer survey feedback and RPL's effort to become more independent in quickly meeting local needs.

BRANCH RENEWAL

2019 budget dollars will also be spent on several repairs and maintenance on RPL buildings. For example, the Sunrise Branch roof at the Sandra Schmirler Leisure Centre will be replaced in 2019, the cost of which will be shared with the City of Regina. Glen Elm Branch will also benefit from a more efficient service desk and improved staff work areas.

ENTERPRISE RISK MANAGEMENT

RPL will be contracting the services of a consultant beginning in Fall 2018 to develop a risk management framework for the organization. A group of managers will be selected to identify, review and assess risks associated with the organization, and a framework will be developed to rank risks in terms of importance, urgency and potential impact. The framework will lead into RPL's internal audit process for 2019.

MANAGEMENT DISCUSSION AND ANALYSIS

RPL will continue to refine its Management Discussion and Analysis, to provide a more comprehensive look at its operations and future plans. An initial MD&A was developed in 2018 and will serve as the basis for a robust 2019 plan.

NETWORK SECURITY

An external audit of RPL's information technology security was undertaken in 2018. Due to recommendations from the auditor, RPL will be implementing tighter security provisions in 2019 that include advanced protection tools to improve the security of RPL's digital services, systems and assets.

EDGE ASSESSMENT

RPL will make use of the Urban Library Council's Edge Assessment Tool to help align technology resources to community priorities. Edge guides libraries to set measurable, strategic goals for digital inclusion, and to engage government and community leaders in meaningful discussion about technology needs and plans.

BRAND

RPL will continue its work to identify, improve and manage its brand – that is, the promise we make to stakeholders and that we deliver through all customer touch points. Finalizing a brand promise and a brand management plan will ensure RPL's public offerings are consistent and aligned with that promise.

RPL IN THE COMMUNITY

RPL will increase its presence in the Regina community where citizens are already gathered. RPL will increase or establish a presence at key events such as the Farmers' Market, The Queen City Exhibition, Agribition, Folk Festival, and more to engage citizens and stakeholders to share ideas and further social and economic development in our city.

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2019 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2019 Budget \$ (Unaudited)	2018 Budget \$ (Unaudited)	2019 Budget vs. 2018 Budget \$ Change
Statement of Operations			
Revenue:			
Taxes and Grants:			
City of Regina tax levy (Note 1)	21,302,475	20,479,000	823,475
Grants-in-lieu of taxes	1,374,532	1,429,000	(54,468)
Provincial services agreement	597,500	597,500	-
Other grants	270,694	678,124	(407,430)
	23,545,201	23,183,624	361,577
Other Revenue:			
Other revenue	731,700	651,000	80,700
Total Revenue	24,276,901	23,834,624	442,277
Expenses:			
Operating Expenses:			
Public services	14,854,453	14,289,160	565,293
Support services	4,588,465	4,334,780	253,685
Administration	1,854,454	1,868,720	(14,266)
Governance	117,000	111,000	6,000
Total Expenses before Amortization	21,414,372	20,603,659	810,713
Amortization Expense	2,796,000	2,634,000	162,000
Total Expenses	24,210,372	23,237,659	972,713
Annual (Loss) Surplus from Operations	66,529	596,965	(530,436)
Funding Adjustments			
Adjustments for non cash items			
Amortization of Capital Assets	2,796,000	2,634,000	162,000
Employment Benefits Obligation	60,000	90,000	(30,000)
	2,856,000	2,724,000	132,000
Funding Provided from Operations	2,922,529	3,320,965	(398,436)

Note:

1 Includes supplementary taxes of \$100,000 (2017 - \$100,000).

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2019 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2019 Budget \$	2018 Budget \$	2019 Budget vs. 2018 Budget \$ Change
Capital:			
Ongoing:			
Library Materials	1,696,379	1,522,965	173,414
Building	-	50,000	(50,000)
Furniture and Equipment	155,000	160,000	(5,000)
Information Technology	361,150	883,000	(521,850)
Land Improvements	-	5,000	(5,000)
Shelving	60,000	60,000	-
Vehicles	40,000	-	40,000
	2,312,529	2,680,965	(368,436)
Major Projects:			
Branch Development (Note 2)	620,000	620,000	-
Special:			
Total Capital	2,932,529	3,300,965	(368,436)
Net Funding Requirements	10,000	(20,000)	30,000
Less other sources of funds:			
Planned Funding from Reserves		-	-
From DAG Reserve		-	-
From Vehicle Reserve	(40,000)	-	(40,000)
	(40,000)	-	(40,000)
Add other uses of funds:			
Planned Contributions to Reserves		-	-
Planned Contributions to Appropriated Reserves - Vehicles	30,000	20,000	10,000
Planned Funding to DAG Reserves		-	-
	30,000	20,000	10,000
Net Budget (Note 3)	(0)	0	(0)

Notes:

2 Cost estimates include on-going branch renewal.

3 \$0 indicates a balanced budget.

THE REGINA PUBLIC LIBRARY BOARD

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

Year ended December 31

	2019 Budget \$	2018 Budget \$	2019 Budget vs. 2018 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Wages, benefits and honoraria	13,968,577	13,668,431	300,146
Purchased goods and services	7,425,795	6,913,228	512,567
Interest	20,000	22,000	(2,000)
Amortization	2,796,000	2,634,000	162,000
Net expenses	24,210,372	23,237,659	972,713
	-	-	-

THE REGINA PUBLIC LIBRARY BOARD

Schedule 2

SCHEDULE OF LIBRARY MATERIALS EXPENSES

Year ended December 31

	2019 Budget \$	2018 Budget \$	2019 Budget vs. 2018 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Books	1,069,379	1,004,900	64,479
E-books	312,000	220,000	92,000
DVDs	235,900	215,065	20,835
Sound recordings	79,100	83,000	(3,900)
Net expenditures	1,696,379	1,522,965	173,414

November 14, 2018

To: Members
Executive Committee

Re: Council Remuneration

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- SEPTEMBER 5, 2018**

1. That Administration report back to Executive Committee in Q1 of 2019 outlining the process on how to establish a Salary Review Commission to address the City Council remuneration structure.
2. That Administration bring back a report to Executive Committee to amend Bylaw No. 2001-108 to maintain the net pay for City Council members beginning January 2019 when the federal taxation change takes effect.
3. That this report be forwarded to the November 26, 2018 meeting of City Council for approval.

EXECUTIVE COMMITTEE - SEPTEMBER 5, 2018

The Committee adopted the following resolution:

1. That Administration report back to Executive Committee in Q1 of 2019 outlining the process on how to establish a Salary Review Commission to address the City Council remuneration structure.
2. That Administration bring back a report to Executive Committee to amend Bylaw No. 2001-108 to maintain the net pay for City Council members beginning January 2019 when the federal taxation change takes effect.
3. That this report be forwarded to the November 14, 2018 public meeting of Executive Committee and the November 26, 2018 meeting of City Council for approval.

Mayor Michael Fougere, Councillors: Bob Hawkins (Chairperson), Lori Bresciani, Sharron Bryce, John Findura, Jerry Flegel, Jason Mancinelli, Joel Murray, Mike O'Donnell, Andrew Stevens 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 September 5, 2018, considered the following report from the Administration:

RECOMMENDATION

That this report be received and filed.

CONCLUSION

Bylaw #2001-108 was passed following the recommendations of the City Council Remuneration Review Commission and the remuneration structure defined within this bylaw became effective in 2002. The City Council Remuneration structure has remained unchanged since.

Starting in 2019, the one third tax exemption for members of City Council will be removed and without a change to the Council Remuneration structure, the Mayor and City Councillors will see a significant drop in net pay beginning in 2019 of approximately \$16K for the Mayor and \$3.6K-4.2K for the Councillors. This presents the City with an opportunity to review City Council's remuneration to ensure that the remuneration structure provided is sustainable and fair in comparison with other municipalities.

This report provides a recommendation to amend Bylaw #2001-108 and maintain the net pay for City Council members beginning January 2019 when the federal taxation change takes effect.

BACKGROUND

On September 17, 2001 City Council established the City Council Remuneration Review Commission (the Commission) with the following members:

- Dr. David Barnard, President, University of Regina
- Ms. Barbara Byers, President, Saskatchewan Federation of Labour
- Mr. Ron Cameron, President, Regina Chamber of Commerce

The Commission was instructed to review remuneration and benefits for members of City Council and to provide a report with recommendations.

The recommendations of the Commission included:

1. Mayor's annual remuneration would be 77.3% of the provincial Cabinet Minister's salary
2. Councillors salary would be 33.3% of the Mayor's annual remuneration
3. A Salary Review Commission be established by City Council to address whether the remuneration structure is keeping pace with other municipalities; to ensure benefit allowance is comparable; and to review Council remuneration every 3-6 years

The City Council Remuneration Bylaw #2001-108 was developed based on the recommendations of the Commission which outlines the annual remuneration structure for members of City Council and this structure has been in place to date. The third recommendation

of establishing a Salary Review Commission was never completed as a review has not happened since 2001.

Section 56(2) of *The Cities Act* states: “One-Third of the total remuneration paid to a member of council is deemed to be paid with respect to general expenses incurred that are incidental to the discharge of the duties of a member of council.”

The *Income Tax Act* provided an expense allowance for members of City Council that allowed one-third of their salary and allowances to be exempt from Income tax. In the 2017 federal budget it was announced that the tax exemption will be removed beginning in 2019. This means that the Mayor and Councillors will see a significant drop in their net pay due to an additional one-third of their salary becoming taxable.

In addition to this adjustment to net earnings, it is important to note that the provincial Cabinet Minister’s salary was reduced by 3.5% in 2017 which reduced Council’s remuneration effective January 1, 2018. In 2018, the 3.5% reduction was added back into the Cabinet Minister’s salary which will increase Council’s remuneration back to what it was previously effective January 1, 2019.

DISCUSSION

It has been 16 years since Council remuneration has been reviewed. Additionally, in 2019 the taxation for City Council remuneration will change which will result in a decrease to the net income of Council members.

A review of other municipalities was conducted to determine how City of Regina Council remuneration compares to other municipalities. In summary:

- Of the 14 municipalities surveyed, 5 of 14 did not provide the one-third tax exemption and are unaffected by the change as they are already fully taxed, the remaining 9 municipalities are affected.
- Of the 9 municipalities that are affected by the 2019 taxation change 4 have made decisions to gross up the salaries of their Council members to ensure their net pay is unaffected, the remaining 5 municipalities, including Regina, remain undecided.
- The majority of the municipalities surveyed have an on-going Council Remuneration review processes. Examples of the review processes include a review prior to each Council term based on municipal comparator groups and annual indexation based on the Statistics Canada index or General Wage Increase.
- All municipalities would deem their Mayor’s to be full-time. The average wage per 1000 residents for Mayors is \$337.28. Of the 14 municipalities, 8 would deem their Councillors as part-time or undefined. The average wage per 1000 residents for Councillors is \$145.40 for the part-time grouping and \$155.85 for the full-time grouping.
- Based on current Council Remuneration numbers for the City of Regina, the Mayor is earning \$469.89 per 1000 residents and Councillors are earning \$156.63 per 1000 residents.

**Based on the population of Regina being 230,430.

Council members for the City of Saskatoon will also be impacted by the 2019 removal of the exemption. They have not yet decided how to address this issue. However, their Municipal Review Commission is currently reviewing their Mayor and Councillor salaries. Their Mayor and Councillor salaries have been frozen since April 1, 2016 at \$123,379 for their Mayor and \$56,754 for their Councillor's.

To ensure that City of Regina Council members are not negatively impacted by the 2019 taxation change it is recommended that a salary increase be implemented that will ensure their net pay remains consistent with their estimated 2019 net pay. The proposed recommendation would increase the operating budget by approximately \$108K for 2019 and ongoing.

In order to maintain net salaries for members of Council, a change to Bylaw #2001-108 is required that would increase the percentage for the Mayor's salary from 77.3% to 99.78% of the Cabinet Minister's salary. For Councillors, the recommendation to maintain net pay would result in a decrease from 1/3 (33.33%) of the Mayor's salary to 30.73% of the Mayor's salary.

Below is a chart that provides an estimate of the effect of the taxation change on the Mayor and City Council members along with the associated impact on budget for this recommendation.

Salary	Mayor	Councillor with Benefits	Councillor Without Benefits	Associated Budget Increase
2019 Annual	\$112,202.50	\$37,400.83	\$37,400.83	
Estimated 2019 Net (Bi-Weekly)	\$3,332.88	\$1,235.13	\$1,302.05	
Estimated Reduction Net Pay if No Change (Bi-Weekly)	\$2,700.06	\$1,071.99	\$1,163.49	0
Effective 2019:				
Mayor 99.78% of Cabinet Minister	\$144,832.66			
	\$3,350.96			
Councillor 30.73% of Mayor		\$44,507.07	\$44,507.07	\$103,693
		\$1,251.27	\$1,356.91	
Estimated Benefit Cost Increase				\$4,000

* These estimates are based on the 2019 Council Remuneration Calculation rates and using 2018 taxation rates (subject to change in 2019)

** Individual net pay amounts fluctuate based on personal benefit and taxation elections

RECOMMENDATION IMPLICATIONS

Financial Implications

A proposed change would affect the general operating budget with an estimated budget increase of \$108K for 2019 and forward.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Although remuneration is probably low on the list of reasons for someone to choose to be Mayor or a City Councillor, it is important that these positions, like all others within the organization, are compensated in a fair and appropriate manner.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

An external communications strategy and key messages will be developed to support this report.

DELEGATED AUTHORITY

There is no delegated authority as this report is for informational purposes only.

Respectfully submitted,

EXECUTIVE COMMITTEE



Jim Nicol, Secretary

November 14, 2018

To: Members
Executive Committee

Re: Supplemental Report – Council Committee Recommendations

RECOMMENDATION

That this report be received and filed.

CONCLUSION

To provide additional information respecting report *EX18-27, Council Committee Recommendations*, considered at Executive Committee in private session on September 5, 2018.

BACKGROUND

The City Clerk conducted a review of Council's decision-making structure and provided recommendations to Executive Committee on September 5, 2018 respecting:

- The Council Committee structure;
- The status of Advisory Committees of Council; and
- Efforts to enhance the efficiency of committee and Council meetings.

In order for the recommended changes to take effect, a number of changes to *The Procedure Bylaw* (Bylaw No. 9004) and *The Committee Bylaw* (Bylaw No. 2009-40) as well as *The Administration Bylaw* (Bylaw No. 2003-69) will be required.

The City Solicitor has been directed to make the necessary changes arising from the recommendations to *The Procedure Bylaw* and *The Committee Bylaw*. A summary of the required changes is as follows:

ACTION

The Procedure Bylaw – to come into effect February 1, 2019

- Distribution of Council and committee meeting agenda and material will change from 3:00 pm on the Friday preceding the meeting for which it was prepared to 3:00 pm on the Wednesday preceding the meeting;
- The deadline for delegation submissions to City Council meetings will change from 1:00 pm on the Thursday preceding the City Council meeting at which it will be presented to 1:00 pm on the Tuesday preceding the meeting;
- The Priorities and Planning Committee will need to be established;
- The Emergency Measures Committee will be disbanded.

The Committee Bylaw – to come into effect January 1, 2019

- The Priorities and Planning Committee will need to be added to the bylaw along with its terms of reference – see Appendix A;
- The Executive Committee terms of reference will need to be amended to reflect changes arising from the establishment of the Priorities and Planning Committee; responsibilities outlined in sections (e), (f) and (j) respecting review of strategic, operational and interjurisdictional issues will be transferred to Priorities and Planning Committee;
- The Emergency Measures Committee will be disbanded, and its responsibilities transferred to the Community and Protective Services;
- All Advisory Committees, with the exception of the Accessibility Advisory Committee will be disbanded;
- Terms of reference for the Accessibility Advisory Committee will be revised – see Appendix B.

The Administration Bylaw – to come into effect January 1, 2019

- With the disbandment of the Municipal Heritage Advisory Committee, amendments to the bylaw will be required to provide the City Manager with the authority to establish an internal selection and criteria process respecting the awarding of the annual Municipal Heritage Awards;
- The recommendation to establish this selection process is similar to the awarding of other awards such as the annual Henry Baker Scholarships.

Other

Administration will return to Executive Committee in Q1 of 2019 with a report outlining a recommended program for public engagement in concert with the redesign of regina.ca, scheduled for completion by the end of Q2 2019.

IMPLICATIONS

The additional information outlined in this report is provided in reference to Report EX18-27, Council Committee Recommendations.

Respectfully submitted,

EXECUTIVE COMMITTEE



Jim Nicol, Secretary

APPENDIX A
Proposed Terms of Reference
Priorities and Planning Committee

Terms of Reference

The Priorities and Planning Committee is authorized to do the following:

- (a) Review and make recommendations to Council relating to long-term strategic policies and priorities including the corporate strategic plan
- (b) Review and make recommendations to Council regarding emerging and/or time sensitive intergovernmental issues
- (c) Review the annual budget and long-range financial plans
- (d) Review all corporate Master Plans
- (e) Consider all other matters which require preliminary and advisory consideration of all members of Council

APPENDIX B

Revised Terms of Reference

Accessibility Advisory Committee

Terms of Reference

The Accessibility Advisory Committee (AAC) advises City Council and Administration on strategies to improve the accessibility and inclusivity of services, programs, facilities and other infrastructure, including the identification and removal of barriers that hinder full participation in the community by some Regina residents, Specifically, the committee will:

- a) advise on the development, implementation and evaluation of guiding principles, policies, and strategies to position Regina as a model community for the inclusion of all residents, including persons experiencing disability;
- b) identify and liaise with local stakeholders, including other levels of government, to establish partnerships and collaboration related to improving access and inclusion;
- c) review plans and policies to identify potential barriers to accessibility and inclusion within City of Regina services;
- d) provide recommendations on City of Regina capital projects, including infrastructure upgrades and retrofits and implementation of accessible features at new and existing City of Regina facilities;
- e) review Federal and Provincial directives, regulations, and legislation relating to accessibility and inclusion and identify implications for the City of Regina;
- f) Review research on accessibility issues and current leading practices for eliminating barriers to participation;
- g) provide advice on public awareness campaigns to promote the City's efforts to make its services, facilities, and infrastructure accessible and barrier-free;
- h) provide community engagement opportunities for people that experience disability to raise issues and concerns with decision makers.

November 14, 2018

To: Members
Executive Committee

Re: Council Committee Recommendations

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- SEPTEMBER 5, 2018**

That City Council approve the following recommendations:

1. That the Emergency Measures Committee of Council be disbanded and that its responsibilities and any delegated authority be transferred to the Community & Protective Services Committee.
2. That a new committee, the Priorities & Planning Committee, be established to:
 - a. Review and provide advice to Council regarding strategic, operational and annual budgetary plans, other emerging issues and to develop advocacy positions;
 - b. Meet quarterly or as required.
3. That the main committees of City Council be confirmed as follows:
 - a. Community & Protective Services
 - b. Executive Committee
 - c. Finance & Administration
 - d. Mayor's Housing Commission
 - e. Regina Planning Commission
 - f. Priorities & Planning Committee
 - g. Public Works & Infrastructure
4. That the meeting schedule of City Council and the committees be set as follows:
 - a. City Council to meet once per month
 - b. Priorities & Planning Committee to meet quarterly
 - c. All other main committees to meet once per month except for the Mayor's Housing Commission
5. That, except for the Accessibility Advisory Committee, all Advisory Committees of Council be disbanded and that the City Clerk return with a report outlining recommendations for public engagement through the future redesign of regina.ca in Q1 2019.
6. That the City Solicitor be directed to make the necessary amendments to *The Procedure Bylaw* and *The Committee Bylaw* as outlined in this report.

7. That City Council and Committee meeting agendas be posted on Wednesday at 1:00 p.m. prior to the week of the meeting.
8. That this report be forwarded to the November 26, 2018 meeting of City Council for approval.

EXECUTIVE COMMITTEE – SEPTEMBER 5, 2018

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

7. That City Council and Committee meeting agendas be posted on Wednesday at 1:00 p.m. prior to the week of the meeting.

Mayor Michael Fougere, Councillors: Bob Hawkins (Chairperson), Lori Bresciani, Sharron Bryce, John Findura, Jerry Flegel, Jason Mancinelli, Joel Murray, Mike O'Donnell, Andrew Stevens 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 September 5, 2018, considered the following report from the Administration:

RECOMMENDATION

That City Council approve the following recommendations:

1. That the Emergency Measures Committee of Council be disbanded and that its responsibilities and any delegated authority be transferred to the Community & Protective Services Committee.
2. That a new committee, the Priorities & Planning Committee, be established to:
 - a. Review and provide advice to Council regarding strategic, operational and annual budgetary plans, other emerging issues and to develop advocacy positions;
 - b. Meet quarterly or as required.
3. That the main committees of City Council be confirmed as follows:
 - a. Community & Protective Services
 - b. Executive Committee
 - c. Finance & Administration
 - d. Mayor's Housing Commission
 - e. Regina Planning Commission
 - f. Priorities & Planning Committee
 - g. Public Works & Infrastructure
4. That the meeting schedule of City Council and the committees be set as follows:
 - a. City Council to meet once per month
 - b. Priorities & Planning Committee to meet quarterly

- c. All other main committees to meet once per month except for the Mayor's Housing Commission
5. That, except for the Accessibility Advisory Committee, all Advisory Committees of Council be disbanded and that the City Clerk return with a report outlining recommendations for public engagement through the future redesign of regina.ca in Q1 2019.
6. That the City Solicitor be directed to make the necessary amendments to *The Procedure Bylaw* and *The Committee Bylaw* as outlined in this report.
7. That this report be forwarded to City Council for approval in Q3 of 2018.

CONCLUSION

This report outlines the City Clerk's recommendations respecting:

1. The Council Committee structure.
2. The status of Advisory Committees of Council.
3. Efforts to enhance the efficiency of committee and Council meetings.

The recommendations are based, in part, on a review of other jurisdictions' practices respecting committee structures and related meeting schedules.

The addition of the recommended Priorities & Planning Committee will provide all members of Council with a dedicated quarterly opportunity to receive briefings from Administration respecting strategic, operational and budgetary plans as well as other emerging issues.

This new committee, along with the recommendation to schedule meetings for all committees during July and August, addresses concerns raised by Council members respecting the sometimes-lengthy meetings of City Council and Executive Committee.

These recommended changes would take effect January 1, 2019. A summary of recommended changes, and implementation requirements, is outlined in Appendix A.

BACKGROUND

The existing Council Committee structure has remained unchanged for the past number of years. The last significant change was made in 2012 with the establishment of The Mayor's Housing Commission.

Members of Council have, at times, expressed frustration over the frequency and duration of Council and committee meetings. Concerns have typically focused on the lengthy meeting agendas of City Council and/or Executive Committee.

DISCUSSION

The City Clerk undertook a review in early 2018, examining the comparative committee structures utilized in Saskatoon, Calgary and Victoria:

- Saskatoon was selected as it recently implemented a revised committee structure. Its councillors are also deemed to serve “less than full-time”, similar to Regina.
- Calgary recently hired a new City Clerk who has made no major recommendations to change its current committee structure. All members of its City Council are full-time.
- Victoria was selected as it recently moved to a model incorporating a “committee of the whole” system whereby there are no other council committees. Only its Mayor is deemed to serve full-time.

The following table provides a comparison between these three jurisdictions and their respective committee structure and related meeting commitments:

City	Committees	Committee & Council Meetings
Saskatoon	<ul style="list-style-type: none"> • Planning, Development & Community Services (PDCS) • Finance (F) • Transportation (T) • Environment, Utilities & Corporate Services (EUCS) • Governance & Priorities (G&P) 	<p>PDCS and F meet on the first Monday of each month, one at 9:00 a.m. and one at 2:00 p.m.</p> <p>T and EUCS meet on the second Monday of each month in the same pattern as noted above.</p> <p>G&P meets on the third Monday of each month at 1:00 p.m.</p> <p>Council meets the fourth Monday of the month at 1:00 p.m.</p>
Calgary	<ul style="list-style-type: none"> • Community & Protective Services • Planning & Urban Development • Transportation and Transit • Utilities and Corporate Services • Gas, Power & Telecommunications • Intergovernmental Affairs • Priorities and Finance • Audit 	<p>The first four committees meet regularly once a month at 9:30 a.m.</p> <p>The other committees meet between 8 and 14 times a year at either 9:30 a.m. or 1:00 p.m.</p> <p>Council meets 11 times per year, with lengthy agendas moving into a second day as needed, for a potential total of 22 per year. Day 1 meetings commence at 9:30 a.m. and Day 2 meetings start at 1:00 p.m.</p> <p>Note: there are no meetings scheduled for August</p>

Victoria	<ul style="list-style-type: none">• Committee of the Whole (COTW)	<p>COTW meets every Thursday beginning at 9:00 a.m.</p> <p>Council may meet after each COTW meeting in a closed session.</p> <p>Council meets every second Thursday at 6:30 p.m.</p>
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New Committee – Priorities & Planning Committee

The establishment of a new committee designed to focus on current and/or emerging priorities of City Council will provide Administration an opportunity to brief members of Council on emerging issues that will require action over the course of the year. These issues include consideration of strategic and budgetary plans. The committee will also provide a forum for Council to develop advocacy positions.

The committee would meet quarterly and would comprise all members of City Council. It is suggested that meetings would be half-day sessions.

This new committee will provide a much-needed “relief valve” for some of the historically “heavy” agendas of Executive Committee that have been experienced as of late.

Option #1 – Establish Priorities & Planning Committee and meet quarterly (Recommended)

Implications:

- Provides a means to alleviate pressure on Executive Committee agendas
- Provides an opportunity for members of Council to be briefed by Administration on current and/or emerging issues and priorities
- Retains option of holding an annual retreat
- Places additional commitments in Council members’ calendars
- Coupled with a strict adherence to reports being considered at the appropriate committee, will streamline the operations of all committees

Option #2 – Status Quo

Implications:

- Does not provide a systemic means to alleviate the pressure on Executive Committee agendas
- Requires any additional meetings to be held on an ad hoc basis
- Foregoes a structured, scheduled opportunity for Council members to receive briefings and updates on current and/or emerging issues

Committee Structure

Option #1 – Addition of Priorities & Planning Committee /Deletion of Emergency Measures (Recommended)

- Community & Protective Services (CPS) – amalgamates with Emergency Measures
- Executive Committee (EC)
- Finance & Administration (FA)
- Mayor's Housing Commission (MHC)
- Priorities & Planning Committee (P&P)
- Regina Planning Commission (RPC)
- Public Works & Infrastructure (PWI)

Implications:

- Amalgamation of Emergency Measures with Community & Protective Service brings together two similarly aligned committees
- Establishment of Priorities & Planning Committee provides an opportunity for members of Council to be briefed by Administration on current and/or emerging issues and priorities
- Existing committee structure is understood by City Council members, Administration and the public as it has been utilized for several years; its modified continuation provides stability and requires minor change to existing or future report structures or calendar schedules
- Provides numerous opportunities for the public and stakeholders to engage with committees over the course of the year
- Designed to approximately and equitably distribute responsibilities to members of Council
- Provides an additional opportunity for a member of Council to chair a committee (Priorities)
- Revised terms of reference would be required for Community & Protective Services, Executive Committee and Priorities & Planning Committee

Option #2 – Combine CPS and PWI

- Operations & Community Services – new committee
- Executive Committee (EC)
- Finance & Administration (FA)
- Priorities & Planning Committee (P&P)
- Mayor's Housing Commission (MHC)
- Regina Planning Commission (RPC)

Implications:

- CPS and PWI combined into new Operations & Community Services Committee (OCS)
- Amalgamation of CPS and PWI brings together to similarly aligned committees focusing on services to the community
- One fewer committee; fewer meeting commitments of some Council members

- Many operational similarities between CPS and PWI, as they have a primary focus on community/service; however, there is a risk of lengthy meeting agendas, thereby creating a new pressure point
- Terms of reference will need to be revised for Community & Protectives Services and Public Works & Infrastructure
- Amendments required to committee and procedure bylaws
- Less likelihood of meeting cancellations due to “lack of items”
- Impact on calendar of meetings

Option #3 – Victoria Model

- Committee of the Whole (COTW)
- Mayor’s Housing Commission (MHC)
- Regina Planning Commission (RPC)

Implications:

- would combine all existing Council committees except the Mayor’s Housing Commission (MHC) and the Regina Planning Commission (RPC) into COTW
- No changes affecting the MHC or RPC
- Significant changes arising from the adoption of a “committee of the whole” structure:
 - Terms of reference would need to be developed
 - Bylaws No. 2009-40 (*The Committee Bylaw*) and No. 9004 (*The Procedure Bylaw*) would require extensive revision
 - Would facilitate members of Council being “part” of every committee decision being brought forward to City Council; could lead to concerns that everything is decided in COTW rendering City Council a “rubber stamp”
 - Would typically require four meetings per month along with two City Council meetings, on alternating weeks (Victoria model); potentially, one City Council meeting could address recommendations coming from RPC/MHC while the second meeting could deal with reports from COTW
 - While agendas would be lengthy, there is potential benefit in that all reports other than those for MHC or RPC would come to the COTW, thereby streamlining the submission process and providing more time sensitive decisions
 - Would eliminate many opportunities for councillors to chair a Council committee; except for RPC, the chair of COTW might follow a similar practice to that which operates under the current Executive Committee whereby the chair rotates on a two-month basis
 - Given the anticipated large number of reports initially considered at COTW (comprised of all members), some City Council meetings may be seen as duplicate/rubber stamp

Meeting Schedule

Over the course of the past few months, some meetings, particularly those of Executive Committee and/or City Council, have had lengthy agendas and have ran long, some for over four hours. This is due in part to the significance of the agenda items being considered at that time,

the number of delegations appearing before the committee and because of Executive Committee being presented with several items. Establishment of the Priorities & Planning Committee should alleviate the pressure on Executive committee and lessen the duration of meetings.

All other main committees of Council have experienced relatively stable and predictable meeting schedules and durations over the past couple of years. Notwithstanding, challenges remain in terms of scheduling meetings given the timing or urgency of matters as well as the unpredictable number of delegations and the associated discussions.

The frequency and duration of both City Council and committee meetings since 2016 are outlined in Appendix B. In 2017 and 2018, two additional Council meetings were included in the yearly calendar to address potentially large meeting agendas. To date, none of these meetings have been held/required.

Historically, only Executive Committee and Regina Planning Commission have had meetings scheduled in July and August. As part of efforts to ensure that the committees operate as efficiently as possible, it is being recommended that all committees, except for Priorities & Planning Committee and the Mayor's Housing Commission meet monthly effective January 1, 2019.

Option #1 – (Recommended)

- City Council meet once per month
- Priorities & Planning Committee meet quarterly
- All other committee meet once per month, including July and August, except for the Mayor's Housing Commission

Implications:

- Provides stable and predictable meeting schedule year over year
- Statistical data supports maintain the status quo re: City Council meetings (Appendix B provides a summary of meeting activity for City Council and main committees over the past three years)
- Establishment of the Priorities & Planning Committee, and quarterly meetings, will alleviate pressure on Executive Committee and/or City Council agendas
- Community & Protective Services, Finance & Administration and Public Works & Infrastructure will now have meetings scheduled in July and August

Option #2 – City Council meetings held every 3 weeks

Implications:

- Like Option #1
- Frequency of Council meetings will increase but duration of meetings should be decreased
- May facilitate more in-depth deliberations at committee or Council given the more manageable agenda
- Will require adjustments to the meeting calendar

- Provides additional opportunities for stakeholders and the public to address members of Council but could decrease the time needed by Council members or the public for thorough review

Advisory Committees

The status of Advisory Committees has been outstanding since April 2015 in light of new initiatives respecting public engagement practices.

It has been two years since any new appointments to these committees has occurred. During that time, there has been little, or no comment received from previous committee members or members of the public interested in serving in such a role. In addition, new forms of engagement with the public are being tried and/or followed, most notably with online options.

The ongoing redesign of regina.ca will provide new and creative platforms by which to engage with the public. There was an overwhelming online response generated by engagement *vis-à-vis* *The Smoking Bylaw* in spring 2017.

The City of Regina has a robust practice of engaging with various stakeholders, community associations and other interested parties on a wide range of issues. This practice, along with new public engagement tools and options, has essentially led to the advisory committees no longer serving their original purpose or role.

Option #1 – Disband Advisory Committees*(Recommended)

- Disband all Advisory Committees except the Accessibility Advisory Committee *
- Direct the City Clerk to return with a report outlining recommendations for public engagement utilizing the future redesign of regina.ca, along with other tactics, in Q1 2019.
- Establish single issue, *ad hoc* committees on an as-needed basis in the future

Implications:

- There may be criticism from various stakeholder groups that the City is attempting to stifle debate
- Some members of the public appreciated the opportunity to participate on the committees
- City Council will affirm its prerogative as the primary decision-making body of the city
- In their current form, some of the advisory committees were seen as having become more of an “advocacy group”
- The option to utilize an *ad hoc* committee in the future provides Council with the option of establishing a single issue advisory committee if it wishes
- Members of Council will no longer be required to serve as a liaison to the various committees
- The Office of the City Clerk will realize modest savings of approximately \$5,000 annually
- Administration will no longer be tasked with supporting the work of the committees
- Amendments will be required to *The Committee Bylaw*

- Administration will provide a report in Q1 2019 respecting mechanisms by which the redesigned regina.ca can be utilized to engage the public in several ways and on several issues

Option #2 – Status Quo

That the following advisory committees be retained, and new members appointed:

1. Arts Advisory Committee
2. Community Leaders Advisory Committee
3. Community Services Advisory Committee
4. Crime Prevention Advisory Committee
5. Environment Advisory Committee
6. Youth Advisory Committee

Implications:

- Stakeholder groups and past committee members may be pleased that the advisory committees have been retained
- Committees will likely continue to suffer from disinterest and/or poor attendance
- Members of Council will be required to serve as a liaison to the various committees
- The Office of the City Clerk will be responsible for annual expenditures of approximately \$5,000
- May detract from the utilization of the future redesign of regina.ca as an engagement tool
- No amendments will be required to *The Committee Bylaw*
- Administration will be required to provide support to the work of the committees

RECOMMENDATION IMPLICATIONS

Financial Implications

There will be minimal savings realized through the streamlining of Council committees and the elimination of all but one Advisory committee.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Streamlining the number of Council committees provides Council members, Administration and the public with a more focused approach to decision-making procedures.

The elimination of most Advisory Committees places a heightened expectation on the redesign of regina.ca with respect to its public engagement capabilities.

Establishment of the Priorities & Planning Committee and the scheduling of quarterly, half-day meetings will decrease the time commitments for regularly scheduled meetings of Executive Committee and City Council. These meetings will provide Administration with a regular opportunity to brief Council members on upcoming/emerging issues or present status updates.

COMMUNICATIONS

Pending approval of the recommendations, amendments will be required to *The Procedure Bylaw* and *The Committee Bylaw*.

These changes will also be reflected on the City Clerk's pages on Regina.ca.

DELEGATED AUTHORITY

The recommendations in this report require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in dark ink, appearing to read 'Jim Nicol', is written over a horizontal line.

Jim Nicol, Secretary

Appendix A

Summary of Recommendations

Recommendation	Implementation required
Disbandment of Emergency Measures Committee and transfer of responsibilities to Community & Protective Services Committee	Amendments to <i>The Procedure Bylaw</i> and <i>The Committee Bylaw</i> (terms of reference)
Establishment of Priorities Committee	Amendments to <i>The Procedure Bylaw</i> and <i>The Committee Bylaw</i> (terms of reference)
Scheduling of Council and committee meetings	Approval of the yearly calendar by City Council in December
Disbandment of Advisory Committees	Amendments to <i>The Committee Bylaw</i>

Appendix B
City Council & Main Committee Meetings
2016 to Present

City Council			
Year	2016	2017	2018
Number of Meetings	14	15	6
Number of Items Discussed	411	406	150
Number of Meeting Hours	52.25	63.75	24.50
Number of Meetings Cancelled due to Lack of Items	--	--	--
Average Meeting End Time	9:00 p.m.	9:30 p.m.	9:30 p.m.

Community & Protective Services Committee			
Year	2016	2017	2018
Number of Meetings	6	6	3
Number of Items Discussed	20	18	13
Number of Meeting Hours	8.10	11	3.78
Number of Meetings Cancelled due to Lack of Items	3	2	--
Average Meeting End Time	5:00 p.m.	5:30 p.m.	5:00 p.m.

Executive Committee (Public)			
Year	2016	2017	2018
Number of Meetings	12	12	7
Number of Items Discussed	37	43	14
Number of Meeting Hours	15	22.5	7.26
Number of Meetings Cancelled due to Lack of Items	--	--	--
Average Meeting End Time	1:00 p.m.	1:30 p.m.	12:45 p.m.

Executive Committee (Private)			
Year	2016	2017	2018
Number of Meetings	14	15	8
Number of Items Discussed	50	53	39
Number of Meeting Hours	30.75	27.5	18.20
Number of Meetings Cancelled due to Lack of Items	--	--	--
Average Meeting End Time	3:00 p.m.	3:30 p.m.	3:45 p.m.

Finance & Administration Committee			
Year	2016	2017	2018
Number of Meetings	9	9	5
Number of Items Discussed	39	31	12
Number of Meeting Hours	11.5	7.5	2.5
Number of Meetings Cancelled due to Lack of Items	1	2	--
Average Meeting End Time	5:00 p.m.	4:45 p.m.	4:30 p.m.

Mayor's Housing Commission			
Year	2016	2017	2018
Number of Meetings	3	3	2
Number of Items Discussed	7	8	8
Number of Meeting Hours	4.25	4.25	3.5
Number of Meetings Cancelled due to Lack of Items	5	2	--
Average Meeting End Time	5:30 p.m.	5:30 p.m.	5:45 p.m.

Public Works & Infrastructure Committee			
Year	2016	2017	2018
Number of Meetings	4	9	4
Number of Items Discussed	13	20	16
Number of Meeting Hours	3.38	8.25	8.46
Number of Meetings Cancelled due to Lack of Items	5	1	2
Average Meeting End Time	4:45 p.m.	4:55 p.m.	6:00 p.m.

Regina Planning Commission			
Year	2016	2017	2018
Number of Meetings	12	11	5
Number of Items Discussed	64	47	22
Number of Meeting Hours	29.50	16.75	9.75
Number of Meetings Cancelled due to Lack of Items	--	2	--
Average Meeting End Time	6:30 p.m.	5:30 p.m.	6:00 p.m.

November 14, 2018

To: Members
Executive Committee

Re: 2019 Council and Committee Meeting Schedule

RECOMMENDATION

1. That the 2019 meeting calendar for City Council and the following main committees as outlined in Appendix A be approved:
 - a. City Council
 - b. Community and Protective Services Committee
 - c. Executive Committee
 - d. Finance and Administration Committee
 - e. Mayor's Housing Commission
 - f. Public Works and Infrastructure Committee
 - g. Regina Appeal Board
 - h. Regina Planning Commission
2. That this report be forwarded to the November 26, 2018 meeting of City Council for approval.

CONCLUSION

This report seeks approval of the Council meeting schedule for 2018 and meeting dates for all main committees of Council.

BACKGROUND

In accordance with Section 96(1) of *The Cities Act*, "A council may decide to hold regularly scheduled council or council committee meetings on specified dates, times and places".

Section 5(1) of *The Procedure Bylaw No.2009-40* states "Regular meetings of Council shall be held each year starting on the fourth Monday of January commencing at 5:30 in the evening and on each second week thereafter, but may be altered in accordance with a meeting schedule approved by City Council by the last Council meeting in December of each year".

As is provided for in the above, Council has historically adopted yearly calendars with a varied meeting schedule. The proposed 2019 calendar outlined in Appendix A largely mirrors past years' meeting schedules. As previously requested the schedule provides for an uninterrupted break between the Executive Committee Meeting/Regina Planning Commission meeting and Council meeting in July and August of each year.

DISCUSSION

Meeting Dates for 2019

Meetings have traditionally been scheduled to avoid conflict with the Saskatchewan Urban Municipalities Association (SUMA) Conference, the Federation of Canadian Municipalities (FCM) Conferences and Canadian Association of Police Governance (CAPG).

It is proposed that the 2019 meeting schedule be arranged with the following considerations:

- in the earlier part of each month to accommodate reports from all committees
- not more than four weeks apart to avoid delays in consideration of items
- not less than four weeks apart to accommodate the requirements for zoning bylaw advertisements.

The attached schedule Appendix A attempts to balance all of the above factors.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The establishment of a calendar for 2019 provides Council, citizen members, media and the public with advance knowledge of the meeting schedule and assists in addressing and planning for other obligations that arise during the year. It also assists Administration and the Office of the City Clerk in facilitating an orderly flow and process of reports going to committee and/or Council.

Other Implications

Reports and recommendations from some committees may have pressures or constraints that require timely consideration by City Council. In those instances where there is a long period between a committee meeting and City Council, the holding of a “special meeting(s)” to deal with these may be required. Changes to the approved meeting schedule will be done on an exceptional basis only.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Following approval by City Council, the 2019 meeting schedule will be released publicly and will be available on regina.ca.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



Amber Ackerman
A/Deputy City Clerk

Respectfully submitted,



Jim Nicol
City Clerk

Report prepared by:
Amber Ackerman, A/Deputy City Clerk

2019 COUNCIL AND COMMITTEE MEETINGS

JANUARY						
S	M	T	W	T	F	S
		◆ 1	2	3	4	5
6	7	F A 8	R P C 9	P W I 10	11	12
13	14	R A B 15	E X 16	C P S 17	18	19
20	21	22	23	24	25	26
27	C 28	29	30	31		

FEBRUARY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	P W I 7	8	9
SUMA	SUMA	SUMA	SUMA			
10	M H C 11	F A 12	E R P C 13	C P S 14	15	16
17	◆ 18	R A B 19	* 20	21	22	23
24	C 25	26	27	28		

MARCH						
S	M	T	W	T	F	S
					1	2
3	4	F A 5	R P C 6	P W I 7	8	9
10	11	R A B 12	E X 13	C P S 14	15	16
17	18	19	20	21	22	23
24	C 25	26	27	28	29	30
31						

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	F A 9	R P C 10	C P S 11	12	13
14	15	M H C 16	E X 17	P W I 18	◆ 19	20
21	◆ 22	R A B 23	* 24	25	26	27
28	C 29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	R A B 7	R P C 8	C P S 9	10	11
12	13	F A 14	E X 15	P W I 16	17	18
19	◆ 20	21	22	23	24	25
26	C 27	28	29	30 FCM	31 FCM	

JUNE						
S	M	T	W	T	F	S
						1 FCM
2 FCM	3	F A 4	R P C 5	P W I 6	7	8
9	10	M H C 11	E X 12	C P S 13	14	15
16	17	18	* 19	20	21	22
23	C 24	R A B 25	26	27	28	29
30						

◆ Holiday

BPC: Board of Police Commissioners 9:00 a.m.

C: City Council 5:30 p.m.

CPS: Community & Protective Services Committee 4:00 p.m.

DAB: Development Appeals Board 5:30 p.m.

EX: Executive Committee 11:45 a.m.

FA: Finance & Administration Committee 4:00 p.m.

MHC: Mayor's Housing Commission 4:00 p.m.

*PPC: Priorities & Planning Committee 11:45 a.m.

PWI: Public Works & Infrastructure Committee 4:00 p.m.

RAB: Regina Appeals Board 4:00 p.m.

RPC: Regina Planning Commission 4:00 p.m.

All meetings are held in Henry Baker Hall unless otherwise indicated.

FOR FURTHER INFORMATION
CONTACT THE OFFICE OF THE
CITY CLERK AT 306-777-7262

2019 COUNCIL AND COMMITTEE MEETINGS

JULY						
S	M	T	W	T	F	S
	◆ 1	FA 2	RPC 3	CPS 4	5	6
7	8	RAB 9	EX 10	PWI 11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	C 29	30	31			

AUGUST						
S	M	T	W	T	F	S
				CPS 1	2	3
4	◆ 5	FA 6	EX 7	PWI 8	9	10
11	12	13	14	15	CAPG 16	CAPG 17
CAPG 18	19	20	21	22	23	24
25	C 26	RAB 27	* 28	29	30	31

SEPTEMBER						
S	M	T	W	T	F	S
1	◆ 2	3	4	5	6	7
8	9	FA 10	RPC 11	CPS 12	13	14
15	16	MHC 17	EX 18	PWI 19	20	21
22	23	RAB 24	25	26	27	28
29	C 30					

OCTOBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	FA 8	RPC 9	CPS 10	11	12
13	◆ 14	RAB 15	EX 16	PWI 17	18	19
20	21	22	* 23	24	25	26
27	C 28	29	30	31		

NOVEMBER						
S	M	T	W	T	F	S
					1	2
3	4	FA 5	RPC 6	CPS 7	8	9
10	◆ 11	MHC 12	EX 13	PWI 14	15	16
17	18	RAB 19	20	21	22	23
24	C 25	26	27	28	29	30

DECEMBER						
S	M	T	W	T	F	S
1	2	3	REPC 4	CPS 5	6	7
8	PWI 9	FA 10	11	12	13	14
15	C 16	C Budget 17	C Budget 18	19	20	21
22	23	24	◆ 25	◆ 26	27	28
29	30	31				

◆ Holiday

BPC: Board of Police Commissioners 9:00 a.m.

C: City Council 5:30 p.m.

CPS: Community & Protective Services Committee 4:00 p.m.

DAB: Development Appeals Board 5:30 p.m.

EX: Executive Committee 11:45 a.m.

FA: Finance & Administration Committee 4:00 p.m.

MHC: Mayor's Housing Commission 4:00 p.m.

*PPC: Priorities & Planning Committee 11:45 a.m.

PWI: Public Works & Infrastructure Committee 4:00 p.m.

RAB: Regina Appeals Board 4:00 p.m.

RPC: Regina Planning Commission 4:00 p.m.

All meetings are held in Henry Baker Hall unless otherwise indicated.

FOR FURTHER INFORMATION
CONTACT THE OFFICE OF THE
CITY CLERK AT 306-777-7262

November 14, 2018

To: Members
Executive Committee

Re: Agreement for Funding of Grade Crossing Improvements under the Rail Safety
Improvement Program – Northwest Link Multi-use Pathway

RECOMMENDATION

1. That the Executive Director, City Planning and Development be delegated the authority to approve of and enter into an agreement with Transport Canada for the funding of the at-grade pedestrian crossing of the Canadian National Railway Company (CN) at Mile 0.88 of the Central Butte Subdivision (150 metres west of Dorothy Street).
2. That the City Clerk be authorized to execute the agreement upon review and approval by the City Solicitor.
3. That this report be submitted to the November 26, 2018 meeting of City Council for approval.

CONCLUSION

The City of Regina (City) is currently constructing a new at-grade pedestrian crossing for the existing Northwest Link Multi-use Pathway over the CN rail tracks, approximately 150 metres west of Dorothy Street. The City has received approval from Transport Canada for partial funding of the crossing under the Railway Safety Improvement Program.

Funding agreements, including grants from other levels of government, are revenue agreements that are subject to the approval requirements of Section 35 of *The Regina Administration Bylaw*. The agreement exceeds a value of \$100,000, therefore, City Council approval is required.

BACKGROUND

The Northwest Link Multi-use Pathway is a segment of Regina's 41 kilometres of multi-use pathway systems. The improvements related to this project are in direct alignment with the Transportation Master Plan (TMP), Direction 4: Promote Active Transportation for Healthier Communities. The promotion of active modes of transportation are integral for day to day travel and for recreational purposes. The completion of this link in this pathway will create a comfortable and safe connection of the existing Northwest Link Pathway and complete a link the Cycling Priority Network indicated in the TMP (Appendix A).

The Northwest Link Multi-use Pathway from Rink Avenue to Ritter Avenue (Appendix B) was completed in 2012. At the time, the City was not able to obtain approval from CN for an at-grade crossing. The pathway was constructed to route users to the existing controlled crossing on Dorothy Street.

Despite the crossing at Dorothy Street, pathway users continue to trespass across the tracks at the shortest distance between the two pathway segments. A safety assessment for the crossing was completed for the City in 2016 by AECOM Engineering Consultant. As a result of the safety assessment, CN has now agreed to permit an at-grade crossing. The proposed CN crossing (Appendix C) is located approximately 150 meters west of the street crossing on Dorothy Street. The new crossing will include wooden planks, flashing lights and bells as required by Transport Canada's Grade Crossing Standards. In July of 2017, Administration became aware of Transportation Canada's Rail Safety Improvement Program (RSIP). Administration took the initiative and prepared an application as it was determined that the Northwest Link Multi-use Pathway Project fit the criteria of the program. An application was made on behalf of the City and approval for funding up to \$583,000 was granted through the program.

DISCUSSION

The Rail Safety Improvement Program (RSIP) provides grant and contribution funding to improve rail safety and reduce injuries and fatalities related to rail transportation. The program funds:

- safety improvements to existing rail lines
- closures of grade crossings
- initiatives to raise awareness about rail safety issues across Canada

The program has two key components:

- The infrastructure, technology and research (ITR) component funds projects that address the immediate rail safety needs of communities
- The public education and awareness (E&A) component funds public education projects aimed at reducing railway-grade crossing collisions and trespassing incidents on railway property, particularly in high-risk areas

This program builds on Transport Canada's Grade Crossing Improvement, Grade Crossing Closure and Operation Lifesaver Programs.

In July 2017, an application was submitted by the City for funding of the crossing under the infrastructure, technology and research (ITR) component. The project is to install an at-grade crossing at the Northwest Link Multi-use Pathway to create continuity and increase safety. Approval for funding up to 80 per cent of the cost of the crossing (or approximately \$583,454) was provided by Transport Canada in May 2018.

Funding Agreements, including grants from other levels of government, are revenue agreements that are subject to the approval requirements of Section 35 of *The Regina Administration Bylaw*. As required by bylaw, City Council approval is required if the value of the agreement exceeds \$100,000.

RECOMMENDATION IMPLICATIONS

Financial Implications

The agreement requires execution in order to receive the RSIP funding of up to \$583,454, or, 80% of the cost of the crossing. The current approved funding is through the Parks Servicing Agreement Fees (SAF).

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Design Regina: The Official Community Plan Bylaw 2013-48 (OCP) provides the framework to guide the development of the City's infrastructure to accommodate long term growth. This study is consistent with the policies contained within Part A of the OCP with respect to:

Section D3: Transportation

Goal 5 – Active Transportation: Promote active transportation for healthier communities.

- 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.
- 5.26 Maintain, enhance, and where feasible expand the city's multi-use pathway network to new and existing neighbourhoods for all seasons.
- 5.27 Develop a citywide pedestrian strategy to provide a continuous high-quality, connected, safe, and universally accessible walking experience.
- 5.28 Develop processes and policy for neighbourhood traffic calming, including the use of road diets, to create safer, more walkable, and cycle-friendly streets.

Section D7: Parks, Recreation and Open Space

Goal 1 - Open Space and Recreation Principles: Maintain, enhance and extend an interconnected and accessible open space system.

- 9.4 Connect neighbourhoods, where possible, via active transportation routes to multi-use pathways, regional trails, and the natural system.
- 9.5 Integrate public safety considerations into the planning and design of parks and recreation facilities.

Accessibility Implications

The project will complete the Northwest Link Multi-use Pathway and provide a safer and more accessible crossing for pedestrians.

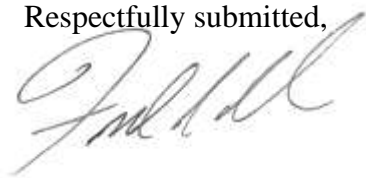
COMMUNICATIONS

The funding was announced by the Honorable David McGuinty on behalf of the Honourable Marc Garneau, Federal Minister of Transport on August 1, 2018. The funding was one of twelve approved RSIP funded projects in the province.

DELEGATED AUTHORITY

The recommendations contained in this report require approval of City Council.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Fred Searle', written over a faint circular official stamp.

Fred Searle, A/Director
Development Services

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Diana Hawryluk', written over a faint circular official stamp.

Diana Hawryluk, Executive Director
City Planning and Development

Prepared by: Bill Wright

City of Regina Multi-use Pathway Map

Multi-use pathways are intended for use by cyclists, walkers, runners, skateboarders, roller skaters/bladers and skiers.

ON-STREET BICYCLE ROUTES

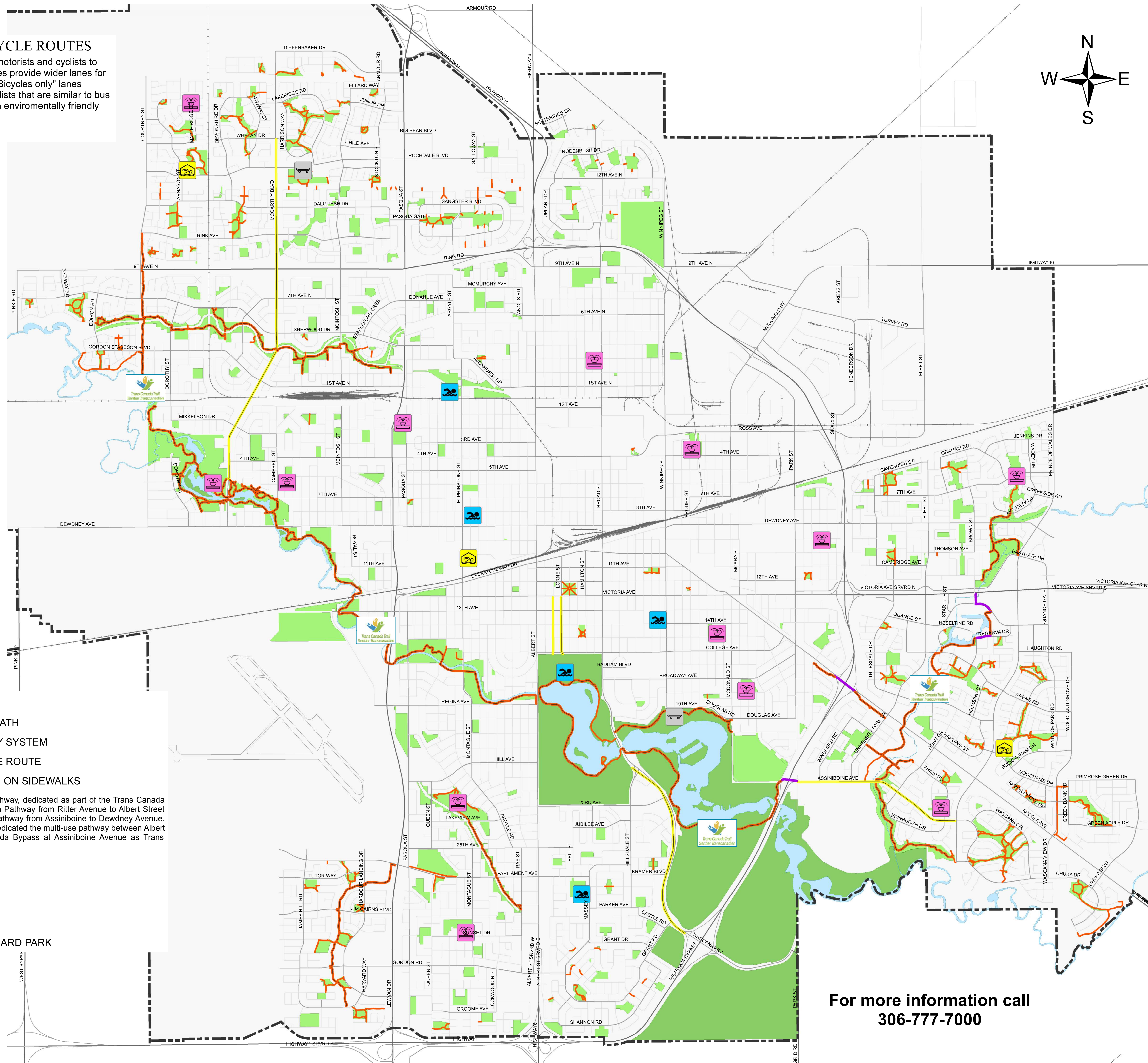
The bicycle routes encourage motorists and cyclists to "share the road." "Shared" lanes provide wider lanes for parked vehicles and cyclists. "Bicycles only" lanes provide dedicated lanes for cyclists that are similar to bus lanes. These routes provide an environmentally friendly transportation alternative.

Legend

- NEIGHBOURHOOD PATH
- MULTI-USE PATHWAY SYSTEM
- ON STREET BICYCLE ROUTE
- BICYCLES ALLOWED ON SIDEWALKS

City of Regina multi-use pathway, dedicated as part of the Trans Canada Trail, includes: the Devonian Pathway from Ritter Avenue to Albert Street and the Pilot Butte Creek Pathway from Assiniboine to Dewdney Avenue. Wascana Centre has also dedicated the multi-use pathway between Albert Street and the Trans Canada Bypass at Assiniboine Avenue as Trans Canada Trail.

- INDOOR POOL
- OUTDOOR POOL
- SPRAYPAD
- OUTDOOR SKATEBOARD PARK



PATHWAY COURTESY & SAFETY

- All Pathways are designs for multi purpose use. Please show consideration and respect for others. Pedestrians have the Right Of Way.
- Use of helmets and other personal safety equipment is encouraged.
- Please keep to the right, pass on the left and alert other users before passing.
- Motorized vehicles are not permitted along the pathway.
- Please ride at a controllable speed, especially when going downhill or around blind corners.
- When stopped, please move off the Pathway to the right.
- Please pick up after your pet. Pets must be leashed.
- Please respect the environment. Use litter containers located along the Pathway.

PATHWAY DISTANCES

Northwest Link Pathway

Ritter Avenue to 1st Avenue N	1.4 km
1st Avenue N to Sherwood Drive	0.6 km
Sherwood Drive to 9th Avenue N	0.3 km
9th Avenue N to Rink Avenue	0.4 km

North Storm Channel Pathway

Dorion Road to Dorothy Street (Venture)	1.0 km
Dorothy Street to 7th Avenue North	1.1 km
7th Avenue North to McCarthy Boulevard	0.6 km
McCarthy Boulevard to McIntosh St.	1.0 km
McIntosh St. to Arthur Street	0.4 km
Arthur Street to 2nd Avenue North	0.4 km

Devonian Pathway

Ritter Avenue to McCarthy Boulevard	1.4 km
McCarthy Boulevard to Dewdney Avenue	0.8 km
Dewdney Avenue to 13th Avenue	2.0 km
13th Avenue to Lewvan Drive	1.0 km
Lewvan Drive to Albert Street	2.6 km

Wascana Park Pathway (Southside)

Albert Street to Broad Street	2.0 km
Broad Street to Highway #1 Bypass	3.5 km
West Lake Loop	4.0 km

Pilot Butte Creek Pathway

Prince of Wales Drive to Assiniboine Avenue E	1.8 km
Assiniboine Avenue E to Arcola Avenue	1.1 km
Arcola Avenue to Truesdale Drive	0.3 km
Truesdale Drive to Arens Road	0.8 km
Fines Drive to Dewdney Avenue	0.8 km
Dewdney Avenue to McVeety Drive	0.3 km

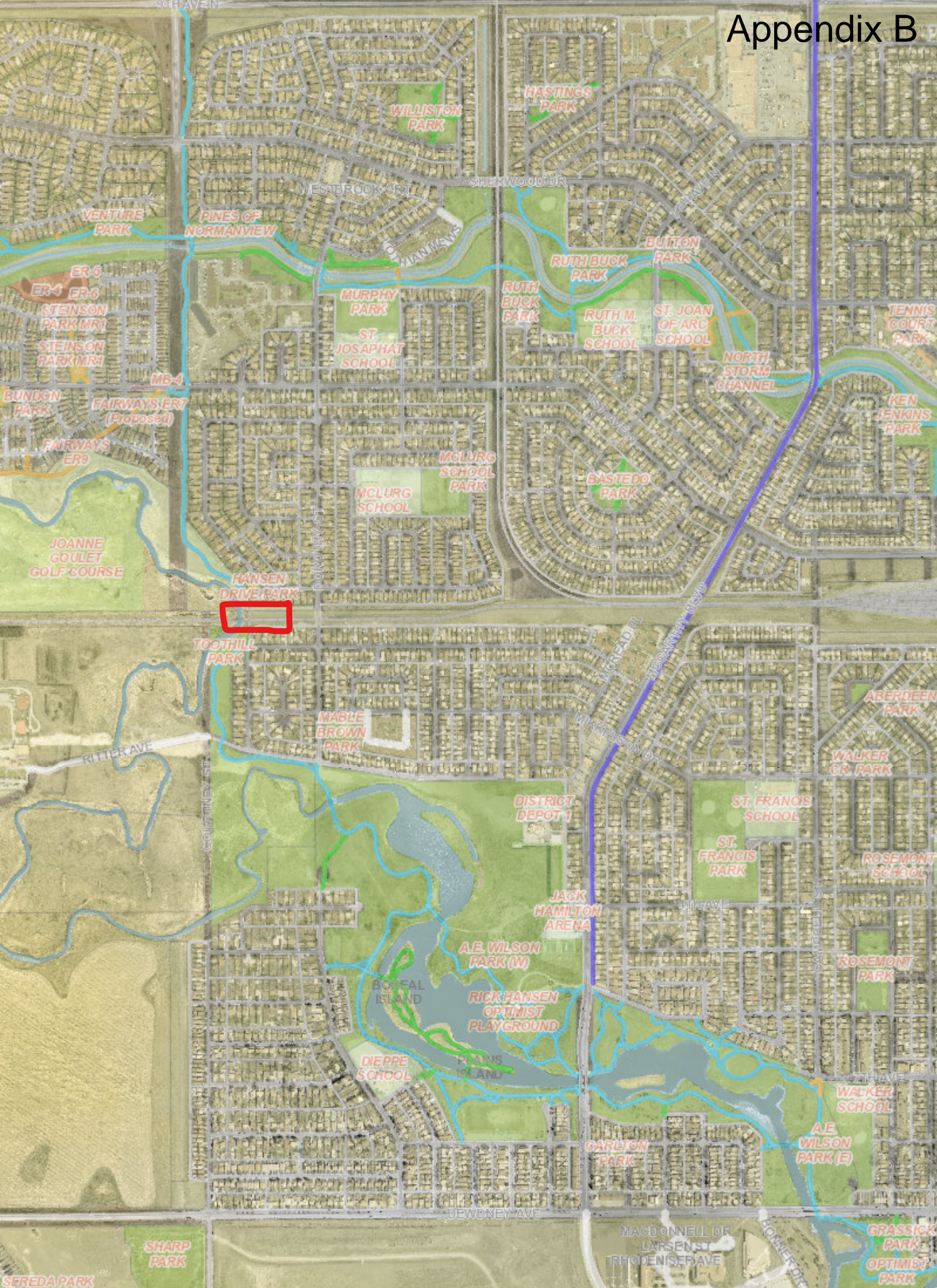
South Storm Channel Pathway

Lakeview Ave to Rae Street	1.3 km
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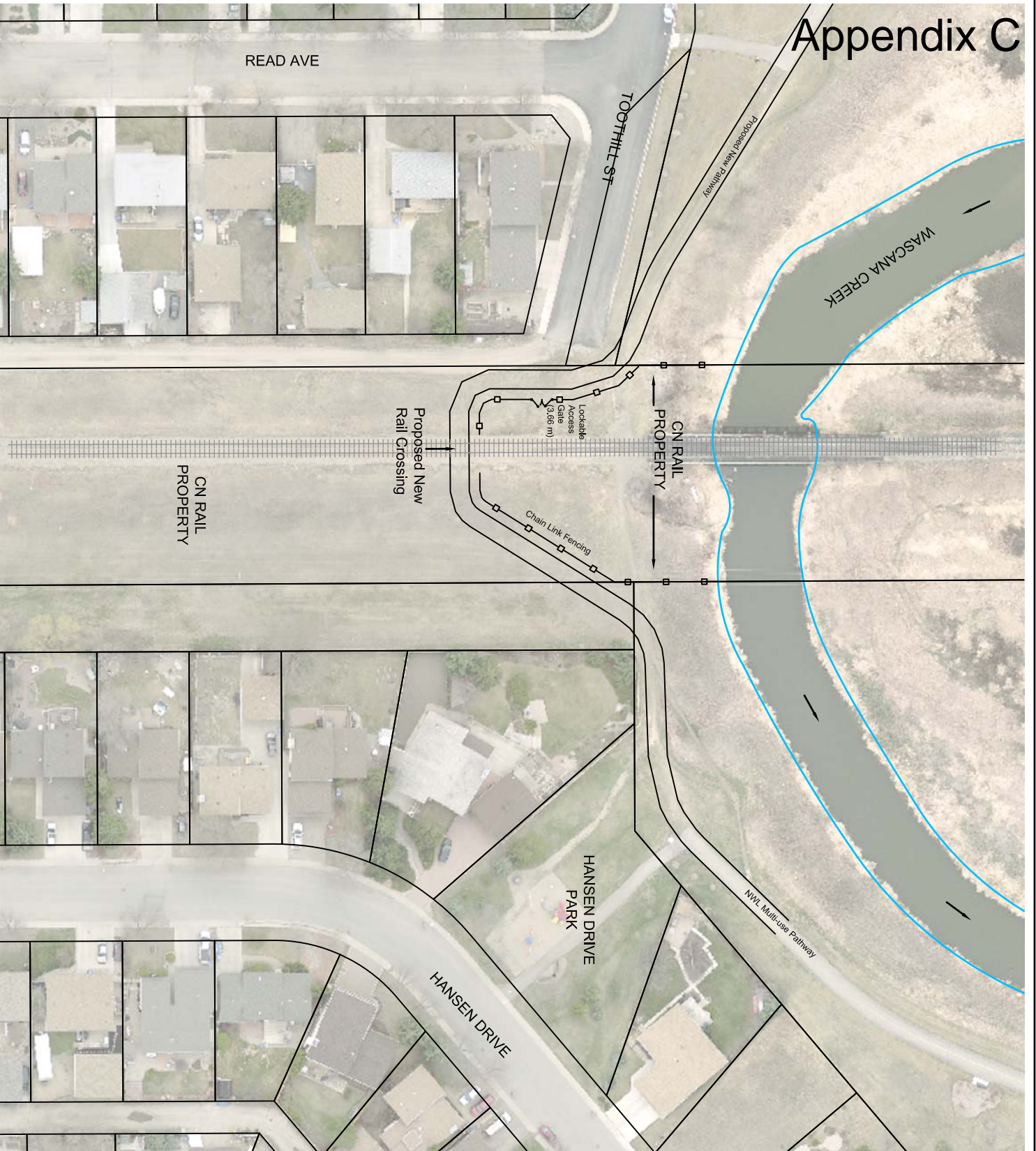
Harbour Landing Pathway

Parliament Avenue to James Hill Road	2.4 km
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For more information call
306-777-7000



Appendix C



<p>City of Regina REGINA Inspire Horizons</p>		<p>Development Engineering City Operations Division Queen Elizabeth II Court - Box 1700 Regina, Saskatchewan S4P 2G5 Ph: (306) 777-7963 Fax: (306) 246-6023</p>	
File Number:	4800-014-02-99	File Name and Path:	CDO - NW Pathway - design\4.dwg
Project:	<p>NWL Pathway CN Crossing</p>		
Drawing Name:	<p>Site Location Agreement #2 Reference Map</p>		
Date:	Nov 20, 2017	Designed By:	MF
Drawn By:	MF	Scale:	1:1000
Sheet Number:	<p>L-1</p>		

November 14, 2018

To: Members
Executive Committee

Re: The Towns (South East Lands) Development Project – Status Update

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- OCTOBER 10, 2018**

That this report be forwarded to the November 26, 2018 City Council meeting for approval.

EXECUTIVE COMMITTEE – OCTOBER 10, 2018

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

Mayor Michael Fougere, Councillors: Bob Hawkins (Chairperson), John Findura, Jerry Flegel, Jason Mancinelli, Joel Murray, Mike O'Donnell, Andrew Stevens 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 October 10, 2018, considered the following report from the Administration:

RECOMMENDATION

That this report be forwarded to the November 14, 2018 public meeting of Executive Committee and the November 26, 2018 meeting of City Council for approval.

CONCLUSION

Development within the City owned South East Lands continues to move forward. At the beginning of the development, there was strong market activity and the development was accelerated to capitalize on this opportunity. Currently 332 lots have been developed in Phase 1 with 25 lots remaining in inventory. Additional lots will continue to be developed within Phase 1 and further development will continue into Phase 2 as appropriate.

The development is currently generating expected revenues, with the net profit realized once all the development is complete. Land development provides the City with an additional source of revenue outside of property tax and user fees.

The rate of development of the Towns will be based on the market conditions and will continue over a number of years. To date, the development has been successful meeting potential revenue and profit potential.

BACKGROUND

The Purchase of SHC Lands

In 1974, the Federal and Provincial Governments purchased land for the dedicated purpose of building housing. There was a “Land Holding and Development Agreement” for land in South East Regina and North West Regina. The purpose of the Land Holding and Development agreement was for the acquisition and holding of the land for housing and related purposes. In 1976, the City of Regina (City) became party to additional agreements that The Saskatchewan Housing Corporation (SHC) administered and a subsequent agreement which detailed that the parcels of land were to be developed as appropriate.

Through these two agreements, the Province was on title for 95% ownership of the land and the City had a 5% interest in the land registered on title. The agreement further provided for the City to receive 25% of the net profits of development of the lands developed by SHC. In 1995, the agreement was amended to provide the City with 75% of the net profits, providing the money was spent on specific housing projects approved by SHC.

Due to changes in the Federal and Provincial funding for social housing in 2001, the agreement was amended at the request of the City to provide the funding directly to the Social Development Reserve. Because of this change, the City was required to make annual requests for funding to the reserve to meet the commitments of the City’s social housing incentive programs.

Two parcels of land under this agreement were the South East Lands and the North West Lands. As per the agreement, the Province could not sell the South East Lands without the agreement of the City. An amendment made in 1996 allowed the sale of the North West Lands without City approval. The City did retain a first right of refusal on the North West Lands. In report CR08-122, Council was notified of the Province’s intention to sell and Council approved the decision not to exercise the option of first right of refusal on the North West Lands.

In 2012, Council was presented with the opportunity to purchase the South East Lands, consisting of approximately 238 acres. On August 20, 2012, City Council approved the acquisition of the South East Lands from SHC for \$7.825 million (CR12-126). Funding was provided by way of \$7.3 million from the Social Development Reserve and \$0.525 million from the General Reserve Fund. The acquisition was a result of SHC exiting the partnership agreement with the City, where land had been acquired for future housing development. The purchase of the land committed the City to continue to develop the land or sell it back to SHC, as they retained the first right of refusal.

Contracting a Land Development Manager

Following the approval to purchase the South East Lands, development strategy options were investigated including: selling the un-serviced land (if SHC chose not to use their first right of refusal), entering into a joint venture to develop the land, contracting a land development manager, or developing the land utilizing City resources.

Selling the land presented the lowest risk but would miss the opportunity to capture the profit created by developing the land. A joint venture would share the risk and potential profit with a partner and would allow the City to participate at different levels of involvement and investment. The land development manager option would allow the City to control the development of the land and utilize the expertise of an experienced development manager. The final option available was for the City to act as the project manager utilizing internal staff to oversee all aspects of the development.

The City selected the land development manager option. The development manager would oversee the concept plan, coordinate servicing (streets, roads and utilities), complete the subdivision application process, and market the lots. The City would be required to provide the capital but would control the pace of the development. The City would then realize a profit from taking raw land to saleable lots, after the development costs and a fee paid to the development manager.

On March 23, 2015, City Council approved proceeding with an external land development management service (CR 15-28) for the South East Lands within the 235,000-population growth scenario as identified in the Official Community Plan (OCP). Through a Request for Proposal (RFP), Terra Developments Inc. (Terra) was awarded and entered into the contract to act as development manager for the City owned lands on September 17, 2015. The land management agreement entered into, as result of the RFP, incorporated the RFP into the contract as well as set out the remuneration to Terra and the responsibilities of each party to the agreement.

Terra's contract includes a full-service team approach to the development, that provides all services from planning, engineering, and all the necessary infrastructure contractors. The services provided by the Terra team are delivered at cost to the City with Terra receiving a management fee based on sales as their only payment. Terra works under the direction and approvals of the City as per the contract and the approved yearly business plans to sell the lots at market value.

Terra is managing all work in the Towns within the original approved budget and subsequent annual business plan budgets. Terra's team prepares the development construction packages and verifies that all construction cost proposals are within the estimate of probable costs. Following the cost verification of construction proposals, Terra seeks the City's approval to enter into an agreement for the work.

DISCUSSION

The purpose of this report is to provide an update on the progress of this project. The entire South East Lands site is approximately 248 acres, with approximately 138 acres within the

235,000-population scenario in the OCP and the remainder in the 300,000-population scenario in the OCP. The 138-acre neighbourhood has been named the Towns and Terra has been contracted to manage the development for the City. The Towns is part of the overall neighbourhood planning process. This process was completed in cooperation with several other property owners who held land within the Southeast Neighbourhood Plan (SENP) area, which is an OCP approved neighbourhood plan.

Appendix A shows the Towns lands which consist of Phases 1 and 2, and within Phase 1 Stages A through H. Phases and Stages are used to manage the development in segments over several years and in response to the market. The Towns development is proceeding as approved by Council and progressing as outlined in the business plans. In the development of Stages there is a balance between the cost implications for scales of economy for the construction work and building out at the speed of the market so that investments, returns, cash flows and risks can be managed.

Within Phase 1, 64 acres are being developed and work has progressed on the off-site servicing requirements as well as on the on-site underground services. All development work has been completed in Stages 1 A, B, C and D and costs are within the budgeted amounts. Development continues within Stages 1E and F but at a slower pace in response to current market conditions. Some preparation work is planned for 1G to ensure that this stage is ready for the market when required.

The lots in land development are typically marketed to builders through option agreements. The builders option the lots and, as the lots are completed with services, they would exercise the option to complete the purchase and build on the lots. The timing of the closing date of the sale of the lot is driven by the completion of the lot, the builder's pace of building, and selling of homes.

Business plans up to and including 2018 have been received, reviewed and approved by City Administration. The plans provide the parameters under which Terra will operate, including the following:

- Overall projected/updated budget for 138 acres;
- Budgets and business plans for 2016, 2017 and 2018;
- Common cost budget that provides the cost shared with other landowners in the secondary plan;
- Overview of the land use; and
- Sales and marketing strategy.

The 2016 business plan originally called to develop 76 lots, however interest was higher than anticipated resulting in 276 option agreements being signed. This was achieved by an acceleration of the development that allowed the first three Stages (Stage 1A, 1B and 1C) to be started in 2016. There are 332 developed lots in stages 1A through 1E, of which 243 lots have option agreements in place, 64 lots have received final payout, leaving an inventory of 25 lots. One large multi-family parcel has also been optioned as a part of Stage 1C.

In 2018, the market slowed down, and in progress development work is continuing to support current option agreements. New development is being carefully managed to not create over supply in the market. Some development preparation will continue, with in progress work and minor work such as site grading to be ready for future stages. Due to the market slowdown, current contractor pricing has been lower than expected, resulting in good value. Preparation work is being considered on a selective basis.

Commercial Development in the Towns

The SENP was developed with the concept for a commercial hub. This hub is outside but adjacent to the Towns lands. A market opportunity to explore some local commercial development within the Towns lands has been under consideration and is in progress. This opportunity is being reviewed within the City's regulatory concept plan amendment process.

RECOMMENDATION IMPLICATIONS

Financial Implications

The City of Regina has currently invested \$35.6 million in the Towns Project. This includes \$7.5 million in land acquisition costs for 238 acres from SHC. The City owned an adjacent ten-acre abandoned rail spur prior to the purchase resulting in 248 acres that make up the total area for the Towns. At the end of the second quarter of 2018, June 30, 2018, the City had option agreements totalling \$40 million. The City has received \$10 million in sales receipts and option payments. Revenue expected to December 2018 is \$9 million with \$21 million receivable in 2019 and beyond. This investment retains significant land value beyond the current option agreements and has the potential to be realized over a number of years (Phase 1 & 2 - 235,000-population lands, and future 300,000-population lands).

Land development revenues continue to be reinvested in the Towns with a potential investment of approximately \$15 million per year until completion. The development pace will be managed prudently based on current market conditions.

In 2015, when the land development manager contract was executed, the development of approximately 138 acres (Phases 1 & 2) was anticipated to have gross revenues of \$140 million and net profit of \$28 million. The Phase 1 and 2 anticipated completion date of 2024 is subject to market conditions and demand. As with all land development projects, the net profit from the Towns will not be realized until all sales have been completed as revenues from options/sales are reinvested into the development. Currently projected net profits are meeting expectation and current market risks are being managed to protect the City's interests.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Land development has allowed the City to generate revenue from other sources other than taxation.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Additional information will be provided to the public through City Council updates as the project progresses.

DELEGATED AUTHORITY

There is no delegated authority as this report is for informational purposes only.

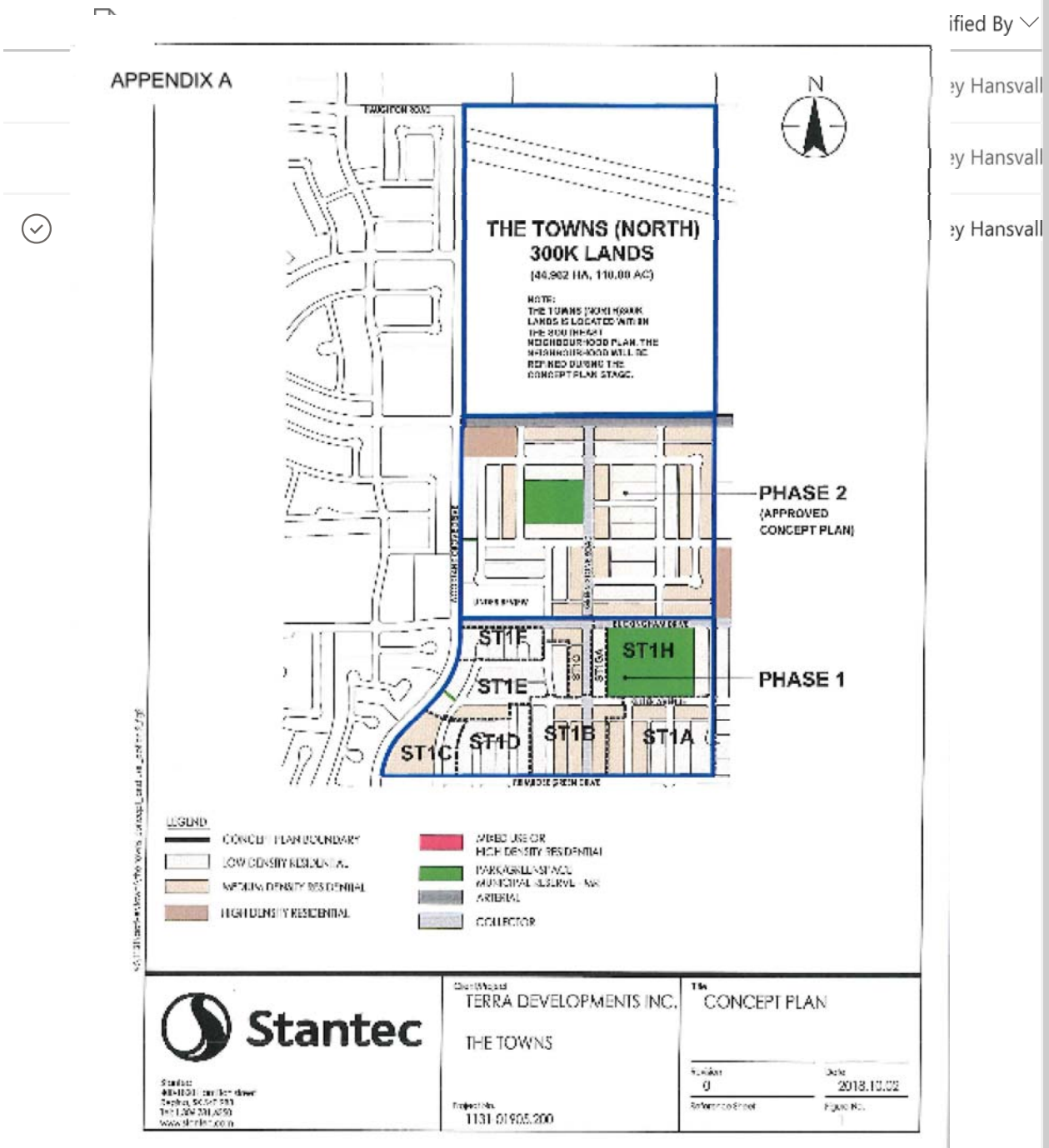
Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in dark ink, appearing to read 'Jim Nicol', is written above a horizontal line.

Jim Nicol, Secretary

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November 14, 2018

To: Members
Executive Committee

Re: Underutilized Land Study

RECOMMENDATION

1. That the Underutilized Land Study, completed by V3 Companies of Canada Ltd., in association with Praxis Consulting & Trace Associates, contained in Appendix A be endorsed.
2. That Administration be directed to develop an Underutilized Land Improvement Strategy based on the Underutilized Land Study's recommendations as outlined in Appendix A.
3. That Administration submit the Underutilized Land Improvement Strategy to City Council for approval by Q4 of 2019.
4. That this report be forwarded to the November 26, 2018 City Council meeting for approval.

CONCLUSION

To achieve the intensification goal established in *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP), to direct at least 30 per cent of new population to existing urban areas, redevelopment of existing vacant and underutilized lands will be required.

City of Regina (City) Administration retained V3 Companies of Canada Ltd., in association with Praxis Consulting & Trace Associates (Consultant) to prepare an in-depth Underutilized Land Study (Study) to investigate what barriers currently exist to private sector investment of underutilized lands and provide recommendations of how the City can address these barriers. The Study has now been completed (Appendix A) and provides a series of recommendations broken into six themes:

- improving regulatory issues
- improving process
- addressing brownfields
- improving financial issues
- improving infrastructure & public perception
- City strategy & leadership

Using the recommendations from the Study as its foundation, Administration recommends that work begin on the development of an Underutilized Land Improvement Strategy (Strategy). The Strategy would be comprised of specific goals and actions for the City to undertake over the

short, medium and long-term to encourage redevelopment of underutilized lands. Administration recommends that the Strategy be completed and submitted to City Council for approval by Q2 of 2020.

BACKGROUND

The OCP states that 30 per cent of the City's future growth shall be directed to existing urban areas to ensure long-term sustainable growth and enhancement of the urban form. Furthermore, the OCP directs at least 10,000 new residents to the City Centre. Since the OCP was adopted by City Council in 2013, the City has seen new construction fail to meet the OCP policy with the rate of intensification declining each consecutive year from 26 per cent in 2014 to five per cent in 2017. The OCP's City Centre and intensification boundary is illustrated in figure 1.

Administration has developed an Intensification Work Plan (IWP) comprised of projects that will support intensification. The IWP identifies the need for the Study to investigate and provide recommendations to address the regulatory, environmental and economic barriers to attracting new private sector investment in the City's most prevalent types of underutilized properties:

- **Vacant Lot** – An existing lot formerly used for an urban use where there is no longer a building.
- **Brownfield** – An underdeveloped or previously developed lot that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.
- **Bluefield** - A lot which is comprised of an institutional or community facility that is no longer in use. This may include former schools, hospitals or long-term care facilities, places of worship or similar uses.
- **Chronically Vacant Building** - A building formerly used for industrial, commercial or residential uses located within the City Centre as identified in the OCP growth plan that has been totally vacant for at least one year and is not currently available for rent or lease.
- **Stand Alone Surface Parking Lot** – A lot used exclusively for surface parking located within the City Centre as identified in the OCP.

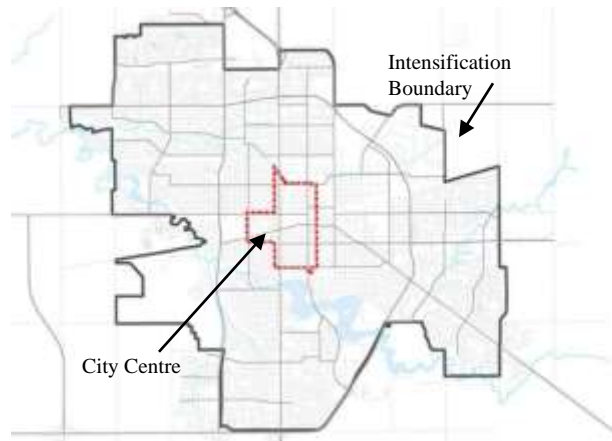


Figure 1

Through the 2017 capital budget, City Council allocated \$115,000 towards the completion of the Study. In August of 2017, Administration awarded the contract to the Consultant. The scope of the Study included:

- A review of the legislation, regulations and policies that impact underutilized sites, as well as best practices from similar jurisdictions.
- Engagement with stakeholders that own or are involved in the redevelopment of underutilized lands.

- Preparation of redevelopment business cases for hypothetical projects on three different underutilized sites to understand how their financial viability compares to similar projects in greenfield neighbourhoods.
- Creation of an underutilized lot inventory.
- Identification of specific actions the City can undertake, including changes to existing land use policies and creation of financial incentive programs.

DISCUSSION

The redevelopment of underutilized lands improves the resiliency of the City by bringing about several economic, environmental and social benefits, including increased tax assessment, remediation of contaminated land within Regina and acting as a catalyst for new investment in the underutilized sites within a neighbourhood.

The Consultant's Study is the culmination of a year-long project to investigate, understand and identify potential solutions to the root causes of why underutilized properties within Regina remain undeveloped by the private sector. This section of the report provides a summary of the key findings from the Study and discusses the next steps for the City to establish a Strategy.

Best Practices from other Municipalities

The Study found that most large and mid-sized Canadian municipalities have adopted strategies or programs to encourage the remediation and redevelopment of brownfield properties. In recent years, several municipalities have expanded these strategies to include other types of underutilized sites, such as bluefields, greyfields (i.e. vacant large format retail spaces), vacant lots and surface parking lots. Using best practices from these other municipalities, the Study provides a design consideration for the creation of any new financial incentive programs.

Stakeholder Engagement

The Consultants held workshops and open houses with local stakeholders that either own or are involved in the redevelopment of underutilized lands, including land owners, developers, architects, business owners and realtors.

Communications and Engagement Summary	
Date	Engagement Activity
October 23, 2017	Workshop with the Downtown and Warehouse Business Improvement Districts.
October 30, 2017	Workshop with select members of the Regina and Region Home Builders Association, affordable housing providers and infill developers.
December 6, 2017	Letters mailed out to owners of underutilized properties and other stakeholders, including the Regina Realtors Association and Economic Development Regina, informing them of upcoming Open Houses and providing a way to provide feedback.
January 23, January 30 and February 6, 2018	Open Houses for owners of underutilized lands and other stakeholders to learn more about the Study and provide feedback.
August 20, 2018	A draft copy of the Study was circulated to all stakeholders that attended the workshop and open houses.

Each engagement session was facilitated by the Consultant with 57 individuals participating by providing verbal and/or written feedback. Each session focused only on actions that the City could undertake to improve the redevelopment viability of underutilized lands with discussion questions focused on different factors, including regulatory, infrastructure and financial requirements for redevelopment. The Consultants compiled the key themes received and prepared a summary report found under Section 4.1 of Appendix A.

A major theme that emerged from stakeholders was that approval processes for infill sites takes longer than in greenfield neighbourhoods with greater risk of unforeseen costs arising, which in turn can delay or even relinquish an investment opportunity. Some stakeholders noted that a revised approval process would be more valuable in encouraging redevelopment of underutilized lands than new financial incentives.

A copy of the Study was circulated to all stakeholders on August 20, 2018 for feedback. The City received three responses, which are provided in Appendix B. Comments provided by stakeholders may relate to aspects of redevelopment that the City cannot regulate or influence.

Underutilized Land Inventory

To gain context into the presence and distribution of underutilized lands throughout the City, the Consultants completed an Underutilized Land Inventory (Inventory). The Inventory is a geospatial based database, which allows for customized analysis of the location, type and number of vacant lots. Highlighted findings of the analysis are as follows:

- There are 752 underutilized sites within the City's Intensification Boundary with a combined area of approximately 112 hectares.
- Within the Intensification Boundary, most of the underutilized sites were located within residentially-zoned areas. Residentially-zoned sites were found to be smaller than those in other zone types, such as commercial and industrial.
- Over 50 per cent of underutilized sites were identified to be within walking distance from Express Transit Corridors and Urban Corridors as identified in the OCP.
- Nearly half of 330 underutilized sites were identified within the City Centre Boundary. Within this area, approximately 50 per cent of the sites were identified as vacant sites, followed by 40 per cent as surface parking and 10 per cent as chronically vacant buildings.

The Inventory will be used by the City as a baseline for existing underutilized sites and is intended to be maintained and be used as a tool to monitor and measure change of underutilized lands over time.

Redevelopment Business Cases

With underutilized sites competing against greenfield sites, the Consultant completed three unique redevelopment business cases to determine what cost differentials exist, if any, for the same development located on an underutilized lot and greenfield lot. The redevelopment business cases were based on:

- A two-unit rental duplex on a vacant lot in the north central neighbourhood.
- A six-storey commercial/residential building on a surface parking lot in the Downtown.

- A four-storey commercial/residential building on a former gas station site in the Centre Square neighbourhood.

Overall, the Study found that it is more financially viable to construct these projects in greenfield neighbourhoods with the increased rent that can be charged more than offsetting the difference in land costs. An exception was the six-storey wood frame commercial/residential project Downtown where the cost of providing parking is greatly reduced due to the relaxed minimum parking standards in the Downtown zone.

Study Recommendations

The Study provides 25 distinct recommendations under the six themes of regulatory, process, brownfields, financial, infrastructure and leadership/strategy. Based on the feedback received from stakeholders, many recommendations focus on addressing the risks associated with redeveloping underutilized lands. Of these recommendations, the Consultant identified the following five as being the most immediate and impactful for encouraging the redevelopment of underutilized lands¹:

- The City pre-zone select underutilized sites with a Holding (H) symbol to land uses that are more desirable for redevelopment and compatible with the surrounding area to reduce developer uncertainty.
- Using City-owned underutilized sites for demonstration projects where private developers can submit proposals to test new, innovative forms of development to serve as a neighbourhood catalyst.
- Providing as much information as possible online for prospective purchasers of underutilized sites to enable them to make informed decisions on whether to purchase and redevelop these sites.
- A screening incentive to assist developers with the costs associated with investigating an underutilized site for its redevelopment potential before purchasing the property. This could include the costs associated with completing a site servicing or market feasibility study.
- The establishment of grant and tax incentive programs to reduce the inherent added costs of redeveloping underutilized lands compared to greenfield lands. This includes the cost of contaminated sites, undertaking off-site infrastructure improvements and completing additional technical studies to obtain development approval. The Study states that any incentive program should be focused on areas of Regina that have strategic importance and a high likelihood for redevelopment.

Strategy

Administration recommends that a Strategy be developed that uses the recommendations of the Study as a basis to develop specific actions and goals for the City to undertake over the short, medium and long-term. This would be the first Strategy of its kind adopted by the City.

¹ These recommendations are not in order of significance.

In developing the Strategy, Administration would analyze the costs and benefits of undertaking the Study's recommendations and identify a timeframe for their implementation. Based on this analysis, Administration may determine that some of the recommendations are not feasible.

The Strategy would also identify where the Study's recommendations would be implemented through a new initiative and where they could be built into existing programs and practices. Administration would further engage stakeholders through the preparation of the Strategy to ensure that it is designed to effectively encourage redevelopment of underutilized lands.

RECOMMENDATION IMPLICATIONS

Financial Implications

City Council committed \$115,000 towards the creation of the Study and Strategy. To date, approximately \$100,000 of these funds have been used to retain the Consultant to prepare the Study and accessorially stakeholder engagement costs. The Strategy would be completed in-house with remaining funds being used to support additional stakeholder engagement costs.

Green Municipal Fund Grant

The Federation of Canadian Municipalities have conditionally approved a grant of \$63,500 through the Green Municipal Fund for the cost of preparing the Study and Strategy. A condition of the funding is that the Strategy be approved by April of 2020. Once the Strategy is finalized, Administration will analyse and present to City Council, the financial implications of adopting and implementing the Strategy, including the costs associated with the creation of new financial incentive programs and other initiatives.

Environmental Implications

The Study provides recommendations on how the City can encourage the remediation of contaminated sites and return them to an active use.

Policy and/or Strategic Implications

The OCP provides policy direction for growth in Regina to a 300,000 population and sets the stage for its long-term development. The OCP also strives to achieve a 30 per cent infill target, which sees the addition of 20,000 new residents inside the Intensification Boundary, with 10,000 of the anticipated population directed to the City Centre area.

The Study provides a perspective on the constraints and opportunities of underutilized lands, as well as initiating a conversation towards innovative solutions to encourage infill development. Future adoption of recommendations provided within the Study and in the future delivered through the Strategy, will allow for the City to achieve population growth and restoration of chronically vacant areas to active land uses.

The recommendations of this report strongly align with Section 2.10 of the OCP to support the creation of an intensification development strategy which addresses "potential obstacles to intensification and strategies to overcome them" and "incentives for encouraging intensification development". In addition to the intensification policies of the OCP, the recommendations of this report align with the following OCP policies:

- Promote the redevelopment of Brownfield and Bluefield properties (Section 8.5).
- Decrease the number of vacant, non-taxable and underutilized lots (Section 8.3).
- Explore actions to convert vacant or underutilized properties within the City Centre (Section 7.9).
- Identify and encourage the development of new economic opportunities (Section 12.5.2).
- Promote health and safety by embracing Crime Prevention Through Environmental Design principles (Section 13.12).

Comprehensive Housing Strategy

The recommendations in this report align with Goal 30 of the Comprehensive Housing Strategy to “Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development”.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

Communications Implications

Should City Council approve the recommendations of this report, Administration will engage the local stakeholders that participated in the Study in drafting the Strategy.

DELEGATED AUTHORITY

The recommendation contained in this report requires City Council approval.

Respectfully submitted,



Shauna Bzdel, Director
Planning

Respectfully submitted,



Diana Hawryluk, Executive Director
City Planning & Development

Report prepared by:
Charlie Toman, Senior City Planner

CITY OF REGINA UNDERUTILIZED LAND STUDY

Report Submitted to City Council – September 10, 2018

V3 Companies of Canada Ltd.

In Association with Praxis Consulting & Trace Associates



Disclaimer

This report has been prepared by V3 Companies of Canada Ltd. for the benefit of our client, the City of Regina. The information contained herein including any analyses, conclusions and recommendations represent our professional judgment in light of the information available at the time of the report's preparation. This report is public and may be used by the Client, their employees and assigns without written permission.

Acknowledgements

Thank you to all the individuals and organizations, including City of Regina staff and community members, who contributed their time and expertise to this report.

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- Linda Huynh, Assistant ULS Project Manager

ULS Steering Committee

- Shauna Bzdel, Director, Planning
- Deborah Bryden, Director, Assessment & Taxation
- Greg Kuntz, Manager, Environmental Services
- Shanie Leugner, Manager, Urban Planning

Notable Contributors:

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- Regina and Region Home Builders Association
- Regina Downtown Business Improvement District
- Regina Warehouse Business Improvement District

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*V3 also wishes to acknowledge **Prairie Wild Consulting** (Saskatoon) in assisting with the completion of the Vacant Lot Inventory for this report.*

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Glossary of Terms

EBIT – earnings before interest and tax.

EBITDA – earnings before interest, taxes, depreciation and amortization.

Environmental Site Assessment (ESA) – a report that identifies potential or existing environmental contamination and risk.

Federation of Canadian Municipalities (FCM) – an advocacy group representing over 200 Canadian municipalities that negotiates with the federal government on behalf of municipalities.

Greenfield – land not previously developed or contaminated.

Green Municipal Fund – a fund of the FCM to support initiatives that offer environmental benefits, and that can generate new models of development in all regions of Canada.

Hard Costs – tangible assets that are required to complete a construction project.

Intensification Boundary – a boundary established by the City of Regina to represent the containment for the area in which infill development will be promoted by various planning initiatives.

Intensification Work Plan – an initiative created by the City of Regina that involves several projects to work towards Design Regina's goal to support intensification.

Mill Rate – the amount of tax payable per dollar of the assessed value of a property.

Mill Rate Factor – also known as the tax rate, is a tool to redistribute the total amount of taxes paid by each property class and subclass.

Net Income – total income minus the cost of goods sold, expenses and taxes for a reporting period.

Operating Expenses – an expenditure that is incurred as a result of performing normal functions.

Servicing Agreement Fees/Development Levies (SAF/DL) – types of development charges that the City of Regina uses for the recovery of growth costs that are imposed when any new development requires more servicing capacity than is currently provided for infill sites.

Soft Costs – an expense item that is not considered a direct construction cost and include architectural, engineering, financing, and legal fees, and other pre- and post-construction.

Tax Abatements – incentive in the form of a reduction or exemption of property taxes granted by a local government for a specified period.

Taxable Assessment – the assessed value of a property, that when multiplied by the mill rate and the mill rate factor determine the amount of property tax on a given property.

Tax Incremental Financing (TIF) – a public financing tool used as a subsidy for redevelopment, infrastructure, and other community-improvement projects.

Underutilized Land – locations that are chronically vacant and do not contribute services or amenities to the City of Regina. Underutilized land can take the form of vacant lots, vacant buildings, and surface parking lots, and has the following sub-classes:

Brownfield – An undeveloped or previously developed property that may be contaminated. There are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Bluefield – The site of an institutional or community facility that is no longer in use. This may include former schools, hospitals, long-term care facilities, religious institutions, courthouses or similar uses.

Vacant Lots – An existing property that was formally in use but where there is no building.

Surface Parking Lots – A commercial surface parking lot located in the City Centre that does not contain a principle building.

Vacant Buildings – A building located in the City Centre that was formerly used for industrial, commercial or residential purposes but has been totally vacant for at least one year and is not current available for rent or lease.

Underutilized Land Improvement Strategy (ULIS) – the strategy to improve vacant lands, to be developed upon completion of this study.

1.0 Introduction

Regina has a vision for its future. The adoption of *Design Regina: Official Community Plan (OCP)* in late 2013 by Regina City Council set out a new course for Regina's growth and development. A realistic population growth to 300,000, and ultimately half a million, is expected and Regina is preparing for that sustainable future. However, growth needs a framework and structure to achieve City adopted goals and ambitions which will not only make Regina bigger, but a city of choice among many very good choices in Canada. A goal has been set to see 30 percent of Regina's next 65,000 new residents residing within the intensification boundary. It is estimated that approximately 20,000 to 25,000 new residents could live within the intensification boundary. The Underutilized Land Study is one component of a series of initiatives to help make this happen. According to the Saskatchewan Plan for Growth, the Province of Saskatchewan wants to grow to 1.2 million people by 2020. Regina is doing its part by planning for sustainable growth which includes encouraging the use of hundreds of hectares of existing underutilized land.



1.1 Purpose of the Underutilized Land Study

This project aims to discover the issues surrounding underutilized land in Regina within the Intensification Boundary (Study Area). The study will provide direction towards potential solutions which will inform the Underutilized Land Improvement Strategy (ULIS) phase.

Every municipality must find a balance between supplying land for greenfield development and promoting the redevelopment of underutilized lands in the established areas of the City. There are many examples of effective infill and brownfield development policies in other jurisdictions. It has been proven that strong urban growth containment policies generate more interest in redeveloping underutilized lands. It should be noted that the purpose of the Underutilized Land Study is not to recommend restrictions on greenfield development, as outward expansion will be needed as the City of Regina continues to grow. This study is intended to provide policy directions based on extensive research and community engagement that encourage investment in redeveloping brownfield land, with the goal of making infill development as attractive as possible. Urban containment restrictions on Greenfield development is a policy decision by the City of Regina which may be considered in the Strategy phase.

It should also be recognized that some previous work has recently been completed by the City to prepare for a shift in policy to provide a better balance between greenfield and infill development within Regina. The Downtown Serviceability Study (DTSS) Report 2014, identified 7,500 new residents within the study area. Furthermore, the Open Space Management Strategy identifies open space requirements based on population growth. Intensification will trigger more open space as per the Open Space Management Strategy. Open space for recreation is an important element which will make intensification areas more attractive for development.



The Underutilized Land Study is the latest project prepared under the City's Intensification Work Plan to help move the City towards its 30 percent intensification goal.



The OCP was adopted by Regina City Council in December 2013 and received Ministerial approval in March 2014. The plan contains a new policy framework to direct Regina's growth and development to a population horizon of 300,000 and ultimately to 500,000.



Since the adoption of the OCP, the City Administration has undertaken significant and fundamental policy shifts towards development phasing, financing growth, servicing agreements and development levies. The purpose of the Underutilized Land Study is to compliment these policy directions, and to continue working towards the City's Intensification goals.

This study will help the City move towards achieving the benefits of intensification as set out in OCP pertaining to intensification, sustainability and leadership. There is no doubt that Canadian cities have grown stronger through increased infill activity, and in particular, the remediation and redevelopment of existing brownfield and underutilized sites. Many reports refer to the benefits of intensification in terms of the 3 E's – environment (less land consumption), economy (financial benefits) and epidemiology (healthy, walkable mixed-use neighbourhoods). The Underutilized Land Study provides a comprehensive outlook on Regina's current climate for intensification initiatives and explores policy directions that the City could consider to promote infill development within the intensification boundary.

1.2 Putting Intensification (Infill) in Context

Effective Infill policy and development creates many benefits to a municipality. Infill is usually cost-effective for municipalities since it uses existing services and underutilized local capacity in the water/sewer system, transit and transportation infrastructure, and education facilities. Public transit will operate more efficiently by encouraging transit supportive uses and development along existing routes (corridors). Along with encouraging transit effectiveness, infill development can contribute to public

health and community interaction by locating people closer to each other and destinations, promoting active transportation methods. Infill can be beneficial to local schools which are experiencing declining enrollment, and reverse declining enrollments by increasing confidence in an area's future. Developing underutilized land within an area can help create complete communities in which residents are located near amenities needed for everyday life. Infill also allows cities to grow while reducing the need to undertake costly and time-consuming boundary alterations, which are a contentious issue. Lastly, infill, in almost all cases, tends to place upward pressure on property values within the local area in which it is built, thus contributing to a stronger tax base.

However, many challenges stand in the way of intensification. For example, prairie attitudes towards higher-density growth, affordable land and the preference for lower density living, make achieving a 30/70 infill to greenfield ratio more challenging. In Saskatchewan, greenfield land is abundant and is relatively low-cost and easy to service. Which is why cities have been sprawling. Another challenge is infrastructure which is often insufficient, or in poor condition, and cannot accommodate substantial increases in density. This study serves as the basis for forming new policy and possibly new incentives to encourage more intensification and absorption of underutilized land.

Example of Intensification

Pictured on the right and below is "The Banks" development in Saskatoon. An underutilized surface parking lot was redeveloped into four mixed-use commercial/residential buildings. Source: Google Images.



This particular infill development is the marquee example of intensification within Saskatoon's City Centre. Located in the Riversdale neighbourhood (adjacent to Downtown), The Banks locates residents near amenities such as:

- The Downtown
- Transit stations and routes
- The Farmers Market
- Local shops and restaurants
- River Landing
- Meewasin Valley Trails

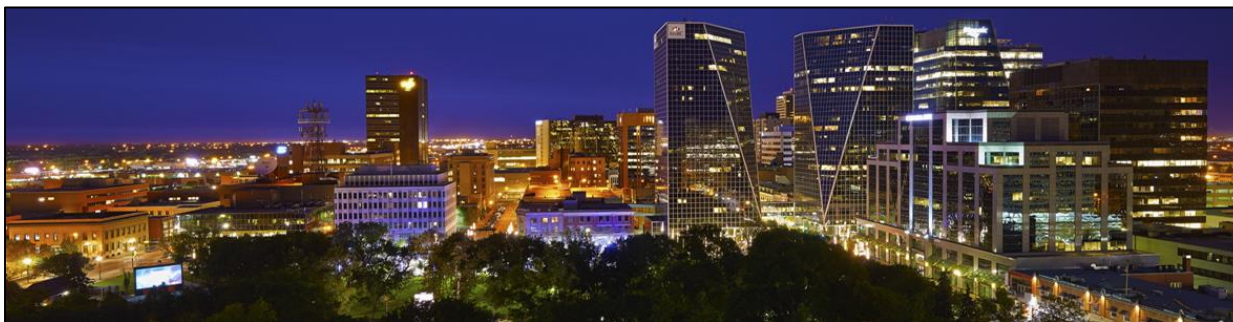
This example of intensification showcases the many benefits of effective infill development. Existing servicing and infrastructure were incorporated which provides a cost saving of extending services to greenfield development. Residents are more likely to use transit or active transportation due to their proximity to the Downtown and other amenities. Lastly, the tax base on the property increase exponentially resulting in the City being able to generate more revenue from the redevelopment of the previously underutilized surface parking lot.

2.0 Understanding Current Conditions

Every city has underutilized lands and/or buildings. What is important to consider is the trend, and the policy responses which will have the most positive impacts. This study is setting some important benchmarks in terms of data collection and the characteristics of underutilized sites in Regina. Measurements over time will identify trends and gauge the effectiveness of program and policy interventions designed to increase infill activity.

There are over 750 vacant sites located within the study area at the time of this report. Many of these sites are concentrated in the City Centre boundary and to some extent within the neighbourhoods surrounding the City Centre.

The following section of this report will look at municipal best practices, legislative and regulatory requirements, funding and incentive programs, OCP and Tax Policies and the City of Regina's Servicing Agreement Fees/Development Levy (SAF/DL) framework.



(Source: Canadian Trade Commissioner, Government of Canada)

Philosophy Behind Local Market Intervention

All Canadian cities have been given natural person powers to operate within a free market system; including buying, selling or trading: land, housing, commodities, goods and services. Municipal Governments also have the authority and responsibility to manage and direct growth, make servicing considerations for development, and to ensure residents enjoy a high quality of life by providing quality public space and urban design. Often times, when operating in a free market system, important considerations such as sustainable development, environmental stewardship, and public health take a back seat to profit-driven development which can result in a sprawling city. It is the City's job to intervene when the free market begins to steer development away from the municipality's desired direction.

2.1 Municipal Best Practices

In an ideal urban world, there would be no underutilized land and no need for market interventions by local government. However, evidence shows that local markets can benefit when local government offers minor market interventions to make the free market operate more smoothly and fairly. Incentive programs, whether financial or policy, are exercised in nearly all jurisdictions where parts of the urban economy are under-performing. Market interventions are successful in affordable housing, economic development and where land is vacant and underutilized, without distorting the overall land market.

Incentives are not give-aways or freebies. Incentives are offered in exchange for things that the city wants and needs and are not being provided by the free market. They help cities achieve difficult goals and public policy objectives.

In this regard, the Federation of Canadian Municipalities (FCM) provides a remarkable resource for collaborative learning through the sharing of best practices where local market intervention has been successful. As part of their Green Municipal Fund, the FCM created the Leadership in Brownfield Renewal Program (LiBRe), a network for municipalities that share a commitment to redevelop brownfield sites (Regina is currently enrolled). The LiBRe has developed a best practices framework that municipalities can choose to either adopt or to incorporate certain components into current planning initiatives.

The following table outlines the 7-step best practice framework:

Best Practice Framework Components
Commit to Action (<i>Design Regina</i>)
Understand the Landscape (<i>We are here</i>)
Build Partnerships
Devise a Strategy
Promote Programs and Opportunities
Manage Programs and Projects
Evaluate, Improve and Celebrate

The City of Regina is currently on the second step of this best practice framework. A commitment to action was made when council adopted the OCP, and the Underutilized Land Study will assist the City of Regina in understanding the landscape of underutilized land. The Underutilized Land Study will compliment the other components of the Intensification work plan and will aide in devising an effective strategy to encourage infill development and meet long-term growth targets identified in the OCP.

The City of Regina's Underutilized Land Strategy will eventually reflect each and every one of the components outlined in the best practice framework. A commitment to action formed the impetus for this project and the purpose of the Underutilized Land Study is to assist the City of Regina in understanding the landscape of underutilized land. Components such as building partnerships, promoting programs and opportunities, as well as managing and evaluating the project are essential for the success of this future strategy. Continual work towards relationship building with community stakeholders and the public will become a key factor in the long-term success of an eventual formal strategy of action to address infill development. Once the strategy has been created, project/program management and evaluation are tools that will be used to continually monitor the effectiveness of the strategy.

As part of an initiative to building capacity for developing brownfield sites, FCM has highlighted a few projects to serve as case studies. For the purpose of the Underutilized Land Study, a brief summary of two Canadian examples is provided below containing both the project details and impacts.



(Source: Pixabay)

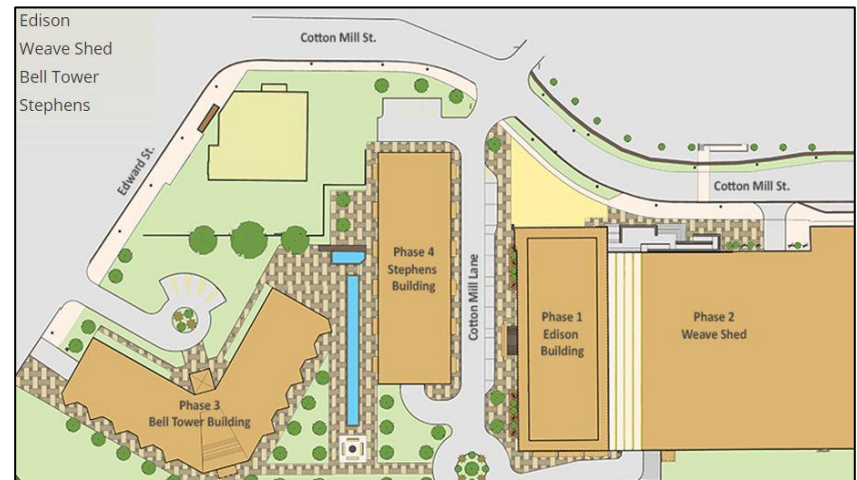
1. Cotton Mill Lofts – Cornwall, Ontario

Similar to Regina's Warehouse District, Cornwall experienced a decline in the condition of warehouses which presented an opportunity to redevelop and rehabilitate the district. One example of that redevelopment is the Cotton Mill Loft project, where an old cotton mill storage warehouse was converted into a 54-unit residential condominium by a private developer. The project value was \$15 million and took two years to complete. The impact of the redevelopment was a 3,200% increase in property tax and a 6,100% increase in property assessment.

The project was partially funded through municipal incentives, including a tax increment grant paid out over 10 years and a tipping fees grant. The private developer of the project was quoted saying that without brownfield incentives, the project would never have been completed. The success of this project created a domino effect, in which 150 new residential units were redeveloped in the surrounding area.



(Source: Cotton Mill Lofts, Edison Building, Phase 1)



(Source: Cotton Mill Site Plan, Cornwall)

Best Practice #1: Create incentives for Brownfield Development. Over the long-term, an incentive program is a low-risk investment on the part of the City, and results in higher property assessments and increases in property taxes. Local incentives can also leverage existing programs offered through provincial and national levels of government. With the unveiling of the new National Housing Strategy, additional funding opportunities are likely to become available and should be explored further. Funding will go to cities who are most prepared and have a strategy in place.

2. Cascades Casino and Coast Hotel & Convention Centre – Langley, British Columbia

The City of Langley's Brownfield Redevelopment Strategy offers a unique approach to infill development by mitigating risks to landowner and potential developers. The following measures have been adopted by the municipality and have resulted in a streamlined pace of brownfield redevelopment.

Role of the City of Langley
Establish a Municipal Development Role
Conduct Blanket Contamination Risk Assessments on all Potential Brownfields
Consider Buying and Remediating Strategic Contaminated Sites
Streamlining Rezoning and Development Approval Processes
Prioritizing Brownfield Redevelopment in the Planning Process
Promoting and Permitting Interim Uses

The City of Langley's marquee example was the redevelopment of a site into a city-owned Convention Centre. To spur the redevelopment the City:

- Purchased the site
- Navigated the provincial remediation regulatory regime
- Guided project planning
- Streamlined rezoning process
- Marketed the redevelopment vision and benefits to the community
- Informed council about the benefits and encouraged active interest



The project impacts were very positive. The property tax increased from almost zero (vacant site) to \$1million per annum, and the property assessment increased between 375% and 500%. The development improved aesthetics and promotes the city's planning vision/priorities. The community benefitted by receiving an entertainment hub and improved quality of life. This example is provided for Regina as an example of a catalyst development which is considered a strategic improvement designed to spinoff further intensification.



(Source: Cascades Casino & Coast Hotel, Langley Times)

Best Practice #2: Increase the role of the municipality to streamline and entice brownfield redevelopment. By giving the City the ability to perform functions to foster and champion redevelopment where the whole community will benefit from

Review of Similar Jurisdictions from Western Canada

Reading through other municipalities planning documents pertaining to infill redevelopment is part of the comprehensive review of best practices. We analyzed the following municipalities planning framework in regards to underutilized land redevelopment:

- Saskatoon
- Edmonton
- Calgary
- Winnipeg
- Lethbridge
- Red Deer
- Richmond
- Surrey

Based on our understanding, every municipality we analyzed utilized various components of LiBRe Best Practice Framework, or something similar. The FCM framework is an effective template from which any strategy related to brownfield redevelopment could model itself on.

When looking at specific policies from the various municipalities it appears that the presence of incentives and the municipality taking on a larger and deeper role to champion brownfield redevelopment are common. Upon completion of the City of Regina's Underutilized Land Study, information on the available incentives for brownfield redevelopment should be readily available, as well as the community benefits associated with infill development. If information and benefits are easily accessible, it provides another avenue to encourage developers.

The larger role for municipalities also includes assisting or undertaking land assembly initiatives. The City of Regina currently practices the Land Assembly approach, most notably for the Railway Renewal project.

Land assembly is the process of preparing underutilized and undesirable properties for development. Essentially, this is the process of identifying potential sites which could have a significant community-wide benefit by acting as a catalyst for more investment. Land assembly involves the following general steps:

- Identifying and acquiring, or controlling, a potential redevelopment site.
- Developing and approving a development Concept Plan for the site, with public input.
- Assessing condition of infrastructure necessary for development.
- Undertaking the necessary ESA Screening process.
- Undertaking the necessary Environmental Remediation of the site.
- Addressing any zoning or land use issues to accommodate development.
- Subdivision of property (if required) which may include closing any public lanes, rights of way, relocating infrastructure, creating necessary easements, etc.
- Offering a 'development ready' site via public tender or Request for Proposal.

Best Practice #3: Identify potential catalyst sites and development which are strategically important to the City and undertake a Land Assembly project to encourage future investment in the immediate area.

It should be noted that Land Assembly is a tool which is intended to create a “catalyst” development to lead further investment. **It is an investment, and the cost of undertaking the above steps may not be recovered in the sale of the site.**

Important Note: The Federation of Canadian Municipalities recently added a new online resource for tracking intensification best practices across Canada. Please visit: <https://fcm.ca/home/programs/green-municipal-fund/brownfield-email-series.htm>

2.2 Brownfield Legislative & Regulatory Requirements

This section is intended to outline the legal and regulatory requirements prior to development on an existing vacant site. It is intended as a guide for City staff to understand the requirements, and also provide builders with a general understanding of requirements to avoid costly surprises prior to development.

V3 Companies of Canada Ltd. (V3) contracted Trace Associates Inc. (Trace) to undertake a review of relevant federal, provincial, and local regulations concerning the remediation and reuse of brownfields in Saskatchewan. In addition, Trace led an examination of federal, provincial, and local incentive programs for brownfield development (Section 2.3).

The following scope of work was completed to meet the objective of the investigation:

- Undertake a desktop review of relevant federal, provincial, and local regulations concerning the remediation and reuse of brownfields in Saskatchewan.
- Lead a desktop examination of federal, provincial, and local incentive programs for brownfield development.

Outlined at the end of this section is a table of the respective roles of the City, Developers and other agencies in administering these requirements.



Provincial Regulatory Standards for Soil and Groundwater

The Saskatchewan Ministry of Environment (SME) has developed provincial benchmarks or indicators of environmental quality which become legally binding when referenced in Saskatchewan legislation, permits, or code (SME, 2015a). The Saskatchewan Environmental Quality Guidelines (SKEQG) are accessible online for all stakeholders to ensure responsible environmental management. The guidelines presented in this section are based solely on the SKEQG guidelines available at the time of Trace's investigation and should be rechecked upon use in the event of updates.

The SME incorporates scientifically derived guideline values from the Canadian Council of Ministers of the Environment (CCME), the Province of Alberta, and Health Canada to create the SKEQG. SKEQG is a portion of the Saskatchewan Environmental Code (GOS, 2014), which came into effect on June 1, 2015, under the 2010 Environmental Management and Protection Act. The Saskatchewan Environmental Code specifies criteria for determining the appropriate assessment guidelines using a tiered approach for contaminants. Tiers are based on general land use, soil texture, potable groundwater resource protection, and freshwater aquatic life protection.

The following is how the tiered approach is organized:

- Tier 1 Endpoints: Most Conservative Values Based on Land Use and Basic Site Characteristics.
- Tier 2 Endpoints: Pathway-Specific Values Based on Site Conditions and Exposure Pathway Elimination.
- Tier 3 Endpoints: Site-specific Risk Assessment/ Guideline Development.

A full description of the Endpoints can be found in the accompanying Attachment Report.

National Classification System for Contaminated Sites

The SME requires completion of the CCME National Classification System for Contaminated Sites (NCSCS) table as part of the environmental site assessment process. The NCSCS is a tool used to aid in the evaluation and prioritization of contaminated sites including brownfields. The tool classifies contaminated sites into categories of high, medium, or low Priority for Action according to the site's current or potential adverse impacts on human health and/or the environment (CCME, 2008). (The NCSCS Summary Tool will be included in the Brownfield Study Final Report).

A site Letter Grade is assigned which is related to the level of information available for the Site (as defined by the User) and provides an indication of completeness of information based on the level of investigation and remediation work that has been carried out at the site. Detailed descriptions of the various categories are provided below:

Site Letter Grade	Descriptions
F	Pre-Phase I ESA – No environmental investigations have been conducted or there are only partial or incomplete Phase I ESA for the Site. It is not recommended to continue through the NCSCS when insufficient data is available. In these cases, it will generally be necessary to conduct a Phase I ESA or other site investigation tasks in order to complete the NCSCS scoring. ESAs to be conducted in accordance with CSA (Canadian Standards Association). (2001, November). Z768-01 Phase I Environmental Site Assessment, Reaffirmed 2016 (Update No. 1, CAN/CSA-Z768-01, November 2001).
E	Phase I ESA – A preliminary desktop type study has been conducted, involving non-intrusive data collection to determine whether there is a potential for the Site to be contaminated and to provide information to direct any intrusive investigations. Data collected may include a review of available information on current site conditions and history of the property, a site inspection and interviews with personnel familiar with the Site. (Note: This stage is similar to "Phase I: Site Information Assessment" as described in Guidance Document on the Management of Contaminated Sites in Canada [CCME 1997]).
D	Limited Phase II ESA – An initial intrusive investigation and assessment of the property has been conducted, generally focusing on potential sources of contamination, to determine whether there is contamination present above the relevant screening guidelines or criteria, and to broadly define soil and groundwater conditions; samples have been collected and analyzed to identify, characterize, and quantify contamination that may be present in air, soil, groundwater, surface water, or building materials. (Note: This stage is similar to "Phase II: Reconnaissance Testing Program" as described in Guidance Document on the Management of Contaminated Sites in Canada [CCME, 1997]).
C	Detailed Phase II ESA – Further intrusive investigations have been conducted to characterize and delineate the contamination, to obtain detailed information on the soil and groundwater conditions, to identify the contaminant pathways, and to provide other information required to develop a remediation plan. (Note: This stage is similar to "Phase III: Detailed Testing Program" as described in Guidance Document on the Management of Contaminated Sites in Canada [CCME, 1997]). ESAs to be conducted in accordance with CSA (Canadian Standards Association). (2001, November). Z768-01 Phase I Environmental Site Assessment, Reaffirmed 2016 (Update No. 1, CAN/CSA-Z768-01, November 2001).
B	Risk Assessment with or without Remedial Plan or Risk Management Strategy – A risk assessment has been completed and, if the risk was found to be unacceptable, a site-specific remedial action plan has been designed to mitigate environmental and health concerns associated with the Site, or a risk management strategy has been developed.
A	Confirmation Sampling – Remedial work, monitoring, and/or compliance testing have been conducted and confirmatory sampling demonstrates whether contamination has been removed or stabilized effectively, and whether cleanup or risk management objectives have been attained.



The CCME NCSCS assigns a score which is determined based on the combined score of the information that is available founded on the known and potential information that is entered into individual worksheets noted below:

Contaminant Characteristics

1. Residency Media
2. Chemical Hazard
3. Contaminant Exceedance Factor
4. Contaminant Quantity
5. Modifying Factors

Migration Potential

1. Groundwater Movement
2. Surface Water Movement
3. Soil
4. Vapour
5. Sediment Movement
6. Modifying Factors

Exposure

1. Human Receptors
 - Known Impact
 - Potential
 - Land Use
 - Accessibility
 - Exposure Route
 - Direct Contact
 - Inhalation
 - Ingestion
2. Human Receptors Modifying Factors
3. Ecological Receptors
 - Known Impact
 - Potential
 - Terrestrial
 - Aquatic
4. Ecological Receptors Modifying Factors
5. Other Receptors

Once all the information is entered into the NCSCS spreadsheet, a score is assigned to the site. The site is then classified into one of the following categories to determine the Site's priority for action.

Class 1 - High Priority for Action (Total NCSCS Score greater than 70): The available information indicates that action (e.g., further site characterization, risk management, remediation) is required to address existing concerns. Typically, Class 1 sites indicate high concern for several factors, and measured or observed impacts have been documented.

Class 2 - Medium Priority for Action (Total NCSCS Score between 50 and 69.9): The available information indicates that there is high potential for adverse impacts, although the threat to human health and the environment is generally not imminent. There will tend not to be indication of off-site contamination; however, the potential for this was rated high. Therefore, some action is likely required.

Class 3 - Low Priority for Action (Total NCSCS Score between 37 and 49.9): The available information indicates that this site is currently not a high concern; however, additional investigation may be carried out to confirm the site classification, and some degree of action may be required.

Class N - Not a Priority for Action (Total NCSCS Score less than 37): The available information indicates there is **probably** no significant environmental impact or human health threats. There is likely no need for action unless new information becomes available indicating greater concerns, in which case the site should be re-examined.

Class INS - Insufficient Information (>15% of Responses are "Do Not Know"): There is insufficient information to classify the site. In this event, additional information is required to address data gaps.

Note: The term "action" in the above categories does not necessarily refer to remediation, but could also include risk assessment, risk management, or further site characterization and data collection. Descriptions of the categories are defined as follows:



Corrective Action Plan

If contaminants are present at concentrations that exceed the applicable guidelines for the proposed land use for the development of the site, preparation of a corrective action plan (CAP) is required for submittal to SME for review and approval prior to remediating the Site. The SME Guidance Document for Impacted Sites (SME, 2015b) should be followed to create the CAP to meet SME requirements. The CAP is to be completed in accordance with Chapter B.1.3 of the Saskatchewan Environmental Code and signed off by a qualified person (QP) recognized by the SME. Once complete, the CAP is to be submitted online together with the SME CAP form that is available in the following location on the Government of Saskatchewan (GOS) website: <http://www.publications.gov.sk.ca/details.cfm?p=73871>.

As noted on the form, SME will review the plan, in consultation with the owner and local officials in some cases. If the plan is not acceptable, SME will identify deficiencies and require that the plan be upgraded. When the plan is acceptable, SME will approve the proposal in writing. Four to six weeks is usually required to receive approval from the time the CAP is submitted.



The remediation is to be completed within 12 months of receiving approval. If it is at risk of not being completed within 12 months, SME is to be notified and an application to extend the remediation permit is required.

Building Demolition or Renovations

If buildings are present on site, which require demolition or renovation as part of the property redevelopment, a hazardous building materials assessment is required prior to construction or demolition to protect the public and contractors from the potential exposure to hazardous building materials. This work should be conducted by a qualified building and environmental consulting firm who is familiar with safety standards for working with hazardous building materials.

Site Remediation and Closure Reporting

Site remediation is to follow what was proposed and approved in the CAP and associated permit. Site remediation results are to be documented and reported in accordance with the SME guidance document submitted to the SME. The submission is to be provided by a QP and requires an updated NCSCS with the conditions that are present on site following remediation.

A site remediation response will be provided by the SME within four to eight weeks of submittal of the remediation report. Similar to the CAP, the SME will review the remediation report and identify remediation deficiencies that may require additional remediation or environmental risk management.

2.3 Roles and Responsibilities

The following table outlines the typical roles played by the various stakeholders and agencies involved in Brownfield screening and remediation processes.

Agency or Stakeholder	Responsibility
City of Regina	<ul style="list-style-type: none"> Reviews development proposals for compliance with OCP policy and Zoning Regulations Reviews Building proposals to ensure compliance with the National Building Code and Local Building Bylaw.
Ministry of Environment	<ul style="list-style-type: none"> Ensure compliance with the 2010 Environmental Management and Protection Act (Sask.)
Builder/Developer	<ul style="list-style-type: none"> Obtain information and research about former use of underutilized site. Contract and fund all required environmental assessments – Phases 1 and 2 (and undertake remediation, if required).
Environmental Consultant	<ul style="list-style-type: none"> Qualified consultant undertakes Phase 1 and/or 2 ESA. Provides detailed report concerning level and type of contamination, remediation process and risk assessment.

2.4 Funding & Incentive Programs

Federal Programs

1. Green Municipal Fund

To date, the Federation of Canadian Municipalities (FCM) established the Green Municipal Fund (GMF) with a \$550 million endowment from the Government of Canada (GOC). The GMF provides financial support to initiatives promoting sustainable community development through improvement of air, water, and soil quality, and greenhouse gas emission reduction. Projects and initiatives focused on sustainable neighbourhood and community brownfield action plans, and remediated brownfield site development, are eligible for GMF funding.

GMF grants are available for brownfield projects for up to 50% of eligible costs, to a maximum of \$175,000 for the following:

- Community brownfield strategies and plans;
- Feasibility studies, including ESAs, and remedial action planning; and
- Pilot projects.

The FCM, through GMF, provides loans for up to 80% of eligible costs for remediation and risk management activities. In most instances, funding provided by GMF can be combined with funding from federal, provincial, or municipal agencies.



2. Sustainable Development Technology Canada

The Sustainable Development Technology Canada (SDTC) is a not-for-profit foundation funded by the GOC (SDTC, 2017). SDTC funds innovative clean technologies that have the potential to provide environmental and economic benefits. These clean technologies must be pre-commercial development and demonstrate a focus on climate change or improving air, water, or soil quality. SDTC funding is only supplied to Canadian companies.

SDTC will provide funding for up to 33% of eligible project costs, typically over a five-year development period. Of eligible project costs, contribution from government entities must not surpass 75%, while private investment must be a minimum of 25%.



Federal/Provincial Programs

1. New Building Canada Fund – Provincial/Territorial Infrastructure Component

The GOC created a 10-year, \$53 billion New Building Canada Plan in 2014, including allocating \$14 billion to a New Building Canada Fund (NBCF). The NBCF is split into two sub-categories: National Infrastructure Component and Provincial-Territorial Infrastructure Component (PTIC).

The PTIC has been allocated \$10 billion to support public infrastructure for provinces, territories, and municipalities. The PTIC is divided into two components: National and Regional Projects (PTIC-NRP), which receives \$9 billion for nation and region medium-to-large scale projects, and Small Communities Fund (PTIC-SCF), which receives \$1 billion for communities of less than 100,000 residents. The PTIC allocates a minimum \$250 million (increased on a per-capita basis) to each province and territory over the duration of the NBCF program. Provinces and territories must prioritize infrastructure investments to focus on initiatives supporting safe communities, environmental improvement, economic growth, and innovation.

PTIC funding will support public infrastructure projects in a number of categories, including brownfield redevelopment. Approved projects will receive cost-shared financial support from PTIC of up to one-third of the total project costs; however, the GOS will typically match federal funding for approved projects. Saskatchewan is estimated to receive approximately \$437 million during the program duration, where \$197 million is designated for provincial infrastructure projects, and \$240 million will be administered by the GOS for other eligible PTIC initiatives (GOC, 2014). Projects focused on

public transit, highways, major roads, and disaster mitigation are eligible for up to 50%. PTIC will contribute up to 25% of the total project costs for for-profit private sector projects (GOC, 2017).

To be eligible, a recipient must be:

- A province, territory, municipal, or regional government
- A private sector entity owned by a previously mentioned government
- A band council
- A public or not-for-profit institution providing post-secondary education
- A private sector entity with for-profit organizations requiring partnership with one of the above bodies

2. Gas Tax Fund

The GOC, through the Infrastructure, Communities, and Intergovernmental Affairs department, renewed the federal Gas Tax Fund (GTF) from 2014/2015 to 2023/2024 (GOS, n.d.). The GTF provides funding to provinces and territories to be redistributed to municipalities to support local community initiatives. Saskatchewan will receive \$613 million to be used for development and rehabilitation of public infrastructure. The funding received from the GTF is permanent for the duration of the agreement period and can be pooled, banked, or borrowed against, allowing municipalities to make strategic investment decisions. Funding is provided to initiatives designed to promote economic advancement, community development, and a clean environment.

Brownfield remediation and redevelopment is eligible for GTF funding, provided the project includes the construction of public parks and infrastructure, or publicly owned housing. The GOS has allocated the City of Regina approximately \$11 to 12 million per year until 2018 to 2019.

Provincial Programs

1. Corporate Income Tax Rebate on New Rental Housing

The Saskatchewan Housing Corporation provides a tax rebate to Saskatchewan corporations, reducing corporate income tax for income earned on eligible new rental units (GOS, 2017). Corporations may qualify for a reduction of up to 10% for 10 consecutive years following project completion. The Corporate Income Tax Rebate (CTIR) requires eligible corporations to be exclusively engaged in the new housing construction and rental sector.

Local Programs

1. Housing Incentive Policy

The GOS' 2007 Planning and Development Act (2007) authorized municipal governments to create policies regarding community development, including development and rezoning incentives.

The City of Regina created the Housing Incentive Program Exemption Bylaw No.2017-5 to provide support through tax exemptions and financial grants, to property owners qualified under the City of Regina's Housing Incentives Policy (HIP) (City of Regina, 2017). Tax exemptions and capital grants are split up based on program area and type of housing unit, including number of livable units (City of Regina, 2016). Tax exemptions are provided on a five-year basis and currently include the exemption of education tax for the property. Generalized, the tax exemption includes 100% property tax exemption for city centre, inner city, and new area developments, depending on unit type. Capital grants can range from \$10,000 to \$25,000, depending on the area and type of development. An outline of the tax exemption and capital grants by program area is in the accompanying Attachment Report.

2. Heritage Incentives Policy

The City of Regina provides one-time financial assistance to rehabilitate designated heritage properties.

A tax exemption may be granted to a maximum value equivalent to:

- 50% of eligible work cost; or
- The total property taxes payable over 10 years; whichever is the lesser.

Cash grants are also available for tax-exempt properties based on the same tax exemption formula; however, these grants are limited to a maximum value of \$50,000 (subject to the availability of funds).

This program is useful for encouraging the re-use and renovation of existing underutilized buildings with cultural heritage value and contributes to intensification but does not directly pertain to Brownfield sites.



Summary of Funding Programs Available for Brownfield Development in the City of Regina			
Funding Organization	Jurisdiction	Incentive Description	Eligibility
Green Municipal Fund (GMF)	Federal	Grants of up to 50% of the project cost, to a maximum of \$175,000.	Eligible projects include brownfield development plans and studies.
		Loans for up to 80% of eligible costs.	Eligible projects include brownfield remediation activities.
Sustainable Development Technology Canada (SDTC)	Federal	Funding of up to 33% of the project cost with a minimum of 25% private sector investment.	Projects from Canadian companies, focused on innovative, clean technologies.
New Building Canada Fund – Provincial- Territorial Infrastructure Component (NBCF-PTIC)	Federal / Provincial	Funding of up to 33% of the project cost. Funding is reduced to 25% for “for-profit” private sector projects.	A project must be affiliated, to a specified degree, with a government agency. Project focus must be on public infrastructure initiatives.
Gas Tax Fund (GTF)	Federal / Provincial	Funding limit is not restricted.	Community initiatives focused on public infrastructure, including the rehabilitation of brownfields.
Corporate Income Tax Rebate New Rental Housing (CTIR)	Provincial	Reducing corporate income tax rate by up to 10%.	Saskatchewan corporations exclusively engaged in the construction and rental of rental units.
Housing Incentive Policy (HIP)	Municipal	Rental property tax exemption of up to 100% for 5 years.	Eligibility depends on area and type of development, including number of rental units.
		Rental property capital grants of \$10,000 to \$25,000.	
Heritage Incentive Policy	Municipal	50% of eligible cost, or total property taxes paid over 10 years.	Existing buildings with cultural heritage value.

2.4 Regina's Tax Policy, OCP, & SAF/DL Policy

Tax Policies with Regards to Vacant Surface Lots

Through contact with the Assessment & Taxation Department it was made known that the City does not have specific tax policy with regards to vacant surface lots. There is no base tax for the City of Regina and the amount of tax is determined using the taxable assessment, the municipal mill rate, and the mill rate factor. Each subject property will have a different taxable assessment that can be determined through contact with the city. The municipal mill rate (2017) is 7.44834 for all property classes, however, Business Improvement District (BID) Areas have different rates that apply only to commercial properties. The BID mill rates are 0.5708 for the Downtown BID, and 0.47503 for the Regina Old Warehouse District BID. The mill rate factor for any vacant surface lot corresponds with the subclass that property is in, as determined by the City Assessor.

The following table breaks down each property class and their corresponding mill rate factors:

Property Class	Mill Rate Factor (2017)
Residential	0.91152
Residential Condominium	0.91152
Multi-Family	0.91152
Commercial/Industrial	1.21040
Golf Courses	0.78654
Agricultural	1.21040
Railway/Pipelines	1.21040
Resource	1.21040

Mill rate factors are used to calculate the relative share of property tax between classes, or subclasses. Council has authority in legislation to create subclasses and a mill rate factor for each subclass. The amount of tax for a property is determined using the following formula:

(Taxable Assessment X Municipal Mill Rate X Mill Rate Factor)

1000



2.5 City of Moose Jaw – Taxable Sub-Class

V₃ contacted the City of Moose Jaw to determine if their policy to tax vacant commercial and industrial property at 2.5 times the rate of occupied property was having any positive effects on absorption. Other cities have investigated using this approach of creating a taxable sub-class (i.e. vacant land) and taxing this sub-class at a different rate than occupied or developed land.

The main drawback to using the property tax system as a 'punitive' measure to encourage development is that it casts a wide net and captures all land within the vacant land sub-class and does not distinguish between those sites which are vacant due to market conditions and those which are vacant because the owner has removed the property from the market (i.e. former gas stations).

Nonetheless, taxing a sub-class of vacant land at a higher rate does provide an incentive to those who own vacant land to develop the land when market conditions are favourable.

Moose Jaw passed a bylaw in 2014 which created a taxable sub-class called 'Commercial/Industrial – Vacant' they set the mill rate for this sub-class at 2.5 times the rate of developed 'Commercial/Industrial' land. In 2017, the City of Moose Jaw rescinded the bylaw stating that the new sub-class did not have the desired effect, and in fact was complicated by the fact that re-assessment had increased the assessed value by over 200% during the time the bylaw was in effect.

This measure is not recommended. Instead, it would be better to lobby for changes to the Provincial legislation governing property assessment to allow a more precise and deliberate approach to encourage vacant lot development.



Design Regina: Official Community Plan Policy

Section	Comments
Community Priorities: <ul style="list-style-type: none"> • Developing complete neighbourhoods • Supporting the availability of diverse housing options • Promoting conservation • Stewardship and environmental sustainability • Achieve long-term financial viability • Foster economic prosperity 	An effective Underutilized Land Improvement Strategy will address each of these priorities by creating complete neighbourhoods with diverse housing options. Conservation and sustainability will be worked towards by increasing efficiency of infrastructure to service the infill developments. The City of Regina should benefit financially from this program by increased property taxes collected and an overall increase in property values.
Financial Policies 1.3 - Optimize the use of existing services/amenities	Infill redevelopment will make use of existing infrastructure, limiting the need to build additional municipal infrastructure.
Growth Plan 2.4 - Make use of residual capacity of infrastructure in existing urban areas	
Growth Plan Goal 3 – Intensification	All of the sections (2.7 – 2.10) under this goal apply to the Underutilized Land Study, that is to enhance the city's urban form through redevelopment of existing built-up areas.
Infrastructure 6.6.3 – Optimize use of existing infrastructure to minimize financial and environmental impact of growth	This policy relates back to the community priorities within the OCP (i.e. sustainability, conservation, and long-term financial viability).
D5) Land Use and Built Environment	This entire section can be related to the infill strategy. The underutilized land study will address many considerations including creating complete neighbourhoods, maintaining and enhancing the City Centre, focusing development along Urban Centre's and Corridors, to promote Office Development in and around the Downtown, and to raise the standards of the built form in Regina.
D6) Housing	The underutilized land study will address much of the policies in his section including: increasing housing supply, regenerating the existing housing stock, increasing the diversity and innovation of housing forms and types and to collaborate with all levels of government and community partners to advance housing initiatives.
D10) Economic Development	Part of the expressed goal of Economic Vitality and Competitiveness is providing transparent information on the incentives for infill development and the resulting community benefits.
Social Development 13.6 – Encourage intensification as a means to revitalize and renew neighbourhoods and existing community resources	This is the essence of the underutilized land study.



Impact of SAF/DL Policy

Servicing Agreement Fees and Development Levies (SAF/DL) are a type of development charge. These fees are charged by a municipality for the recovery of growth related costs, mainly the cost associated with building or expanding infrastructure capacity to accommodate new development. SAF/DL are charged to build new infrastructure supporting growth, to pay down existing debt for past growth works and to avoid taxpayers paying costs that serve growth. Without an effective SAF/DL framework the financial burden of growth falls on the resident's property tax pool, often time necessitating a substantial tax increase.

According to the new SAF Policy, the City of Regina plans to allocate the payment of development levies in 3 ways:

1. Capital costs for projects that facilitate greenfield growth should be allocated 100% to greenfield development.
2. Capital costs for projects that facilitate intensification of existing areas should be allocated 100% to infill development.
3. Capital costs for projects that support growth in general and provide city-wide benefit, should be allocated to both intensification and greenfield development based on their share of growth.

Projects are considered to provide a city-wide benefit if they meet any of the following criteria:

- Infrastructure projects that serve the majority of the City population, such as a water treatment plant or wastewater treatment plant;
- Studies or plans that consider the majority of the City;
- Transportation projects that add capacity (increase volume capacity) within the area bound by Lewvan / Pasqua and the Ring Road / 9th Avenue North or as determined by the Executive Director; or
- Parks and recreation projects that provide new municipal level services, serving most areas of the City, including infill and greenfield areas.

Basically, in the interest of fairness, the City of Regina has divided the burden of major growth-related capital infrastructure costs amongst those who benefit in a fair manner.

Assessing the impact of a new SAF/DL Policy on intensification is subject to a lot of conjecture. It has been generally accepted by developers that if there is profit to be made on a development the venture will usually proceed if the timing is right, regardless of the imposition of development charges. Developers seem willing to pay development charges, understanding that those funds will be used for infrastructure improvements that directly affect their business ventures.

There is some evidence in Saskatchewan to suggest that the imposition and collection of development charges in infill areas will not have a significant negative effect on infill growth.

For example, the City of Saskatoon has been charging off-site levies on all development, including infill development, since the late 1960s, to finance future infrastructure and growth-related capital projects. Furthermore, there is no policy allowing for any calculation of 'share' between capital costs for infill and capital costs for greenfield. The levy revenue goes into a single large 'pot' and is used mainly for capital expansion of infrastructure for greenfield development. It has been widely criticized as unfair and catches infill builders by surprise when it is discovered that they must pay the charge upon subdivision on infill projects. However, despite this, the percentage of residential growth attributed to infill development has consistently averaged 15% over the last 10 years.

Comparatively, the City of Regina has not imposed development charges within the Ring Road and is proposing to bring in a system of charges which fairly distributes the cost amongst all development. Similarly, the percentage of residential growth attributed to infill development in Regina has averaged roughly 17% since *Design Regina* was adopted in 2014 and is currently 14% in 2018.

This evidence suggests that other factors seem to have much greater impact on decisions to develop on underutilized sites. For example, current market conditions, expectations about the area's future growth and improvement, the condition of existing infrastructure, maintenance, fear of contamination and hidden costs are all significant factors which have a large influence on decisions to proceed with underutilized land development.



This observation illustrates that charging development levies on underutilized infill sites may not necessarily have a detrimental impact on the goal of increasing the overall share of infill development, as long as they are fair. That is not to say that it has no impact on decisions to develop underutilized infill sites, it is only to say that there may be other factors which have a greater influence on decisions than development levies.

What is clear in recent consultations with builders in both Saskatoon and Regina, is that builders of infill developments do not object to paying their fair share of development costs as long as the revenue is used to fund infrastructure and capital improvements and expansion within infill locations. In other words, the revenue collected from development charges in infill locations should not be used to fund infrastructure expansion and improvements in greenfield locations.

...charging development levies on underutilized infill sites does not necessarily have a detrimental impact on the goal of increasing the overall share of infill development, as long as they are fair to all developers ... there may be other factors which may have a greater influence on decisions than development levies.

3.0 Underutilized Land Inventory Analysis

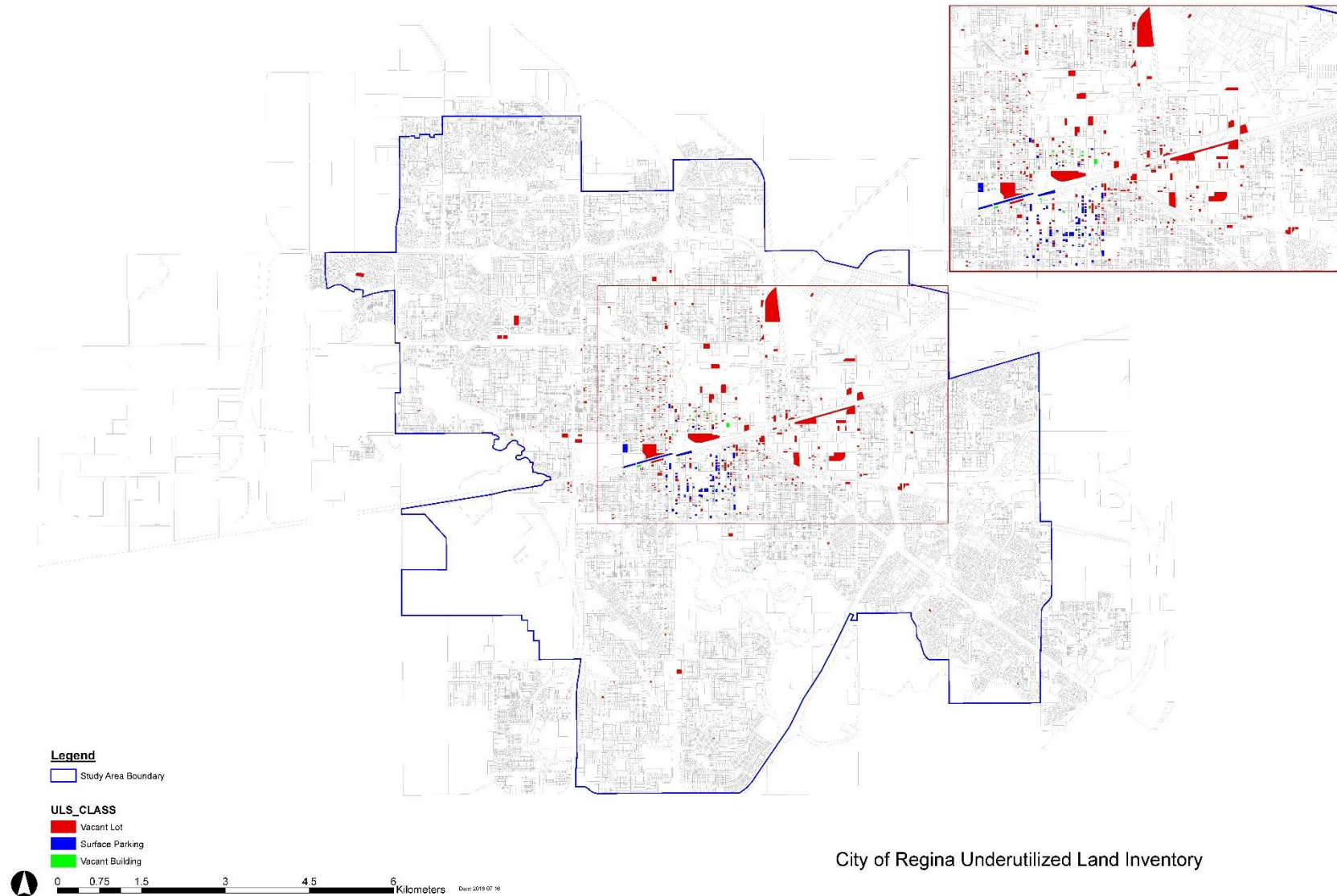
A great deal of time was devoted in this study to analyzing the current inventory of underutilized sites within Regina's Intensification Boundary. The information contained in the inventory is necessary to begin the discussion about solutions and strategies to increase intensification efforts. A geospatial analysis was undertaken to determine the location, type, and number of underutilized sites. The database, which is comprised of GIS shapefiles allows more customized analysis to be undertaken. Over time the database should be updated and maintained to remain current. The tables below break down the number of vacant lots by zoning district and growth area, including average lot size and percentage of total vacant lots, surface parking lots, and vacant buildings by growth area.

Zoning Category	Vacant Lots	Surface Parking Lots	Vacant Buildings
Residential	288 (395.67 m ² /lot)	31 (604.66 m ² /lot)	6
Commercial	155 (1022 m ² /lot)	85 (1308 m ² /lot)	15
Industrial	126 (3440 m ² /lot)	12 (610.50 m ² /lot)	16
Institutional, Open Space, Recreational, Urban Holdings	16 (12087 m ² /lot)	2 (6271 m ² /lot)	N/A
Total Vacant Sites	585	130	37

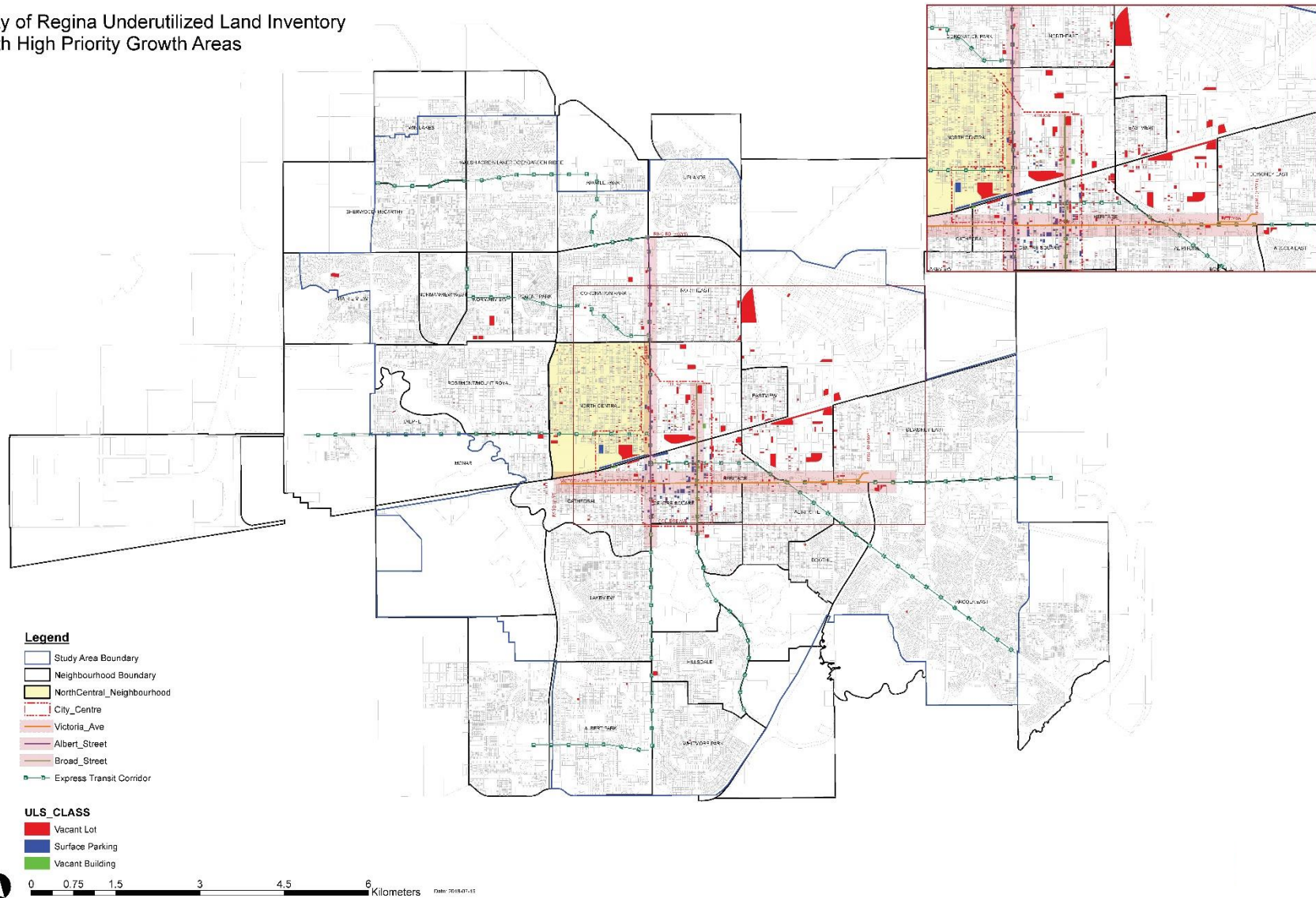
Growth Area	Vacant Lots	Surface Parking Lots	Vacant Buildings
Express Transit Corridor (within 450m radius)	377 (64.4% of total Vacant Lots)	126 (96.9% of total Surface Parking Lots)	27 (72.97% of total Vacant Buildings)
Intensification Area/Urban Corridor (within 450m radius)	268 (45.8% of total Vacant Lots)	9 (73.8% of total Surface Parking Lots)	24 (64.9% of total Vacant Buildings)
City Centre	163 (27.7% of total Vacant Lots)	130 (100% of total Surface Parking Lots)	37 (100% of total Vacant Buildings)
Existing Approved Employment Area	55 (9.4% of total Vacant Lots)	0	0
Along Victoria Ave (within 450m radius)	184 (31.5% of total Vacant Lots)	100 (76.9% of total Surface Parking Lots)	11 (29.7% of total Vacant Buildings)
Along Broad Street (within 450m radius)	110 (18.8% of total Vacant Lots)	85 (65.4% of total Surface Parking Lots)	17 (45.9% of total Vacant Buildings)
Along Albert Street (within 450m radius)	158 (27% of total Vacant Lots)	57 (43.8% of total Surface Parking Lots)	18 (48.6% of total Vacant Buildings)
North Central Neighbourhood	151 (25.8% of total Vacant Lots)	6 (4.6% of total Surface Parking Lots)	9 (24.3% of total Vacant Buildings)

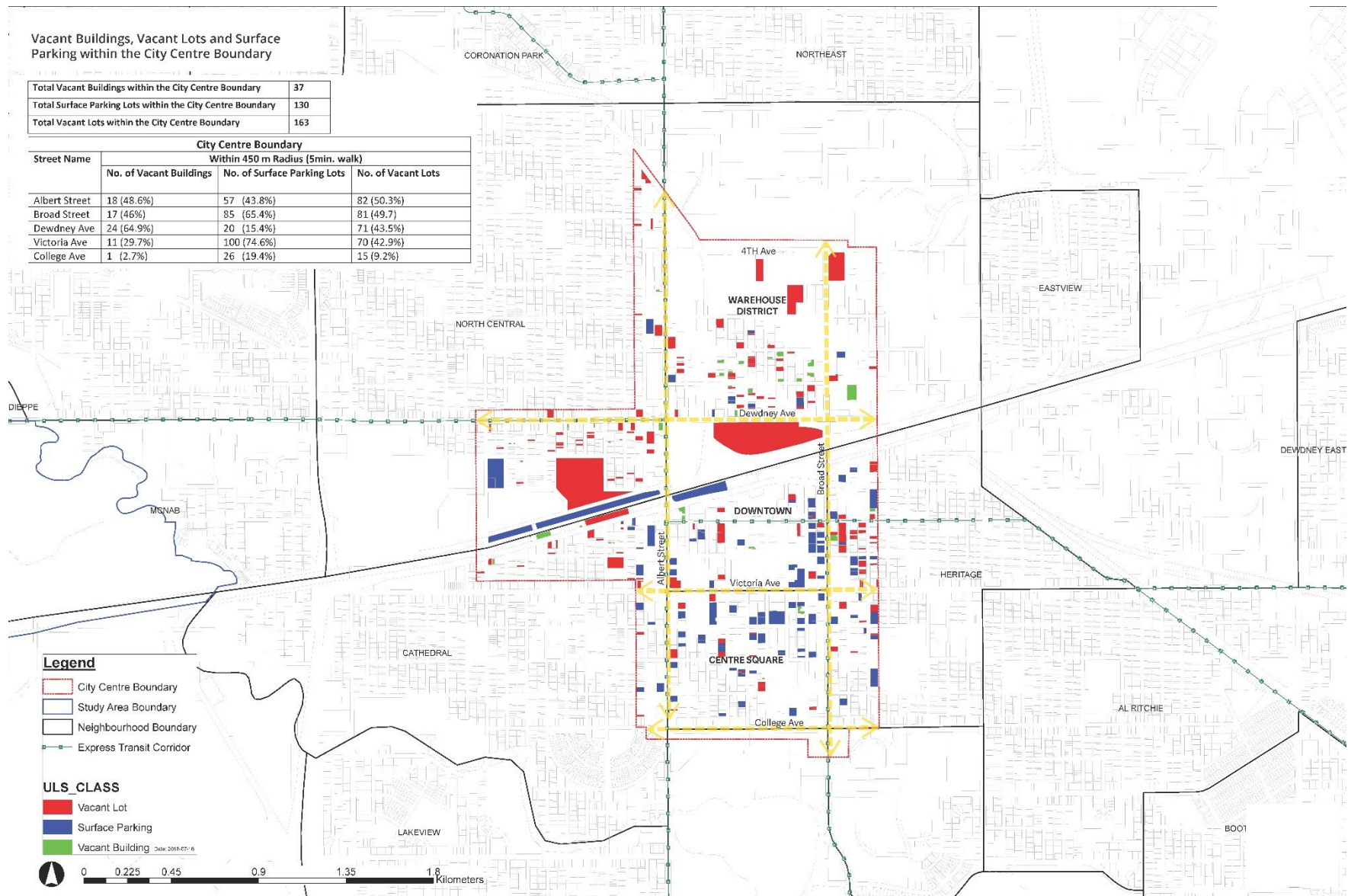


3.1 Underutilized Land Maps



City of Regina Underutilized Land Inventory
with High Priority Growth Areas





3.2 Summary and Analysis of Underutilized Maps

- 752 Underutilized Sites have been identified within the Intensification boundary.
- Distinct concentrations have been noted in the City Centre and adjacent neighbourhoods of Heritage, Centre Square and Warehouse District.
- Most underutilized sites are located within residentially zoned areas.
- Average lot sizes increase with intensity of zone – i.e. residential (small) to industrial (larger).
- The largest proportion of underutilized sites are within walking distance to an express transit corridor (450m) – 69.5%.
- The second highest proportion of underutilized sites are within walking distance to an urban corridor (major roadway) – 57.3%.
- Almost 40% of underutilized sites are contained in the City Centre.
- Victoria Avenue, from Pasqua to Ring Road has the highest number of underutilized sites (for an urban corridor), which are mainly clustered within the Downtown, particularly between Albert Street and Halifax Street.
- Broad Street shows a large cluster of underutilized sites between 11th Avenue and Victoria Avenue.
- Albert Street did not show a distinct cluster of underutilized sites; however, a small cluster was noted along Albert Street between 8th and 6th Avenue. Furthermore, the frequency of underutilized sites along Albert Street increases as you travel from Ring Road south towards the City Centre.
- The North Central neighbourhood contains 22.4% of the underutilized sites within the Intensification boundary. Within this neighbourhood, a higher frequency of

underutilized sites was detected between Robinson Street to the west and Albert Street to the east.

- Concentrations of surface parking lots are noted within walking distance of Victoria Avenue and Broad Street, within the Downtown and Centre Square neighbourhoods.
- There are concentrations of vacant buildings, within a 450m walk, along Dewdney in the Warehouse District, Albert Street mainly south of the CPR mainline, and close to Victoria Avenue and Broad Street within the Downtown and Centre Square.

Note: vacant buildings and surface parking were surveyed and documented within the City Centre Boundary only.

3.3 Infill Potential within City Centre and Study Area

City Centre

Using the above information, V3 has done a general analysis of the infill potential (in population) within the City Centre Boundary. The infill potential was derived using the following averages and assumptions:

- a. An average lot size of 0.10 hectares (average of residential and commercial lots);
- b. Each site will contain a residential component;
- c. An average of 111.2 units per hectare (will be higher or lower depending on development); and
- d. An average of 1.8 persons per dwelling unit (using Stats Can averages for persons living in a multiple unit dwelling).



The infill potential in the **City Centre** is provided in the table below:

	No. of Sites	Total Area	No. of People
Vacant Buildings	37	3.97 ha	795
Surface Parking	130	23.71 ha	4,744
Vacant Lot	163	26.08 ha	5,220
City Centre Infill Potential:	330	53.76 ha	10,759

Note: the infill potential represents the maximum population accommodation, using the assumptions and averages in this section.

Intensification boundary

The infill potential for the Intensification boundary was derived using the following averages and assumptions:

- An average lot size of 0.18 hectares (average of all lots within Intensification boundary);
- Each site will contain a residential component;
- An average of 74.1 units per hectare (will be higher or lower depending on development); and
- An average of 2.0 persons per dwelling unit (using Stats Can averages for persons living in a multiple unit dwelling).

The infill potential of the **Intensification boundary** is provided in the table below (minus City Centre):

	No. of Sites	Total Area	No. of People
Intensification Boundary Infill Potential:	422	58.36 ha	8,649

Combined Infill Potential:

	No. of Sites	Total Area	No. of People
City Centre	330	53.76 ha	10,759
Intensification Boundary (minus City Centre)	422	58.36 ha	8,649
Total Infill Potential:	752	112.12 ha	19,408

It should be noted that the above analysis is not intended to suggest that the intensification target be met solely by developing vacant lots. The target of 20,000 – 25,000 people will be met with a combination of intensification on vacant lots and redevelopment of existing low-intensity uses and sites.

4.0 Stakeholder Engagement

The consulting team undertook a significant amount of engagement as part of this study. External engagement sessions were held to gather data from stakeholders, builders, developers and property owners primarily to gather their perceptions and experiences with infill development. Their advice towards solutions were also elicited and recorded. A similar process was followed to gather input and suggestions from internal staff at City of Regina. Overall, a valuable amount of information has been gathered from both external community stakeholders and internal staff. Responses from each group have been incorporated into the Policy Directions section of this report.

4.1 External Stakeholder Engagement

Many stakeholders were involved in the project, and the City acknowledged the importance of face-to-face consultations with key stakeholders. With this, V3 and Praxis undertook the public engagement portion of the study. The findings derived from these consultations were used to further inform recommendations the City can implement to improve the viability of redeveloping underutilized land.

Engagement Objectives

The objectives of the consultations were as follows:

- to gather information regarding current barriers to the development of underutilized land within the defined boundaries. Specifically, within the areas of regulatory, processes/approvals, market, financial, social, construction and environmental; and,
- to determine what current practices are supporting underutilized land development.

Key Stakeholders

The City outlined many key stakeholders. The City wanted to ensure the recommendations considered the perspectives of the opinions of those impacted. When referencing external stakeholders, we are referring to:

- The Regina Downtown Business Improvement District
- The Regina Warehouse Business Improvement District
- The Regina and Region Home Builders' Association
- Owners of underutilized property
- Other external stakeholders (e.g., Realtors' Association)



Consultations

To meet the objectives outlined above, Praxis held five consultations, each lasting roughly three hours. The following consultations took place over the course of the project:

Stakeholder Group(s)	Date	Location	Number of Participants
The Regina Downtown Business Improvement District	November 23, 2017	Darlene Hincks Committee Room, City Hall	10
The Regina Warehouse Business Improvement District			
The Regina and Region Home Builders' Association	November 30, 2017	St. Paul's Cathedral	12
Local Developers			
Owners of underutilized property	January 23, 2018	Henry Baker Room, City Hall	35 Total
Other external Stakeholders	January 30, 2018		
	February 6, 2018		

Note: The engagement sessions in 2018 were open houses, not workshops.

External Consultation Findings

To understand stakeholder perspectives relating to underutilized lands, Praxis grouped consultation questions into seven broad categories. These categories included:

- Regulatory
- Approval Processes
- Brownfields
- Financial
- Infrastructure
- Social
- Market

The findings from all consultations have been amalgamated, and further grouped into themes. These themes represent only those comments that surfaced more than once throughout the consultations.





REGULATORY

Regulatory means any zoning regulations, building or servicing standards.

Regulations are not always clear

Stakeholders are generally confused about infill development regulations. It is not widely known where applicants can access information on regulations. Further, stakeholders have found that there are often inconsistencies in the information received. Information can vary from employee to employee and department to department based on the employee's knowledge or opinion.

Regulations can be restrictive

There are many regulations that applicants find restrictive. Participants suggest increased flexibility when dealing with infill sites as no two sites are the same.

"It would be nice to have some sort of reasonableness for working within regulation boundaries. Flexibility and adaptiveness."

Parking requirements are rigid

Many participants have found that parking regulations have no leniency and can cause issues when building on an infill site. A number of participants referenced parking regulations as being inflexible, and in many cases, unreasonable.



APPROVAL PROCESSES

Refers to the time it takes to obtain the necessary development approvals for infill site.

Perception that City departments are not in alignment

Applicants often get conflicting direction from the City. Respondents indicated that City departments seem to operate in silos, which leads to inconsistencies in the information provided. Many participants raised the idea of having a dedicated City file manager for complicated infill sites throughout the approval/building process.

Applicants should be educated on the process

To many, the approval process is not intuitive. Session participants suggested having some sort of roadmap to help applicants understand the overall process and where to enter. Alternatively, a single point of contact, or some kind of file manager, would remove frustration points in the process and ease the process for the stakeholder.

The approval process can be long

Many suggested that their experience with the approval process has involved weeks and in some cases several months of waiting. Timelines can be long, which has the potential to delay or even relinquish an investment opportunity. Participants suggested that the City set realistic timelines and expectations and abide by them.

"There is so much risk for us with timing. If approvals take too long, we could miss an investment opportunity."





BROWNFIELDS

Relates to any soil contamination.

Lack of knowledge in the marketplace

Currently, few are educated on the remediation requirements associated with brownfield sites. As a result, land purchasers are fearful of the risks. There is a need to educate potential buyers of the risks, liability transfer laws and cleaning costs associated with these sites. Education will help to reduce some of the unknowns, which will assist in making these sites more marketable to potential buyers.

Remediation incentive programs are unknown

Due to soil contamination, brownfield sites are perceived to be an expensive and risky investment. Session participants suggest implementing incentive programs and remediation grants to assist in making these sites more feasible. While some incentive programs may exist, they are not commonly known by interested buyers, thus reducing their effectiveness.

"If a landowner is willing to jump through hoops to get a site cleaned, they should be helped along the way. It can become very costly."

Lack of awareness of available sites

Many participants were surprised that brownfield sites are available for purchase in Regina. There were suggestions around making people aware of these sites, the site locations and means by which these sites can be purchased. It seems that these sites are not marketed in the same manner as others, which is an added barrier.



FINANCIAL

Financial relates to the various costs that go into pursuing redevelopment of underutilized lands, including land and construction costs, ability to get financing and government taxes and fees.

There are many unknowns associated with infill development

Infill development is expensive. The price of land tends to be high and infrastructure upgrades are often needed. Many builders report less risk building on greenfield sites, where costs are more predictable. Making the land shovel-ready, would help to reduce risk for the developers. Participants also suggested that tax breaks, capital grants and application fee rebates would reduce some of the barriers associated with infill development.

The City should be targeted with their investment

Many participants noted that the current City investment strategy appears to be scattered. The City should target incentives and infrastructure investment to specific areas. This will support land developers and increase intensification.

"Be targeted with investment – identify a high opportunity location and invest in municipal infrastructure one street at a time."

Stand-alone parking lots are a low-risk alternative to development

Infill parking lots are a favourable alternative to building. They are low cost, low risk and high revenue generating, making them a good return on investment. Further, the recent increase in parking enforcement in downtown Regina has made parking lots increasingly valuable.



INFRASTRUCTURE

Relates to the availability of public infrastructure to support redevelopment (e.g. water, wastewater capacity, road network).

Existing infrastructure is not always known

While existing infrastructure can serve as an advantage, the infrastructure does not always meet the needs of a new build. Hidden costs can be quite expensive and create considerable risk for the developer. Stakeholders suggest that this cost should be shared between the City and the builder.

Upgrading infrastructure will attract new investment

As noted above, upgraded infrastructure in targeted areas would encourage investment. Street improvements, such as sidewalks, bike lanes, and lighting, would make an area more attractive to a builder.

"If your city doesn't want to invest, why would you as an investor?"



SOCIAL

Social relates to lifestyle advantages and disadvantages and community perceptions of the targeted area.

Existing neighbourhoods offer convenience and character

Participants suggested that mature neighbourhoods are centrally located and are within close proximity to many amenities. Existing bus routes and walkability make for easy transportation and commuting. Further, many enjoy the vibrancy, character and greenery that comes with a complete neighbourhood.

"Interesting neighbourhoods promote vibrancy and successful local business."

Some mature neighbourhoods are associated with crime

Like any city, Regina has neighbourhoods that are stigmatized. Stigmas can affect property value deterring investors from pursuing an infill opportunity. Participants suggest an increased focus on safety and crime reduction in vulnerable neighbourhoods. If crime is of little concern, investment is likely to follow.



MARKET

Market means the ability to find a purchaser, tenant, lease etc. for newly constructed residential, commercial, office or industrial buildings.

Regina residents do not yet have the desire to live downtown

Many participants raised the concern that Regina is not yet large enough to make downtown living attractive. While Regina has seen substantial growth, residents still see little advantage to moving downtown for close proximity to work, nightlife, etc. Until commuting from new neighbourhoods becomes a barrier, intensification is likely to be slow.

"Either the private sector does not trust the demand, or they do not have the local expertise to pursue infill projects."

Overbuilding in new neighbourhoods is hindering infill development

Currently, there is an oversupply of rental properties in new Regina neighbourhoods. This is pulling many potential infill renters to new neighbourhoods where a large selection of units is available. Meanwhile, infill rentals remain vacant, which deters further development in these neighbourhoods.



(Source: Pixabay)

4.2 Internal Stakeholder Engagement

Objectives

The main objective of the internal engagement process was to gather information regarding current enablers and barriers to the development of underutilized land within the defined boundaries. Specifically, within the areas of regulatory, processes/approvals, market, financial, social, construction and environmental. Another intention of the internal process was to determine what current practices are supporting underutilized land development.

Approach

The first three topics were covered by an open group discussion. The final three were a “graffiti wall” format, whereby participants were invited to capture their thoughts on flipchart paper.

A handout was also provided to allow for participants to provide additional comments they may not have wanted to share with the larger group. The hand-outs were collected the week following the session and all written submissions have been included in the findings.

Consultation Findings

The following key themes were produced by coding the detailed responses given during the internal engagement process.



APPROVAL PROCESSES

Refers to the time it takes to obtain the necessary development approvals for infill site.

Question: Picture yourself in the shoes of a land developer. What would an excellent COR approval experience look like?

Key Themes:

Ideally, there would be a standardized process or “roadmap” that is well understood by both City staff and the applicant.

A City “file manager” would help to simplify the process for the applicant by making communication more effective.

Clear expectations, including responsibilities and timelines, should be set out at the beginning. A checklist of requirements would help keep both parties accountable to their roles.

Question: What about the current approval process is supporting the achievement of this optimal process?

Key Themes:

The circulation system is helping to reach deadlines by establishing target timelines.

The City has set up templates and standards for parts of the circulation process, which has helped in reducing review time.

While the new Planning and Building Software Project is not a panacea, it will provide many benefits that will increase the level of service provided to applicants.

Question: What about the current approval process is not working well?

Key Themes:

There is a desire to find a balance between consistent and flexible processes.

There can be a disconnect among City departments and a lack of understanding of respective roles within the process.

Infill rezoning applications can be more contentious than greenfield applications, which in turn can delay the review process or end in a refusal.

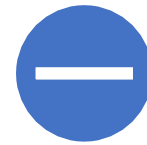
Infill Development is reviewed sequentially by internal departments with comments provided back to the applicant at one time. This prolongs the process and can be frustrating for the applicant.

Question: For each frustration point, is there a solution?

The City needs to set a standard for the decision-making process.

Departments need to review applications simultaneously so as to limit the timeframe and amount of rework required.

Clear expectations need to be set-out prior to application process beginning. This will assist the applicant in understanding their exact role in the process. There is a component of applicant education required.



REGULATORY

Regulatory means any zoning regulations, building or servicing standards.

Question: What current regulatory practices do you believe enable the development of underutilized land? (e.g., zoning, parking, height restrictions, setback restrictions, setback restrictions, land use provisions, architectural/landscaping controls)?

Key Themes:

The City is approachable and works effectively within Zoning Bylaws.

City staff have allowance for minor regulatory variances, which enables them to better meet the needs of the applicant.

Question: What do believe are frustration points in the regulations?

Key Themes:

The City is often the first point of contact, even if the matter is not within the City's control, e.g., Provincial Legislation.

Policy/standards/regulations are sometimes outdated and, therefore, result in misalignment with market trends.

The OCP and Neighbourhood Plans are not always in alignment, which can create conflict when considering a plan for new infill development.

Question: For each frustration point, is there a solution?

Key Themes:

There needs to be some more proactiveness and allowance for innovative solutions with regards to policy and regulations.

There is a need for permissive zoning that allows for more mixed-use buildings.



FINANCIAL

Financial relates to the various costs that go into pursuing redevelopment of underutilized lands, including land and construction costs, ability to get financing and government taxes and fees.

Question: Recognizing that there are financial barriers to land development, do you believe there is anything the City can do to ease this barrier? If so, what? Consider existing COR practices that could be eliminated or new ideas to help remove the barrier.

Key Themes:

The intensification levy that is in progress will add an additional barrier to infill development.

Current parking requirements can be rigid, thus creating an added financial barrier to infill development. Increase flexibility on parking regulations would increase infill feasibility.

In many cases, surface parking lots are a low-risk and low-cost alternative to building on an infill lot.

There are existing programs and incentives to assist in the development of infill lands; however, some may need to be re-evaluated. More could be done to provide more information and be partners with vacant lot developers to bring them back up to active use.



INFRASTRUCTURE

Relates to the availability of public infrastructure to support redevelopment (e.g. water, wastewater capacity, road network).

Question: When thinking about public infrastructure, what stands out as enabling the development of underutilized land?

Key Themes:

The following are infrastructure assets that position Regina well for infill development: admirable water supply, advanced wastewater treatment, a landfill that produces power from methane gas, short commutes, and a City Council that is nimble in its thinking.

Question: What is not working well with regard to public infrastructure when considering the development of underutilized land?

Key Themes:

Often, upgrades to existing infrastructure are required in order to meet the needs of a new build. This can come at a large cost to the developer.

Greenfield development is too accessible, which is affecting the demand for infill sites.

The City does not know how they can support infill development of underutilized lands. City staff have many unanswered questions regarding their role.



SOCIAL

Social relates to lifestyle advantages and disadvantages and community perceptions of the targeted area.

Question: From a social perspective, what is the City doing that supports the case for infill development (e.g., walkability, access to services)?

Key Themes:

Ease of transportation and walkability is a great benefit to infill development. The City has outlined transportation objectives in various City plans, which is promising.

Question: What could the City do in this regard that is not currently being addressed?

Key Themes:

Current density requirements may not meet the intensification objectives of the OCP.

More permissive zoning would allow for greater diversity in infill housing.

Focused infrastructure upgrades and remediation studies would make infill neighbourhoods more attractive to developers and investors.

More could be done to encourage alternative methods of transportation to vehicles (e.g. biking, public transit, etc.)



MARKET

Market means the ability to find a purchaser, tenant, lease etc. for newly constructed residential, commercial, office or industrial buildings.

Question: Is the Regina infill market different from the other cities? If so, how? What are best practices from other cities that Regina should consider? Where is Regina exceeding practices of other cities?

Key Themes:

The City should target investment to specific corridors. Currently, infill development is very scattered throughout the City.

There is a need for the City to be proactive and lead infill development either by their own examples of ideal development and/or by better policy/standards/regulations and direction.

In Regina, greenfield land is affordable, but still a short commute to downtown. This differentiates Regina from other cities, but also makes infill less valuable.

Note: at the conclusion of this ULS project, a staff empowerment session will be held to inform the City of Regina staff about the findings and solicit responses as to how staff could work to make the process of infill development more streamlined and effective.



5.0 Business Case Examples

Saskatchewan Economic Overview

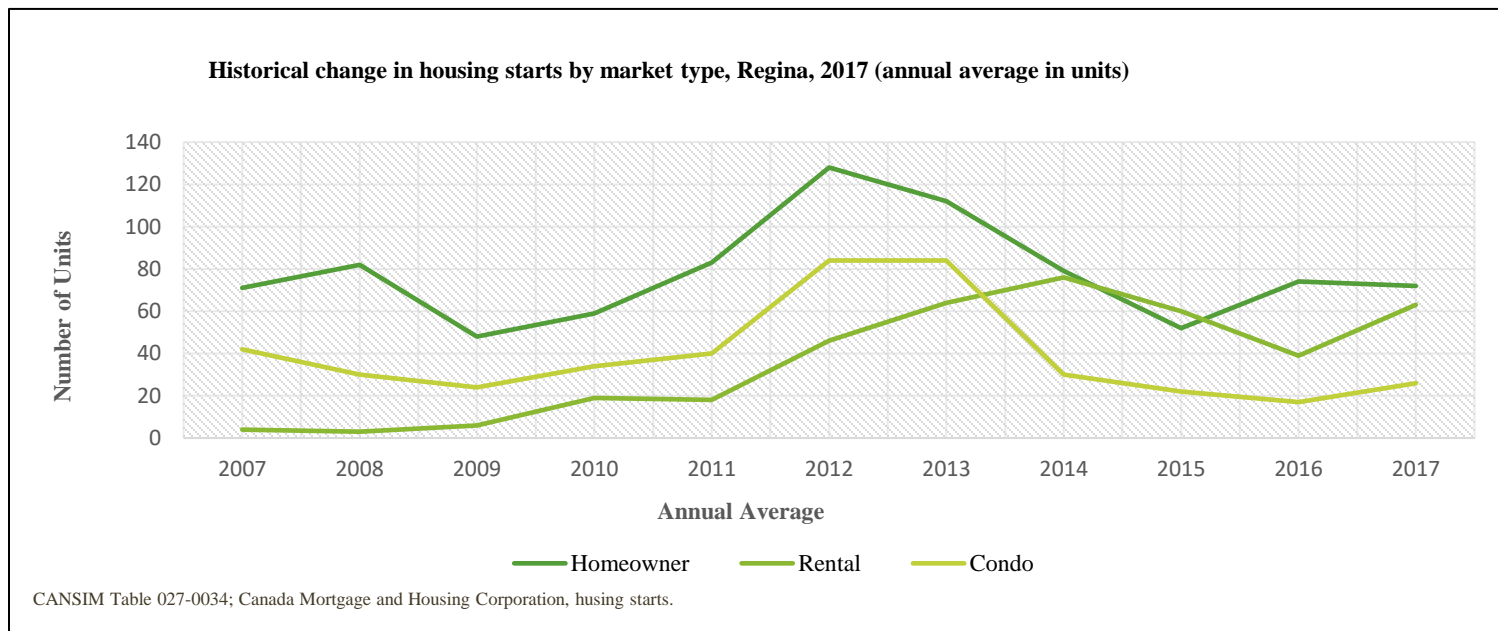
Projections for 2018 and 2019 are that the energy sector will slowly recover and, due to current building rates, the housing market will be ready to absorb the upward change. Moreover, Immigration of Canada states immigration policies will continue to stimulate population growth so that the Canadian economy will see an annual addition of 200,000 households comprised of international students and immigrants in Canada through 2021.

As per the RBC Economic Outlook issued in December 2017, Saskatchewan GDP will lead overall Canadian growth at 2.1 per cent in 2017, 1.9 per cent in 2018, and 1.6 percent in 2019. The RBC Economic Outlook further suggests the province is expected to rebound through increased activity in agriculture, mining, investment spending, and new secured contracts for potash exports to China and India. A 0.5 per cent rise in the employment rate and fall in the unemployment rate to 5.7 per cent is expected in 2018. Housing starts are expected to remain steady due to these impacts with a projection of approximately 5,000 housing starts a year.

Regina's General Economic Overview and Impacts on Housing Supply and Demand

Mainly due to the energy sector slump, new housing starts spiralled downward by 39.2 per cent in 2015 and 2.2 per cent in 2016 but rebounded in 2017 with a 9.13 per cent increase. Further market correction will be seen over 2018, reducing housing starts by 2.99 per cent, followed by a projected small increase of 4.02 per cent in 2019.

The largest decreases were seen in condominium starts between 2013 and 2016. Rental market housing starts saw growth from 2012 to 2014, slumped over 2015 and 2016, and rebounded with growth of 38 per cent in 2017. This compares to homeowner-based market housing starts, which steadily decreased from 2013 to 2015, then grew by 29.7 per cent in 2016 and fell again by 2.8 per cent in 2017. This historical change in housing starts by market type from 2007 to 2017 is displayed in the graph below.



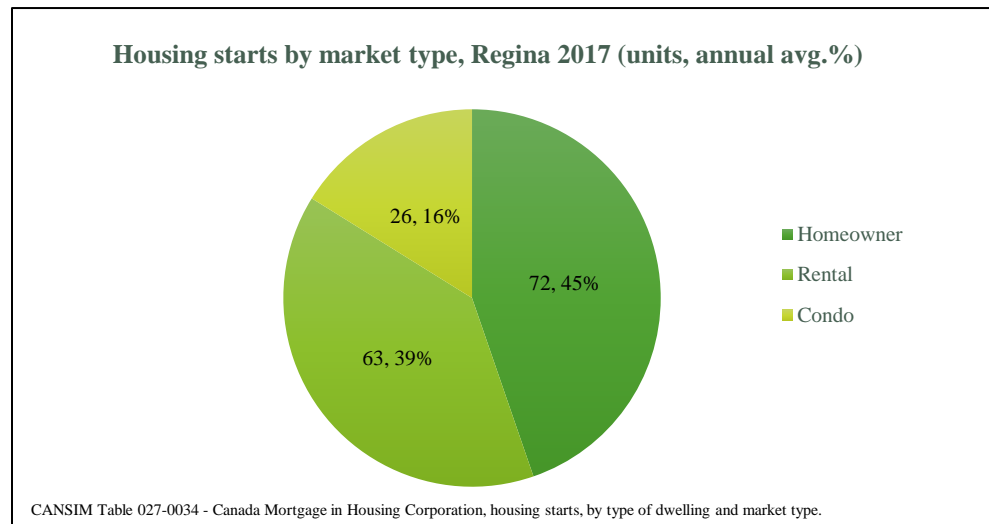
Due to the current market oversaturation, resale prices in Regina dropped slightly in 2017 but are expected to increase by 0.44 percent in 2018 and 0.86 percent in 2019.

On average, the Regina rental market saw a vacancy rate of 5.5 percent in 2017 and will continue to linger around 5 percent in 2018. Rental vacancy is expected to drop slightly in 2019 to an average of 4 per cent. The average rent of a two-bedroom unit in October 2017 is \$1,100 per month and is expected to remain at this price until 2019, when it is projected to increase by 1.33 percent to an average of \$1,125 dollars per month. The City of Regina will see a modest annual change in employment levels of 1.2 per cent over 2018 and 2019. Mortgage rates will continue to rise annually from a low-end average of 4.6 per cent in 2017, 4.9 per cent in 2018, and 5.2 per cent by the 2019; to a high-end average of 5.0 per cent in 2017, 5.70 per cent in 2018 and 6.20 per cent in 2019. These combined conditions will help to slowly desaturate the housing supply market and, it is hoped, set the stage for growth and higher levels of activity in the construction, finance, insurance and real estate industries.

Pro Forma Introduction

The average life span of a building may be anywhere from 50 to 100 years. Over this life span, the building occupies (and may contaminate) land and consumes energy resources. Mid-life remediation and final demolition leaves behind bare, brownfield lots that, in many cases, may be situated in economically lucrative locations; but overshadowed by fear of unknown levels of contamination. As the risks of undertaking brownfield projects are not always fully known, greenfield projects can become a preferable alternative.

In Regina, many vacant lots are found in the heart of the downtown area and have remained vacant throughout the recent boom. In recent years, Regina has undertaken efforts to revitalise the downtown area; however, greenfield locations (e.g. Harbour Landing), sometimes compete with core locations and even downtown itself.



Description of Selected Pro Forma Sites and Neighbourhoods

The following three sample sites were identified for consideration:

1. A modest two-unit rental residential property in the North Central neighbourhood;
2. A mixed-use building on the eastern edge of downtown on a busy arterial street; and,
3. A mixed-use building in the heart of the downtown.

When looking to compare development of these neighbourhood with a greenfield site, Harbour Landing was the area chosen for comparison in all three sections.

PCL Construction Management Inc. was engaged to assist with the cost analysis for all three sample projects.

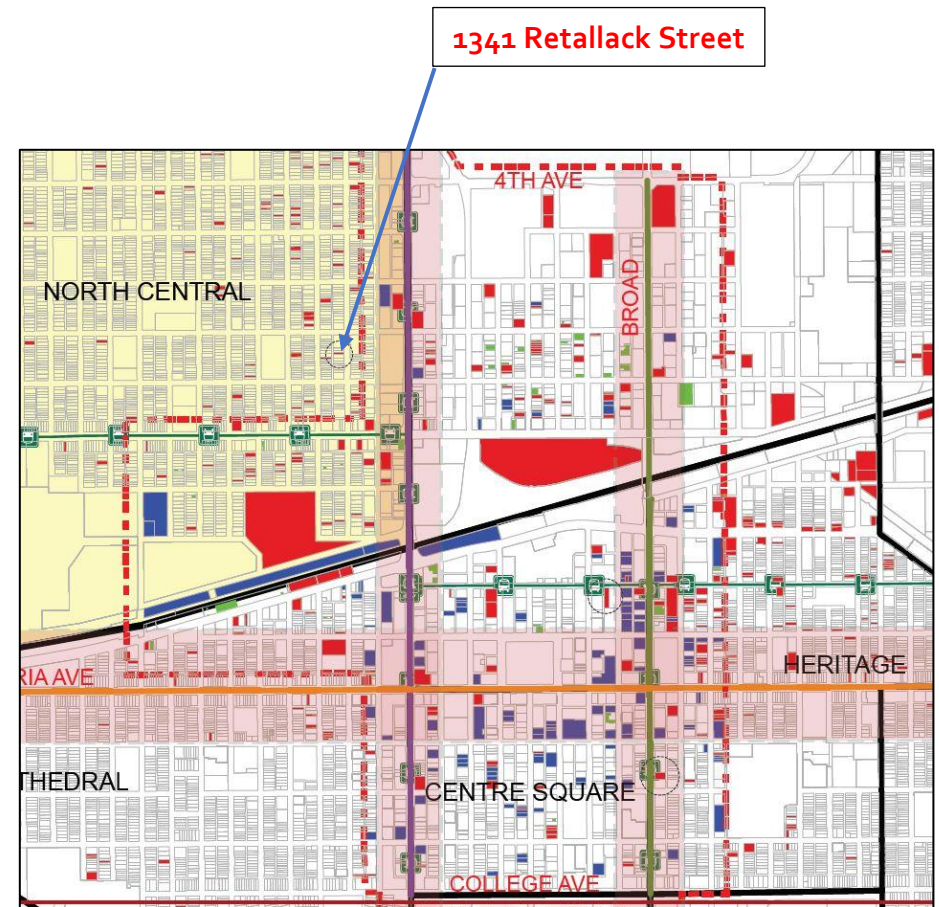
A detailed cost estimate for each site can be found in the accompanying Attachment Report.

It should be noted that this analysis did not consider any costs associated with off-site infrastructure improvements, whether the existing local infrastructure is adequate, or if upgrades are necessary. The analysis is for comparative purposes only, and assumes all infrastructure is adequate.

"The key to successfully transforming a brownfield property into an asset for the owner (private or public) as well as the community is the ability to develop an economic strategy for the property which creates a short-term and long-term value gain that more than offsets the liability."

– Alberta Brownfield Redevelopment Working Group, 2012.

5.1 Business Case #1: 1341 Retallack Street



Neighbourhood Characteristics

- One of Regina's oldest residential neighbourhood
- Well connected with the rest of the city with three elementary schools, two high schools, several shopping centres, parks, and recreational centres surrounding this neighbourhood from several directions.
- Average monthly rent for a 2-bedroom apartment was \$931 in October 2017
- Low average income
- 21.4% of dwellings need major repairs
- 26 new housing starts in 2016, 37 in 2017
- Apartment vacancy rate was 8.3 percent in October 2017

Structure Type and Cost Details

Assumptions

For the purposes of this exercise, this is assumed to not be a Brownfield site.

Land

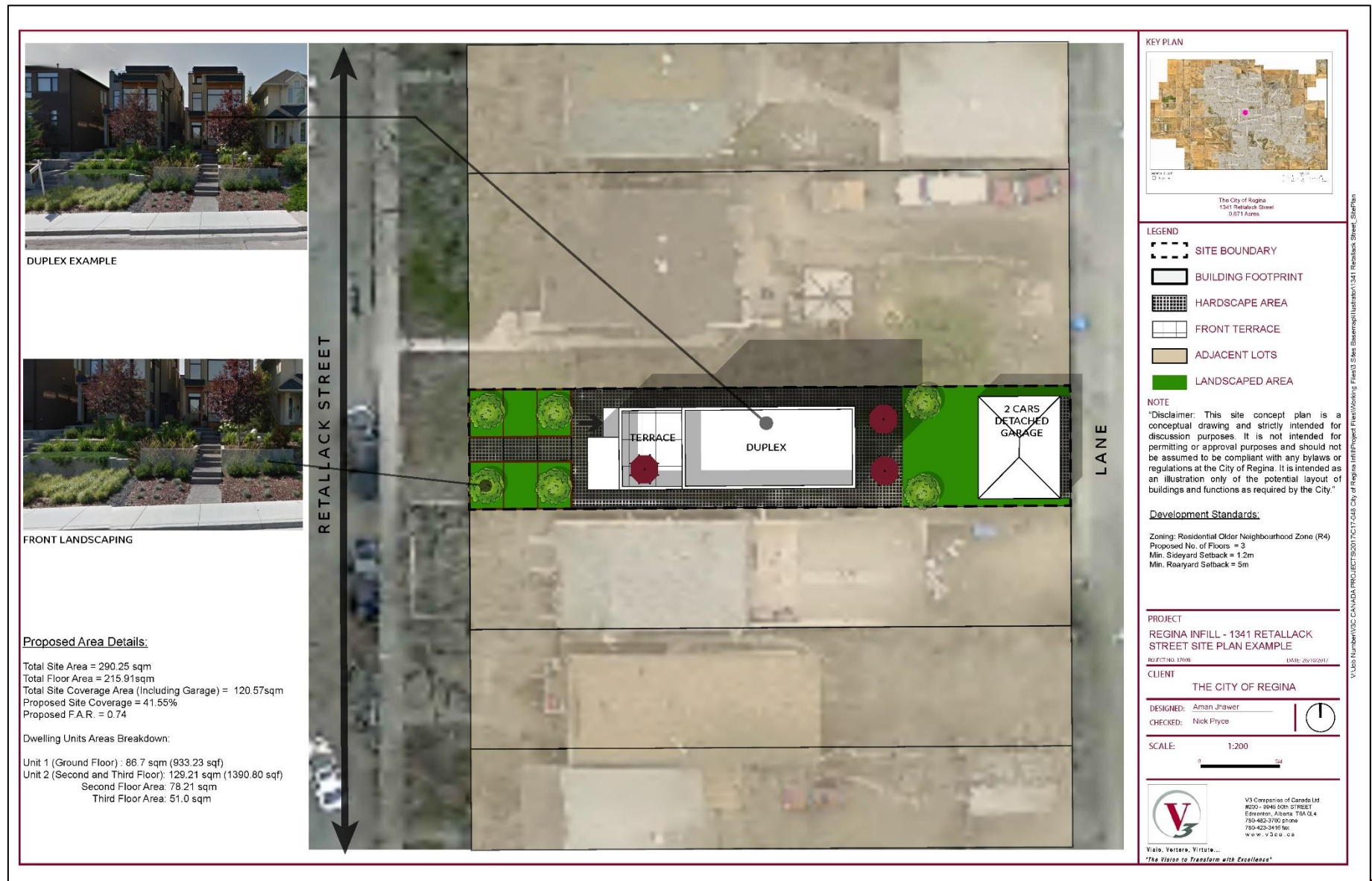
- Lot size of 290.25 square metres at 1341 Retallack Street is estimated at \$33,585.
- Currently a vacant lot
- For the purpose of this proforma, this site is considered to be an infill site, and not a brownfield site. Costs have been estimated on this basis.

Building and Parking

- Duplex with ground floor coverage of 86.7 square metres
- Parking is a double garage
- Two floors proposed with potential for separate access to each dwelling
- One dwelling unit on each floor, each developed with two bedrooms and one bathroom
- Structure type includes standard or basic materials

Rental

- Each unit rented at \$931 per month
- Garage rent is charged an extra rental fee per month of \$80



Financial Summary

Construction

The following table provides a high-level cost comparison of building the same structure at a greenfield location. Detailed cost comparisons have been provided in the Attachment Report.

	1341 Retallack St.	Greenfield
Land Cost (\$)	33,585	145,000
Hard Costs (\$)	542,394	533,062
Soft Costs (\$)	190,174	169,664
Garage (\$)	<u>25,000</u>	<u>25,000</u>
Total Budget (\$)	791,153	872,726

Additional considerations for construction costs are mainly due to the type of land being developed. Common issues with infill sites are shoring and hauling of excavating materials off site. In addition, old foundations and old or unknown utilities are usually found at infill sites, resulting in higher costs for Phase 1 ESAs and engineering. When comparing these issues to a greenfield site, estimates for earthwork and contingency are more reliable as existing foundations or utilities do not exist. However, site services in greenfield areas are more expensive due to location and lack of existing lines. Exterior improvements for a greenfield site would also be higher due to mandated matching neighbourhood standards.

Note: Phase One ESA's are a standard requirement for development on any vacant infill site. Financing of any kind will usually require this to be done.

Operating

Assumptions:

- Required down payment is 25 per cent of the total start up
- Mortgage is amortized over 30 years at a 4.5 per cent annual nominal rate
- Discount rate of 10 per cent is incorporated in the infill site calculations due to the current saturation
- Operating expenses are assumed to be 35 per cent of the gross revenues, plus property tax, property insurance, and depreciation expenses.
- Rental income is assumed to increase by 5 per cent each year

	1341 Retallack St.	Greenfield
Required down payment (\$)	197,788	216,931
Mortgage loan (\$)	593,365	650,794
Discount rate (%)	10	0
Average vacancy rate (%)	9	5.2
Monthly rent income (\$)	1,591	2,465

Note: The monthly rent is estimated to be what the market will bear, not the average within the neighbourhood.

Five-year projections for both options are provided below.

Infill Scenario

	1341 Retallack Street				
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	23,304	24,469	25,693	26,977	28,326
Operating Expenses	28,049	28,345	28,678	29,049	29,461
EBIT	(8,963)	(8,305)	(7,636)	(6,955)	(6,261)
Interest	26,259	25,820	25,322	24,841	24,337
Net Income	(35,222)	(34,125)	(32,958)	(31,796)	(30,599)
EBITDA	6,842	7,184	7,543	7,920	8,316

Note: all amounts reported in CAD\$.

	1341 Retallack Street				
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Assets	(4.36)	(4.31)	(4.24)	(4.17)	(4.09)
Return on Equity	(21.67)	(26.57)	(34.52)	(49.92)	(92.47)

Note: all amounts reported in %.

Greenfield Scenario

	Greenfield Location				
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	31,200	32,760	34,398	36,118	37,924
Operating Expenses	29,843	30,297	30,794	31,336	31,926
EBIT	(265)	760	1,815	2,903	4,026
Interest	28,801	27,560	27,773	27,245	26,693
Net Income	(29,066)	(27,560)	(25,958)	(24,342)	(22,667)
EBITDA	14,570	15,298	16,063	16,868	17,709

Note: all amounts reported in CAD\$.

	Greenfield Location				
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Assets	(3.6)	(3.5)	(3.3)	(3.2)	(3)



Return on Equity	(17)	(20)	(23)	(27)	(33)
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Note: all amounts reported in %.

Conclusion

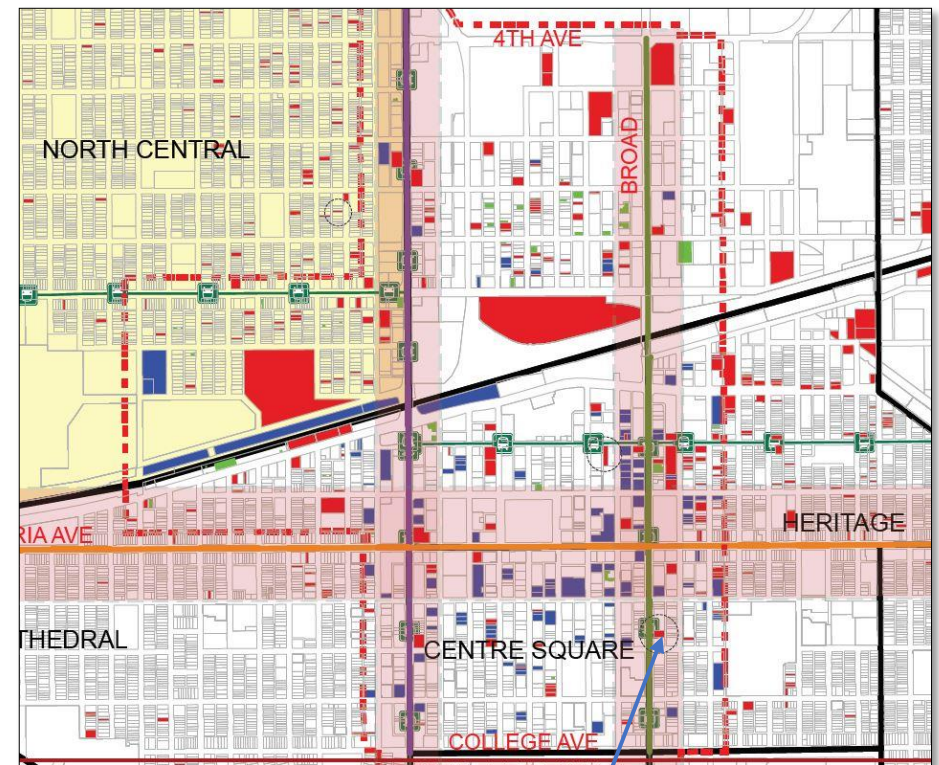
Opportunity for housing within the North Central area may be found in the evidence that the majority of homes need some sort of renovation and may continue to further decline leaving many lots available for redevelopment. An average monthly rent for a two-bedroom apartment in this area is estimated at \$931, and an unfavourable average vacancy rate of 8.3 per cent (October 2017). Average rent is not necessarily low. It is possible to make a business case for development if this level of rent can be collected consistently. Although the average vacancy rate may be somewhere around 8 per cent, this number does not account for other socio-economic dynamics of this neighborhood. Poverty and crime are two major concerns. These may cause the vacancy rate to rise. Most recent crime statistics showed that out of total 34,752 offences in Regina, 5,453 (16%) occurred in this neighborhood from January to December 2017. Moreover, the development of the area may be considered by examining various affordable housing solutions that are supported via government funding.

In conclusion, the major contributors to losses are vacancy rate, interest on mortgage and downward pressure from

socio-economic impacts on the monthly rental income. In order to generate positive annual cash flows, with all else equal, monthly rent charge must be at least at \$1,200 with a vacancy rate of around 3 per cent.

The Greenfield option is considered more economically feasible, assuming that the vacancy rate remained at 5.2 per cent and monthly minimum rent of \$1,200. Similar market conditions are found currently in the Harbour Landing area. However, due to the recent resource sector slump, even in this neighborhood, the first five years would record a net income deficit. However, growth of at least 5 per cent can be expected starting in the third year of the project going forward.

5.2 Business Case #2: 2151 Broad Street



2151 Broad Street

Neighbourhood Characteristics

- In January 2018 there were zero housing starts in this area and there were only two in January 2017.
- Vacancy rate is high at 10.7 percent in October 2017, which is an increase from 8.7 percent from October 2016.
- Average two-bedroom apartment rent was \$1,074 in October 2017 and was \$1,084 in October 2016.
- Average low income
- 18.3% of total homes in this area need major repairs

Structure Type and Cost Details

Assumptions

For this exercise, this site is assumed to be a Brownfield site and includes the adjacent 7-11 site.

Land

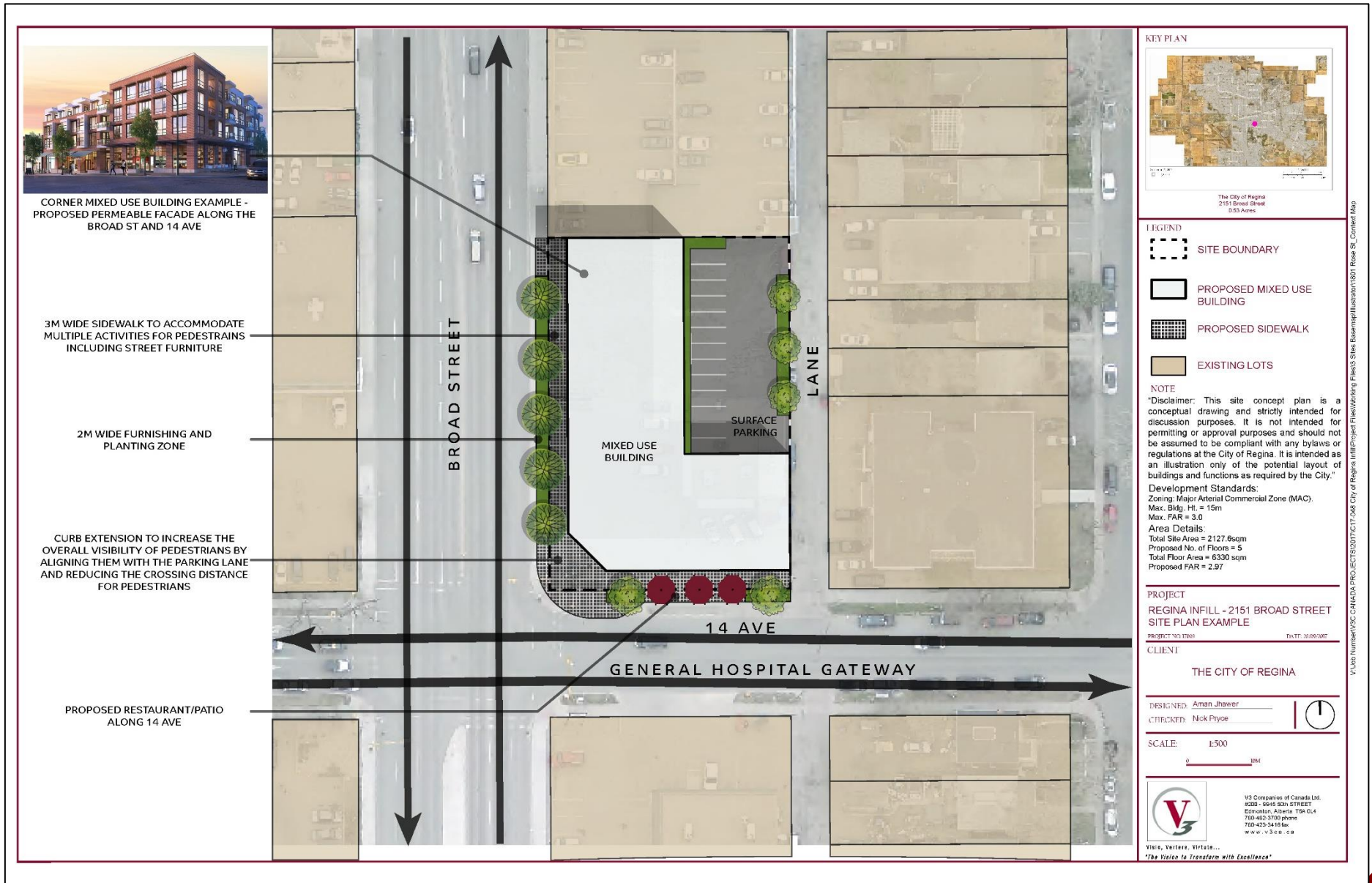
- Lot size of 2,127.6 square meter on 2151 Broad Street is estimated at \$664,138.
- Currently a vacant lot
- For the purpose of this proforma, this site is considered to be a brownfield site. Costs have been estimated on this basis.
- The lot directly east of 2151 Broad Street (currently a convenience store) has been included in the identified lot size.
- Demolition of existing convenience store on lot has been included.

Building and Parking

- Five floors
- First floor is commercial development with no tenant improvements with concrete superstructure and concrete ceiling (approx. 14,000 sqft).
- Main floor commercial area has 10 commercial spaces
- Floors two to five are residential units with wood construction finished to a medium standard (56,000 sqft total).
- 42 dwelling units; 4 upper floors with potentially 10 two-bedroom units on two floors, and 11 two-bedroom units on the other two floors. Size of each unit is approximately 1135 sqft.
- Lower underground parkade for minimum 42 underground parking stalls in a one and a half floor parkade (21,000 sqft).
- Parking is 1.25 spaces per unit
- 13 parking stalls outside the building

Rental

- 42 two-bedroom rental units at \$1,074 per month per unit
- 10 commercial units; rented on average at \$2,000 per month.
- \$250 can be charged per underground parking stall for all regular tenants
- Daily \$15 charge per outdoor stall over the 261 working days



Financial Summary

Construction

The following table provides a high-level cost comparison of building the same structure at a greenfield location. Detailed cost comparisons have been provided in the Attachment Report.

	2151 Broad St.	Greenfield
Land Cost (\$)	664,138	2,144,773
Hard Costs (\$)	15,797,228	14,802,449
Soft Costs (\$)	4,595,566	3,890,577
Total Budget (\$)	21,056,932	20,837,799

Consistent in all infill/brownfield projects, old foundations and old or unknown utilities are usually found at infill sites, which could result in higher costs for Phase 1 ESAs and engineering. Items such as these are typically covered by contingency. Underground parking is not included in the greenfield comparison; however, additional 1.62 acres of land was added to the greenfield site to account for 42 surface parking spaces.

Additional charges such as the SAF Intensification levies, are added to infill sites, whereas the SAF levies are included in Greenfield land costs. It cannot be considered an extra charge since both scenarios will pay their proportionate share of these charges.

Important Note: It was estimated that remediation of soil could exceed 6m in the Broad Street. In this case, excavation for underground parking would remove the impacted soil, however, there are additional charges for disposal which could be factored into the cost estimates. These were not factored in the

ProForma due to uncertainty. However, full lot remediation costs are estimated (high estimate) at:

Full Lot (approx. 4120 m²)

Depth (m)	Volume (m ³)	Tonnes	Disposal Fee
6	24,720	49,440	\$1,087,680

Earthwork charges would defray some of these costs.

Operating

Assumptions:

- Required down payment is 25 per cent of the total start up.
- Mortgage is amortized over 30 years at a 3.9 per cent annual nominal rate.
- Operating expenses are assumed to be 30 per cent of the gross revenues, plus property tax, property insurance, and depreciation expenses.

	2151 Broad St.	Greenfield
Required down payment (\$)	5,264,233	5,209,450
Mortgage loan (\$)	15,792,699	15,628,349
Average vacancy rate (%)	11	11
Monthly rent income (\$)	71,468.94	112,830

Five-year projections for both options are provided below.

Infill Scenario

	2151 Broad Street				
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	941,226	988,287	1,037,702	1,089,587	1,144,066
Operating Expenses	869,431	875,392	391,705	383,871	376,193
EBIT	(28,916)	7,149	44,445	83,047	123,031
Interest	698,897	687,217	673,964	661,150	647,753
Net Income	(727,813)	(680,069)	(629,519)	(578,103)	(524,722)
EBITDA	378,940	406,847	436,150	466,918	499,224

Note: all amounts reported in CAD\$.

	2151 Broad Street				
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Assets	(3.5)	(3.4)	(3.2)	(3.0)	(2.7)
Return on Equity	(16.0)	(17.6)	(19.5)	(21.8)	(24.7)

Note: all amounts reported in %.

Greenfield Scenario

	Greenfield Location				
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	1,386,330	1,421,658	1,492,741	1,567,378	1,645,747
Operating Expenses	968,967	972,088	986,085	1,001,295	1,017,768
EBIT	269,026	297,453	346,933	398,374	451,884
Interest	691,623	680,066	666,950	654,270	641,012
Net Income	(422,597)	(382,613)	(320,018)	(255,896)	(189,128)
EBITDA	642,887	663,836	705,988	750,248	796,721

Note: all amounts reported in CAD\$.

	Greenfield Location				
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Assets	(2.0)	(1.9)	(1.6)	(1.3)	(1.0)
Return on Equity	(8.7)	(8.6)	(7.7)	(6.6)	(5.1)

Note: all amounts reported in %.



Conclusion

The brownfield property is not expected to generate sufficient cash flows to make an investment requiring such significant capital outlay attractive. The brownfield project's expected average EBITDA (earnings before interest, taxes, depreciation and amortization) over 5 years is not sufficient to cover interest payments on the loan alone and automatic default would be unavoidable. Loan repayments (principal + interest) are a major source of the cash deficit to be realized on this property. The vacancy rate of 11% is well above the city average and a second contributor to the cash deficit. The cash deficit per year is expected to gradually decline as the mortgage balance decreases, thus decreasing the interest expense.

Comparing gross revenues with the total interest on the loan, rental income is insufficient to bear the rest of the operational costs.

Trying to make this project viable, we assumed the following optimistic conditions for analysis:

- Vacancy rate of 3%
- Zero-discount rate
- Monthly rent of \$1,174 for a residential two-bedroom unit and \$2,300 per one unit of commercial rental
- 3.9% interest rate
- Operating expenses are assumed to be 25 per cent of the gross revenues, plus property tax, property insurance, and depreciation expenses

Income is negative over the five years. However, it is not beyond manageable with strong management control of the expenses.

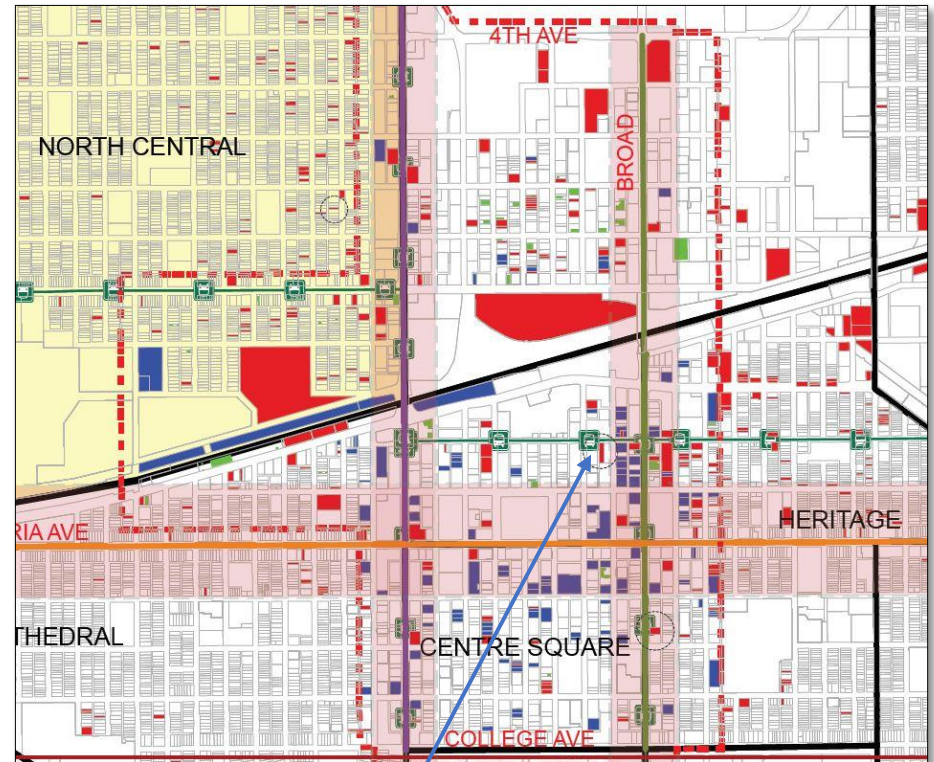
Given these details, some improvements in net income over the five years can be expected. However, a five-year

deficit is unavoidable even under these more favourable conditions due to its location.

Return on assets is still recorded at negative 2 per cent over the first five years and is expected to grow under improved conditions. Return on equity starts at the negative average of 7 per cent and continues to record losses over five-years due to the constant annual income deficit. This project, under the above conditions, would require additional revenues (higher rental charges) to achieve positive returns. In order to attract a higher-end customer where rental charges can reach over \$2000 per month, one would need to build an attractive project that involves certain levels of creativity which creates a popular destination. However, this again may increase the cost of the construction.

The sample project on Broad is Street not recommended as the vacancy rate is currently too high. Investment represents too large a risk in current market conditions, especially given market conditions may push interest rates higher. A potential recommendation is to acquire the land during the downturn of the housing market and to delay the construction until market conditions and socio-economic conditions of the location have improved.

5.3 Business Case #3: 1802 Rose Street



1802 Rose Street

Neighbourhood Characteristics

- Surrounded by major downtown businesses
- Vacancy rate in this area was 3.7 percent in October 2016, but rose to 6 percent by October 2017
- In October 2017, the average rent of a two-bedroom apartment was \$1,094
- 10.5% of dwellings need major repairs

Structure Type and Cost Details

Assumptions

For this exercise, this site is not considered a Brownfield site.

Land

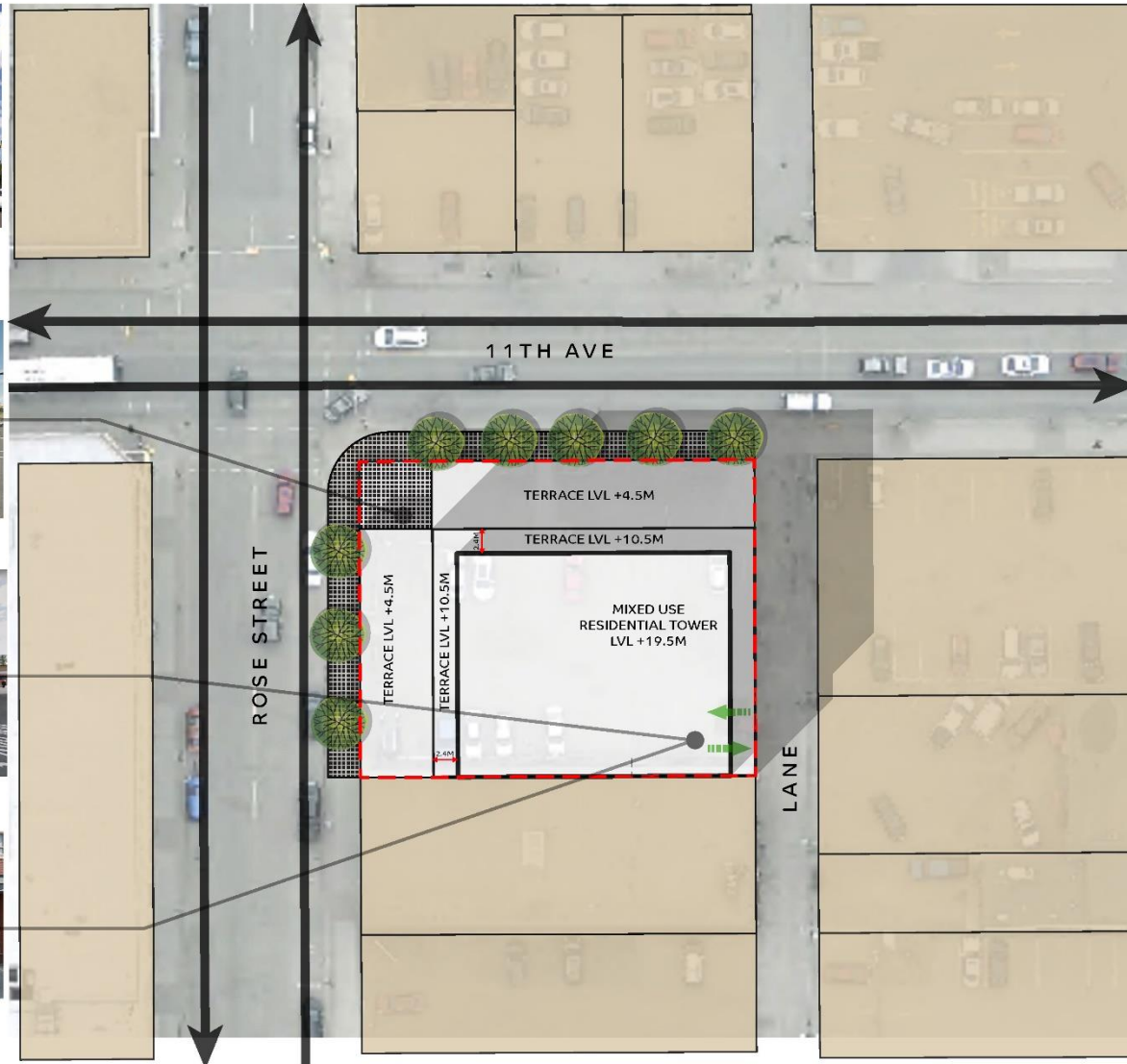
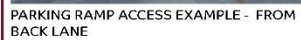
- Lot size of 2,128 square metres

Building and Parking

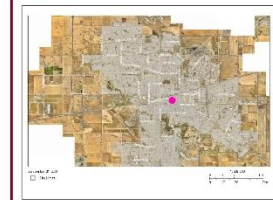
- Underground parking with proposed 30 parking spots on two levels, 1.00 spaces per unit (7,539 square feet).
- No parking stalls are proposed outside the building due to the limited lot size.
- Total ground floor area is 1,116 square metres
- Commercial area on main floor with a concrete superstructure and concrete ceiling, no tenant improvements.
- Eight commercial spaces on main floor (1,501 square feet per unit).
- Six upper floors with 5 two-bedroom apartment units on each floor for a total of 30 dwelling units (approximately 927 square feet per unit).
 - Residential rental units with wood construction finished to a medium standard (37,695 square feet).

Rental

- Current average residential rent is \$1,074 per month in this neighbourhood; however, \$2,200 is estimated due to location attractiveness and consideration that this is a brand-new building
- 30 two-bedroom rental units at \$2,200 per month
- 8 commercial units at \$3,200 per month
- 30 underground parking stalls at \$275 per month



KEY PLAN



The City of Regina
1801 Rose Street
0.29 Acres

LEGEND

-  SITE BOUNDARY
-  BUILDING FOOTPRINT
-  PROPOSED SIDEWALK
-  EXISTING LOTS
-  PARKING RAMP

NOTE

"Disclaimer: This site concept plan is a conceptual drawing and strictly intended for discussion purposes. It is not intended for permitting or approval purposes and should not be assumed to be compliant with any bylaws or regulations at the City of Regina. It is intended as an illustration only of the potential layout of buildings and functions as required by the City."

Development Standards:

Zoning: Downtown Zone(D)
Proposed No. of Floors = 6
Calculated FAR = 3.71

Area Details:

Total Site Area = 1162sqm
Total Floor Area = 4308.05 sqm
Ground Floor Coverage Area = 1116.22sqm

PROJECT

REGINA INFILL - 1801 ROSE STREET
SITE PLAN EXAMPLE

PROJECT NO. 17008

DATE: 26/10/2017

CLIENT

THE CITY OF REGINA

DESIGNED: Aman Jhawer

CHECKED: Nick Pryce

SCALE: 1:400

0 100



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Financial Summary

Construction

The following table provides a high-level cost comparison of building the same structure at a greenfield location. Detailed cost comparisons have been provided in the Attachment Report.

	1801 Rose St.	Greenfield
Land Cost (\$)	1,188,228	1,443,590
Hard Costs (\$)	11,940,652	11,328,549
Soft Costs (\$)	3,832,807	3,299,719
Surface Parking	0	300,000
Total Budget (\$)	\$16,961,687	16,371,857

Underground parking has been included in the cost of both projects. The brownfield lot is located in primarily a downtown business area and should be considered for development of a mixed-use building. The other option is to build only office space on all floors with underground parking. A project like this on a greenfield site would include additional surface parking space; therefore, an additional 1.62 acres of land was added to the greenfield site to account for 42 surface parking spaces.

Some costs for these types of projects are inherent to infill sites such as shoring, excavation, disposal, soil testing, and service upgrades. While these are major drivers for the infill development, greenfield costs are affected mainly by the cost of land.

Operating

Assumptions:

- Required down payment is 25 per cent of the total start up.
- Mortgage is amortized over 30 years at a 4.5 percent annual nominal rate.
- Operating expenses are assumed to be 30 percent of the gross revenues, plus property tax, property insurance, and depreciation expenses.
- Rent is assumed to increase 5% each year.

	1801 Rose St.	Greenfield
Required down payment (\$)	4,240,422	3,732,067
Mortgage loan (\$)	12,721,265.09	12,639,791
Average vacancy rate (%)	6	6
Monthly rent income (\$)	99,850	110,500

Five-year projections for both options are provided below.

Infill Scenario

	1801 Rose Street				
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	1,198,200	1,258,110	1,321,016	1,387,066	1,456,420
Operating Expenses	695,979	707,643	720,331	734,087	748,955
EBIT	430,329	474,981	521,423	569,755	620,080
Interest	562,972	553,564	542,889	532,567	521,775
Net Income	(132,643)	(78,584)	(21,465)	29,007	76,678
EBITDA	745,798	784,140	824,400	858,491	889,432

Note: all amounts reported in CAD\$.

Greenfield Scenario

	Greenfield Location				
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	1,326,000	1,392,300	1,461,915	1,535,010	1,611,761
Operating Expenses	717,415	731,334	746,367	762,561	779,966
EBIT	529,025	577,428	627,833	680,350	735,090
Interest	559,367	550,019	539,412	529,156	518,433
Net Income	(30,342)	21,379	68,969	117,931	112,661
EBITDA	827,590	863,992	895,123	928,094	906,482

Note: all amounts reported in CAD\$.

	1801 Rose Street				
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Assets	(0.8)	(0.5)	(0.1)	0.2	0.5
Return on Equity	(3.2)	(2.0)	(0.5)	0.7	1.9

Note: all amounts reported in %.

	Greenfield Location				
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Assets	(0.2)	0.1	0.4	0.7	0.7
Return on Equity	(0.7)	0.5	1.6	2.7	2.5

Note: all amounts reported in %.



Conclusion

The infill property is expected to generate an average EBITDA of \$820,452 per year for the next 5 years and to stabilize at above \$1M per year for the next 10 years. Interest on loan repayments are the contributing factor to a potential cash deficit over the first three years. This property is; however, expected to start generating surplus cash flows from year four going forward.

Return on assets and return on equity is expected to reach positive return in year four and going forward. When comparing gross revenues with the total interest on loan, it is clear that the rental income is sufficient to bear interest and the rest of operational costs. However, net returns are low and a conservative investor may decide not to pursue.

We assumed the following optimistic conditions for analysis:

- Vacancy rate of 3%
- Zero-discount rate
- Monthly rent of \$2,500 for a residential two-bedroom unit and \$3,500 per one commercial unit rental
- 3.9% interest rate
- Operating expenses are assumed to be 30 per cent of the gross revenues, plus property tax, property insurance, and depreciation expenses

Under these favourable conditions, net income would be positive for 4 years, starting at \$115,417 in year 1. Return on assets is recorded at a modest average of 1 per cent over the first five years. However, return on equity is a positive average of 12.9 per cent in five years. Under these conditions the project is feasible and is recommended.

In summary, this project is economically feasible given current conditions and the economic potential of its location and multi-purpose use. The low vacancy rate and projected population growth due to inflow of newcomers to the downtown area makes this project desirable. In fact, developing this project on a greenfield site is slightly less desirable compared to the optimistic scenario above for a similar project on Rose Street. This is primarily due to the extra land costs for surface parking in the greenfield location.

The infill location would benefit from new commercial and residential buildings, as many downtown renters currently occupy outdated buildings containing issues tied to outdated standards of plumbing, heating, ventilation, etc. Furthermore, as parking is one of the major issues in downtown, the convenience of living close to work becomes almost essential for some. In cases where parking stalls are not used, they can be easily rented out, as there is high demand for parking in downtown Regina.

Overall, a modern, attractive design will secure a higher rental margin. However, the costs of construction must be kept low.

Summary Comments Concerning ProFormas

Would the Retallack and Broad Street projects work under different conditions?

1. Retallack Project – yes, but needs significant improvement of physical neighbourhood conditions to change first, followed by more favourable economic conditions.
2. Broad Street Project - yes, but economic conditions need to change, and to a lesser extent, it is affected by some negative physical neighbourhood conditions.

Three major factors that have a direct financial impact on the profitability of a rental business are taken into consideration:

- the vacancy rate,
- cost of financial instruments and
- cost of developing properties, including acquisition of land.

The vacancy rate is a variable that can move up and down quickly, depending on various factors. While some factors may be short-lived instances, others, such as the overall state of the economy, population growth, housing market saturation, average income, general socio-economic state and demographics of the neighbourhoods are major drivers. The Canadian Mortgage and Housing Corporation recorded the average vacancy rate in Regina at 7 per cent in October 2017. Vacancy in north-central was 8.3 per cent, 10.7 percent in downtown-east (2151 Broad street location), and 6 per cent in the downtown-west (1801 Rose Street).

The cost of financing was estimated based on current and future anticipated announcements provided by the Central Bank of Canada. As indicated in recent reports, their intention is to continue with gradual increases in interest rates. Current borrowing conditions are the following: 30-year term fixed rate is 3.99 per cent and 75 per cent loan-to-value ratio while the annual percentage is 4.264 per cent. **For simplicity, 5 per cent mortgage rates, 75 per cent loan-to-value ratio over 30 years are applied in this study.** The Canadian Mortgage and Housing Corporation applies zero fees for the projects that involve down payments of 20 per cent and higher.

Costs of development were discussed in the previous sections. Overall, the cost of construction is, due to the current housing market saturation, not expected to pose a major risk. Hence, current market prices were incorporated in the calculations under the assumption that the development of projects and land would happen in the near future and/or during current market conditions.

A pro-forma forecast was developed for all three projects. The income pro-forma was based on examining potential revenues versus expenses, as was the pro-forma balance sheet.

One factor to consider moving forward towards an underutilized land implementation strategy is the attractiveness of major competing neighbourhoods. For example, the major competing neighbourhood for downtown infill spreads out on the south side of Dewdney Avenue into the southwest of downtown and the Cathedral Village area. This neighbourhood is the major competing area due to its near proximity to downtown. It has seen rapid inflow of investments over the past ten years.



Other attractive areas are the new greenfield neighbourhoods growing in the south-east and north-west direction of the city. They have quickly become very attractive as a substantial number of consumers look for location options with a variety new housing, commercial venues, new schools, and playgrounds.

Sources

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Estimates provided by:

- Nick Friesen, Westridge Construction Limited, Regina, Saskatchewan, January, 25.2018.
- Eric Kristjansson, PCL, Regina, Saskatchewan, April, 18, 2018.
- Al Dublanko, RMS Building Incorporated, Edmonton, Alberta, December 6, 2017.
- Sali, Barb, Manager Residential Assessment, Assessment and Taxation Department, Regina, Saskatchewan, January 9, 2018.
- Mwale, Chimoso Goodson, Senior Market Analyst, Canada and Housing Corporation, Saskatoon, Saskatchewan.

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6.0 Policy Directions

Following the completion and receipt of this report, the next step in the intensification process will be to create a new Underutilized Land Improvement Strategy (ULIS). Based on the findings in this report, the following section is provided to guide the City of Regina towards an effective ULIS. This report recommends that the new ULIS be centred around six key themes, as illustrated below.



6.1 Directions for Improving Regulatory Issues

Zoning Considerations (Derived from feedback with external stakeholders both in Saskatoon and Regina)

Re-zoning land is sometimes required for infill development to increase the economic viability of development and to adapt to changing development trends. Rezoning is a major source of risk, cost, time and uncertainty, and is viewed as a deterrent by most builders. There are a few ways in which the City of Regina may consider reducing this deterrent.

Pre-Zoning and Use of the Holding Symbol (Derived from feedback with external stakeholders both in Saskatoon and Regina)

'Pre-zoning' land to accommodate the land use that is ultimately desired (increase density), in conjunction with the Holding Symbol (H). This has the effect of increasing the certainty that the site can be developed in a certain way but must meet specified conditions for removal of the 'H' (e.g. remediation, design review, construction timing, infrastructure upgrades, etc....). Leaving the rezoning process up to a builder or developer creates a hurdle and increases uncertainty and is a major concern and discourages infill development.

Site Specific Zoning (Derived from feedback with external stakeholders)

Site specific zoning is another potential direction and may work to encourage redevelopment of former service station sites (or contaminated sites in general). Spot zoning is normally discouraged, for valid reasons, however, it may have some benefit where specific uses are restricted due to known contaminants, thereby allowing uses which are not affected by the contaminants to proceed. An overlay district or contract zoning arrangement is often the best tool for local and more specific developments.

Contextual Zoning (Derived from feedback with external stakeholders)

Zoning in infill areas needs to be more contextual. In other words, zoning regulations and standards are often applied across the city, regardless of local context. For example, suburban parking regulations and standards are often applied to non-suburban locations. Each zone in an infill location should allow more context to be considered. Again, the use of overlay districts is one tool which may be used to allow for more location-specific or contextual zoning to be applied to infill.

Note: it is recognized that zoning in the Downtown is often very permissive and allows a wide range of uses to encourage development. The above directions are aimed primarily at infill sites outside of the downtown, but within the Intensification Boundary.

Demonstration Projects (Derived from Consultant Experience and Best Practice)

Support demonstration projects and encourage creative design. A demonstration project is a development process intended to introduce new development trends to an area by reducing risk and providing incentives. They are usually competitive in nature.

Once a successful demonstration project is designed, zoning regulations, or amendments, are developed around the successful design. A demonstration project is useful in areas where development is desired as a catalyst for further development. Demonstration or Design Competition could also offer incentives to the winning competitive design, such as a lower cost for the site. Edmonton has encouraged design competitions to show how infill can be compatible for a variety of different forms of development.

<http://www.edmontoninfilldesign.ca/competition-details/>

Mid-Rise Development (Derived from Current Trends and Best Practice)

There is a very low likelihood that a city can rely on high-rise or low-density development to fill under-utilized sites. A development form which is gaining in popularity is mid-rise development. Mid-rise development is usually six to eight stories in height. The City could support mid-rise development in zoning and identify key areas where mid-rise development can occur 'as-of-right'.

Regina Building Bylaw should be amended to allow for the permitting of 6-storey wood frame construction, in advance of adopting new national standards.

Keep Zoning Current (Derived from feedback with external stakeholders)

Work to remove unnecessary, outdated, regulations and processes (where they exist). There is a perception that zoning regulations do not keep up with policy and some standards have existed for a considerable period of time in infill areas without change. For example, Parking standards are changing across North America. Winnipeg, MB and High River, AB have both implemented lower minimum parking standards (from 1.5 spaces per dwelling to 0.8 spaces per dwelling), and in some cases a maximum parking standard in their zoning bylaws.

It should be noted that many stakeholders expressed during consultations that although zoning regulations were sometimes an issue, the City staff were approachable and seemed committed to providing assistance.

6.2 Directions for Improving Process

Process Improvements (Derived from feedback with external stakeholders both in Saskatoon and Regina)

Business does not like uncertainty, for obvious reasons. The majority of infill development is undertaken by small to medium-sized businesses who do not regularly work with the City's processes for change. The process for infill development is not the same as greenfield development.

During the formation of the ULIS the City of Regina should consider these four major performance factors when trying to improve the process for infill development:

1. Time – the length of time it takes from idea to completed development.
2. Co-ordination – a coordinated response from City departments to streamline the information gathering and approval processes.
3. Cost – all costs known, or at least accurately estimated, early in the process. Fees and charges should be related to the cost of providing the service.
4. Information – key information and simpler process, to increase certainty, needs to be addressed. It is not possible to know the outcome of any rezoning process, but the process should be clear and the City's position should be clear.

The very best role for the City to play to assist in meeting City goals and targets for Infill Development, is to reduce uncertainty as much as possible, and play a pro-active role by offering more assistance to builders to intensify land use in established areas.

One way to do this is to assist with the process of obtaining approval. A straightforward, comprehensible, co-ordinated process is more valuable than most financial incentives. It is important that, within the Administration, everyone understands that balanced growth, and more infill development is good for the City, financially, socially (stronger neighbourhoods), functionally (city works better).

The process can sometimes be plagued by poor communication between departments, un-coordinated responses between departments, and attitudes of some staff who treat all development in the same manner.

Co-ordination between City staff needs to be improved by someone who has authority to make changes to processes which cross between civic departments. An **infill co-ordinator** who has both private development and municipal experience is ideal. Furthermore, this position would have authority to implement changes across departments. (e.g. position could be based within the City Manager's office).

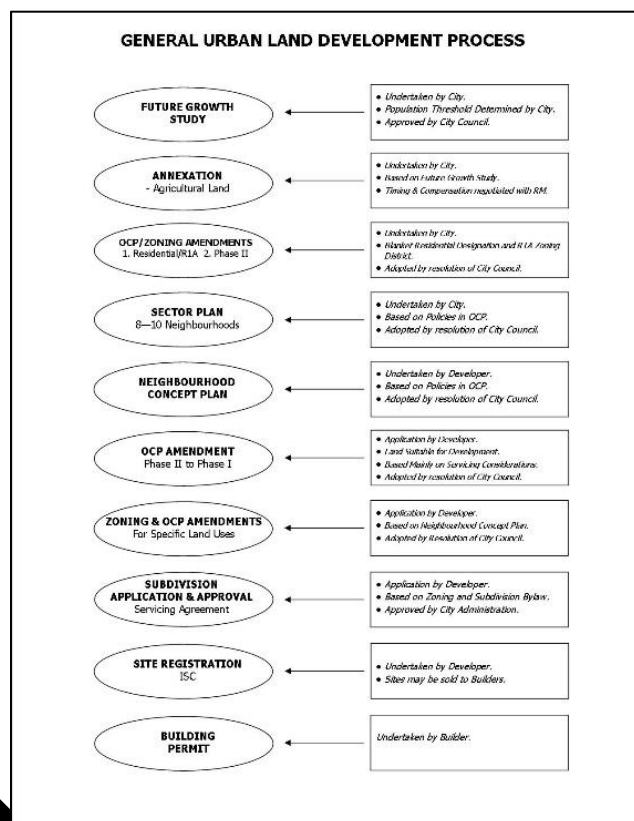
The very best role for the City to play...is to reduce uncertainty... and play a pro-active role by offering more assistance to builders...



Access to Information (Derived from feedback with external stakeholders both in Saskatoon and Regina)

Builders need to have key information early. Like what fees and charges are going to be levied for the project.

Builders need information which allows them to do business planning and make decisions early (i.e. prior to site purchase). Providing as much online access to key information would allow builders to do much of the initial information gathering themselves, which saves time and money. For example, an online calculator with all city fees and charges estimated for a particular site. It would also be helpful to put all servicing agreements online for reference.



6.3 Directions for Addressing Brownfields

All underutilized, existing sites are potential Brownfield sites. Brownfields are only determined after a screening process described in Section 2.2.

Legislative Change (Derived from Consultant Experience)

The City of Regina could sponsor a new SUMA resolution to lobby for new Saskatchewan legislation to allow site-specific tax measures which penalize owners of underutilized sites who have removed their site from the marketplace (i.e. former gas stations). This could be similar to new legislation recently adopted for this purpose in Alberta and Manitoba.

Development Levies (Derived from feedback with external stakeholders both in Saskatoon and Regina)

Builders often over-pay for infill sites. They pay market price for the lot, plus the added costs of off-site development levies, and required surface improvements (i.e. sidewalks) usually on top of expected screening and remediation costs. Off-site development levies are already included in the cost of greenfield sites. To reduce this deterrent, the development levies for each vacant and underutilized site should be posted on-line and updated annually.

Allow Temporary Uses (Derived from Consultant Experience)

Subject to the results of a Phase 1 ESA, some brownfields may be suitable for temporary uses. Rather than sit vacant, if the owner is willing, some sites may be used for pop-up retail, local food production, event space, dog runs, etc. These sorts of uses are temporary while larger issues or market conditions change to allow more permanent uses on site.

All underutilized, existing sites are potential Brownfield sites.



6.4 Directions for Improving Financial Issues

Incentives do not make or break a development proposal. They are intended as a public policy tool to 'assist' in drawing attention to areas where private investment is desired, and to defray extra costs. Financial incentives should be provided to cover costs which are inherent to infill/brownfield redevelopment (e.g. screening costs, remediation, uncertainty, etc.). It also sends a signal that the municipality is willing to participate by taking on a modest level risk to help intensify uses and absorb underutilized sites in a particular area.

It is important to recognize that many underutilized lots are often a write-off with zero or negative market value.

Screening Incentive (Derived from feedback with external stakeholders)

A new incentive program could be developed aimed at decreasing the cost to investigate the status of sites. The incentive could increase in value the further along a development proceeds. Covered costs could include Phase 1 ESAs, Phase 2 soil test and Remediation costs.

Cover Added Costs (Derived from feedback with external stakeholders)

Incentives could be designed around providing support for extra costs associated with providing more material which may be required for infill developments, which are not required for greenfield developments. For example:

1. Extra Drawings (for public meetings)
2. Renderings (for public meetings)
3. Traffic Impact Assessments (not required in greenfields)
4. Shadow Analysis (not required for greenfields)
5. Solar Protection (not required for greenfields)
6. Environmental Screening Costs (not required for greenfields)



Tax Abatements & Public Realm Investments (Derived from feedback with external stakeholders)

Incremental tax abatements (not tax increment financing) are limited by law to a maximum of five years. This type of financial incentive is usually not large enough by itself to attract development. Tax abatement incentives are more effective if they are offered in combination with a larger strategy to improve public realm surface improvements and infrastructure upgrades.

Incentives do not make or break a development proposal. They are intended as a public policy tool to 'assist' in drawing attention to areas where private investment is desired and defray extra costs.

Self Financing Grants (Derived from best practices)

A popular alternative to a tax abatement is to offer a grant equal to the value of a tax abatement. This is attractive to those builders who plan to sell the development upon completion. It is self-financing by re-directing the property taxes back into a dedicated reserve to re-pay the grant. The grant program only needs seed money to get started.

Waiver of Tax Arrears (Derived from best practices)

A significant impediment to developing on an underutilized site can be any municipal taxes which are in arrears. Under certain conditions, it may be desirable to include the waiver of tax arrears in a 'package' of incentives designed for a specific project. A blanket policy of waiving tax arrears is often not desirable since it may encourage owners of underutilized sites to stop paying property taxes on vacant land.

Note: Section 7 provides a general outline of a suggested incentive program design. It is based on an earned points system - the level of incentive rises with the points earned by adding desirable elements. The points can be lowered or raised based on the financial gaps identified between greenfield and infill development in the ProFormas.

6.5 Directions for Improving Infrastructure & Public Perception

Infrastructure Condition (Derived from feedback with external stakeholders)

As much as possible and practical, the condition and capacity of all critical infrastructure within the Intensification Boundary should be known prior to development occurring. This would put infill development on par with greenfield development. For greenfield development, the capacity and condition of all infrastructure is known to all builders ahead of development. A full condition and capacity assessment for the Intensification boundary is recommended for areas where that the City has identified as 'strategic' and may be 'catalysts' for spinoff development.

Redevelopment Levy (Derived from feedback with external stakeholders)

It would be helpful to implement a development levy system which recognizes that not all infill development is the same. The proposed levy structure recognizes two forms of development – greenfield and infill. A third type of development where there are multiple existing land owners and the land is in various degrees of development, could be beneficial to encourage redevelopment.

Tax Increment Financing (Derived from best practices)

Use TIFs (tax increment financing and funding) to fund local public infrastructure improvements to encourage and support further infill development. This tool is best suited in these situations:

1. Applied to areas of the city with strategic importance;
2. Applied to areas where redevelopment is likely; and,
3. Applied to areas where infrastructure, or surface improvements are needed to catalyze development.

Put infill development on par with greenfield development. In greenfield areas, the capacity and condition of all infrastructure is known to all builders ahead of development. This same condition does not always exist in infill locations.

Concentrated Maintenance (Derived from consultant experience)

It is a common complaint heard from residents and business owners in established infill neighbourhoods that the condition of mainly surface infrastructure is not on par with new greenfield neighbourhoods.

The City could consider a concentrated 'Maintenance Campaign', where the City of Regina elevates the effort and staff resources towards maintenance of the surface and sub-surface infrastructure in proximity to areas of strategic importance. A concentrated maintenance campaign may help to change the public perception of areas which need new sidewalks, roadways, better pedestrian amenities, etc. and ultimately attract new investment. This program is intended to serve as a catalyst to attract investment and would be run as a temporary program.

Clean-up Campaign (Derived from best practices)

The City could offer funding assistance for annual clean-up campaigns for inner city neighbourhoods. This could take the form of direct funding to community associations, or temporarily reducing or eliminating landfill fees for community clean-ups. If pursued, support would be coordinated through the Community and Cultural Development Branch.

6.6 Directions for City Strategy and Leadership

Leadership (Derived from consultant experience, best practices)

The policy desire to shift the balance of growth must be lead from the very top and 'championed' by the Mayor, City Council and the City's top administrators. With enough support from local leaders, the culture of the community begins to change and support for infill grows.

Empowerment (Derived from consultant experience, best practices)

Senior Administrators must encourage and empower individual departments and work units to work collaboratively on intensification applications. Individually, each step or policy in the development application review makes sense in the department where it comes from. However, when put together with other requirements from other departments, the overall communication is often confusing, or inconsistent, and does not include a complete picture of the entire process.

Planners need to arm themselves with facts about infill and be prepared to lead discussion and correct public misconceptions about infill development.

Policy Disconnect (Derived from external stakeholder feedback)

It has been observed and stated by stakeholders during the consultations, that there seems to be a disconnect between the publicly adopted civic goals contained in Design Regina, the rules and regulations (zoning, etc.) pertaining to site development. The high-level strategies did not seem to permeate down to the regulatory level. An examination of this issue in more detail is required.



Providing Facts About Infill (Derived from consultant experience, best practices)

Planners need to arm themselves with facts about infill and be prepared to lead discussion and correct public misconceptions about infill development. For example, in many public meetings, where infill is a contentious issue, the following three issues are raised frequently:

1. Property Values will fall – this is not factual. In the vast majority of cases, infill development has a positive impact on surrounding values.
2. Traffic will become a problem – this is also not often factual. In the majority of cases the streets which serve the development has design capacity which is under-utilized.
3. Larger buildings (density) will make the area less attractive – evidence shows that larger buildings do not lead to vacancy or less demand within a neighbourhood.

Correcting misconceptions does not mean 'siding with developers'. It is the duty of civic staff to offer and present facts when confronted with speculation, misinformation or distorted truths.

Bus Rapid Transit (Derived from best practices)

One of the most proven methods to encourage intensification is to implement a Rapid Transit System through Downtown and along key corridors. Regina is close to a size and with a ridership level which could support a rapid transit system. Bus Rapid Transit (BRT) has been credited for increasing investment in housing and mixed-use development in many cities along BRT corridors. For example, in Winnipeg, their BRT has spurred 12 major development projects, and 4,000 new dwellings near BRT routes. This should be considered a long-term city-wide strategy which will require considerable study, public consultation and funding.

7.0 Outline of Incentive Program Design

Purpose

Incentives can take many forms. Usually they are financial in nature and are offered in exchange for development which meets public policy objectives. They are usually short-term with an average length of five years, after which the incentive expires.

This section provides an outline of a potential new incentive program which could offer a suite of variable incentives administered in a single-intake process. This is not a detailed program design, only an outline.

Financial incentives will never overcome or compensate for an onerous, complex or uncertain development process. Builders have indicated during consultation that there is more value to a builder to create a better business climate for infill by improving the approval process. However, this does not mean that the City of Regina should not include a new incentive program as part of its overall strategy.

Important Program Design Considerations

Below are a series of points to consider when designing a new incentive program for intensification and infill development:

- Offer an Incentive program based on an 'earned-points' system. Earned points provides clarity on what is important to the City of Regina and entices the developer to offer more desirable elements in their development (see Example: Earned Points System).
- Offer a choice of both grants and abatements. Grants are more desirable to developers who intend to sell their property after construction. Abatements are more desirable to developers who intend to lease and may offer the abatement as a marketing tool.

- During the design of any new incentive programs, it is highly recommended that it be reviewed by key leaders or representatives within the business community first.
- Grants can be self-financing if the incremental property tax upon completion is redirected towards grant repayment (need to make the grant equal to the value of a multi-year tax abatement). The municipal portion of the property tax would be collected and re-directed into a new 'Intensification Reserve' until the total grant amount is repaid.
- Grant amounts should be varied based on the amount of 'earned points' totaled in the grant application, but the total grant amount should be capped at a maximum (e.g. \$200,000).
- Consider offering property tax deferral during construction in areas where redevelopment is more difficult or costly (i.e. Downtown or building conversions). Collection of deferred taxes could occur upon sale of completed units, or lease of space.
- Alternatively, property tax could be waived during construction for a specified maximum time period (e.g. up to 24 months). The funding source for this incentive would be a new infill reserve.
- Consider waiving parking bagging fees (if any) during construction (e.g. for up to 24 months) in areas where metered on-street parking exists.
- The Intensification Boundary is currently too large to apply and administer an effective incentive program. Would suggest undertaking a series of Local Area, Neighbourhood Improvement Plans, or Secondary Plans for key strategic areas which have strategic importance, and which have a high likelihood of redevelopment and infill growth. For example, high frequency transit routes, areas which link key destinations, etc. Builders have indicated that they would like the City to identify 'catalyst' areas, or strategic areas where public realm improvements will be focused. The catalyst areas would be strategic for the long-term growth of the City – for example, where transit usage

is likely to increase, patronage of key civic facilities is high, and/or the likelihood of private investment and revitalization is most likely to occur.

- Focus support in high priority areas – make these areas and the process for developing in these areas as certain as Greenfields. An incremental, piece by piece approach may not yield large enough results to turn areas around.
- Financial incentives should continue to be offered to affordable housing projects where the clients are means tested, similar to the Housing incentive program. Additional incentives may be offered where affordable housing projects contribute to intensification objectives.
- Process incentives should be offered for intensification projects. For example, a 'Priority Review Process' could be adopted where projects which meet intensification goals are moved to the front of the queue for faster processing.
- Intensification may result in 'unintended consequences' such as the loss of character homes, displacement, loss of heritage buildings, etc. The City will need to look at incentives and programs for intensification which are also aligned with heritage goals and objectives as well. The City of Calgary offers good examples of incentives which minimize impacts on heritage character areas and homes.
- City could look at developing a new Urban Design Program, utilizing non-mill rate funding through a TIF funding strategy. Urban Design would be staffed, or external resources contracted, to work on streetscaping plans and capital improvements in high priority areas.
- Allow applicants to 'stack' incentive programs. If a development is able to secure funding from other sources, it would be recommended that they be allowed to stack incentives. This reduces administrative costs and provides more value to the builder.

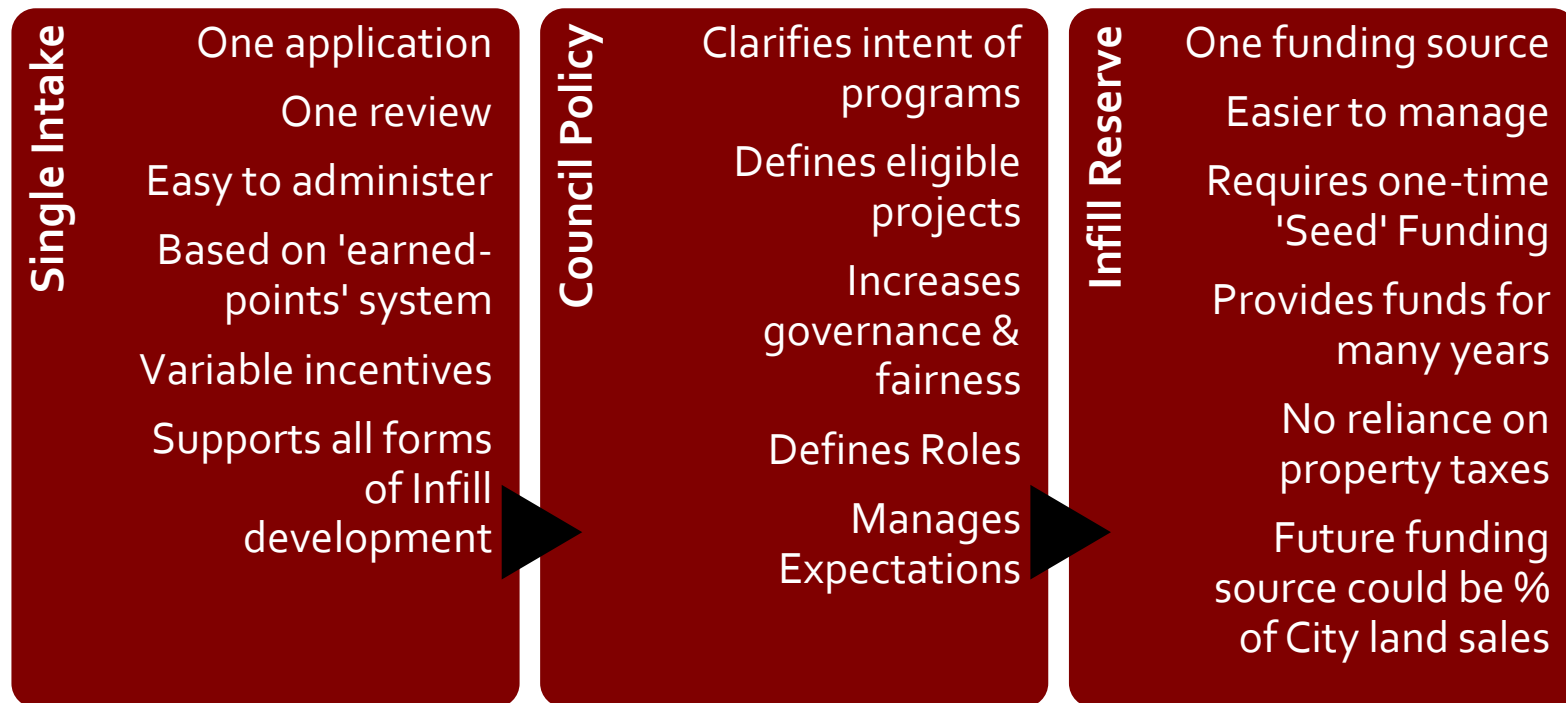
- Avoid conditions where 'claw-backs' are necessary. These are time consuming and costly to monitor and administer. It should be assumed at the outset that market conditions can change and incentives should be designed to get development started.

ULS Policy Priority	Criteria or Policy Objective	Earned Amount of Grant/Tax Abatement
Base Incentive Amount	All Infill projects qualify for a 'base' amount within incentive policy area.	50 percent
Structured Parking	Reduce surface parking in Intensification boundary	10 percent
Adaptive Re-use of Vacant Building	The City wishes to increase the absorption and re-use of chronically vacant building space	10 percent
Site Remediation	The City wishes to encourage the clean-up and re-use of Brownfield sites in the Intensification boundary	10 percent
Energy Efficiency	The City encourages builders to consider increasing the efficiency of buildings and reducing energy needs	5 percent
Public Realm Improvements	The City encourages builders to improve the public space adjacent to their property for public enjoyment: <ul style="list-style-type: none"> • New sidewalk • More Landscaping • Improved Lighting • Bicycle Parking 	5 percent



7.1 Summary of Incentive Program Design

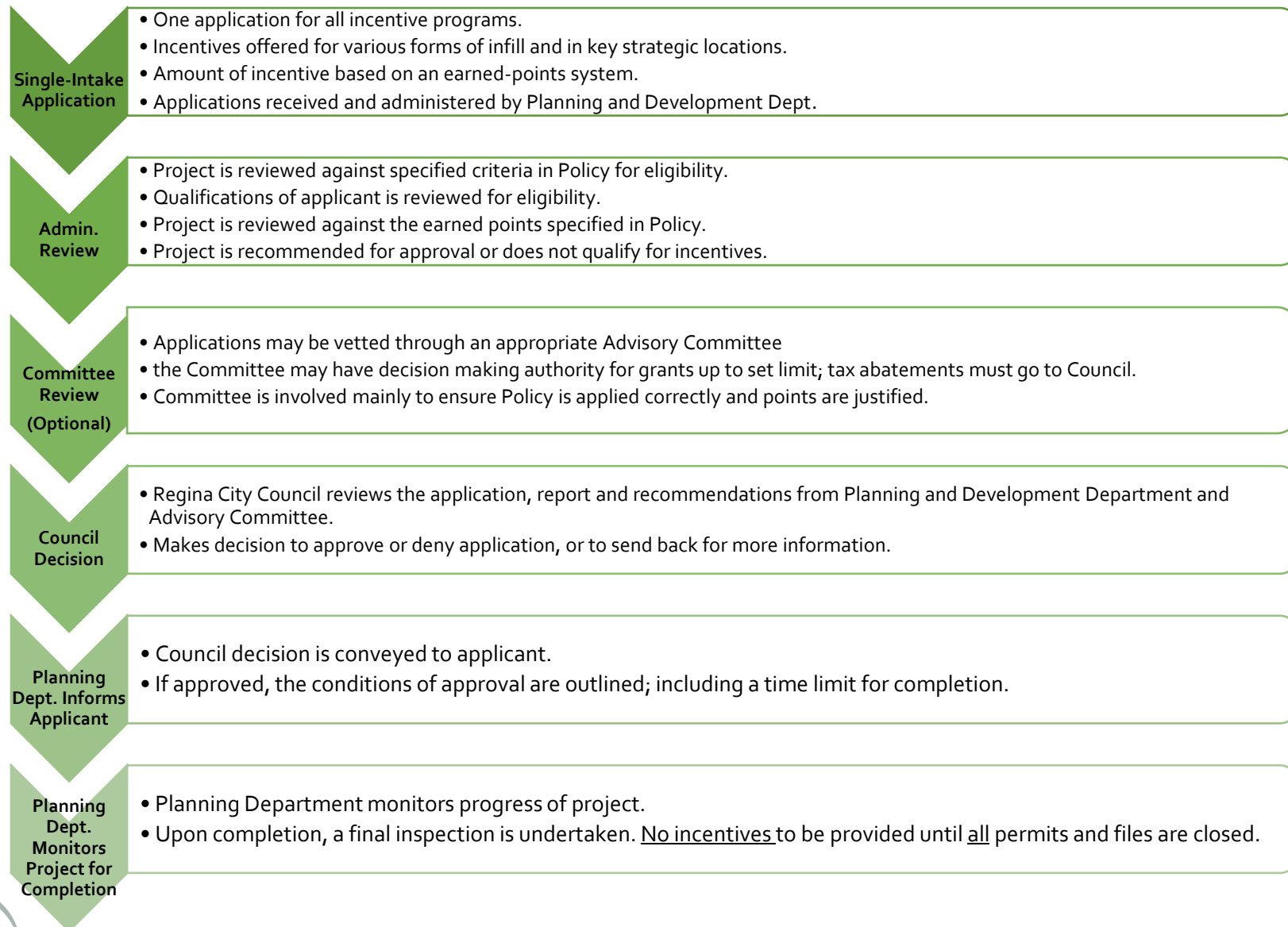
The following chart illustrates the recommended design of a new intensification incentive program.



An Intensification Reserve will need to be established with enough seed money to ensure that annual self-financing grants can be provided, and the funding 'revolves' by recouping funds through property taxes from recipient projects.

7.2 Summary of Incentive Program Process

Below is a chart which illustrates how a new incentive program could be administered.





Feedback from Stakeholders

Charlie Toman

From: Jenna Hutton [REDACTED]
Sent: Wednesday, September 5, 2018 3:53 PM
To: designregina
Cc: Jason Carlston; Evan Hunchak
Subject: Underutilized Land Study Feedback [REDACTED]

Follow Up Flag: Follow up
Flag Status: Completed

Good Afternoon,

Below are Dream's questions and comments pertaining to the Underutilized land study:

To answer the City's question of any "recommendations in the Study that you think would be particularly beneficial for encouraging the redevelopment of underutilized lands":

1. **Process improvements** – reduce uncertainty and offer assistance with process as well as clarity around available incentives etc.
2. **Pre-zoning** of land would substantially reduce risk & uncertainty in the viability of sites particularly with cost & timing concerns as it relates to often contentious public consultation in older areas
3. **Mid-rise Development** permitting 6-storey wood frame construction would support mid-rise development

Questions

- **Demonstration Projects** If zoning regulations or amendments are permitted for these demonstration projects, would they be included in the zoning bylaw for reuse on other sites?
- **Screening Incentive** – unsure of exactly what this is? Is the City performing due diligence on vacant sites and making that information available?
- **Property tax deferral incentive vs waived incentive** – deferred taxes during construction... would this not increase the likelihood of stalled projects or not incentivize construction completion (i.e. Capital Pointe)? To waive property taxes for a specified max period seems like it would catalyze the project to completion more effectively
- **Priority Review Process** – if infill projects are being fast tracked in the review will this impact the processing time of other types of applications?

Comments

- **Concentrated maintenance** – concentrating maintenance in strategic infill areas could act as a catalyst for new development however, if the area will require upgraded underground infrastructure due to the intensification the surface work will need to be reconstructed a second time.
- **Contextual Zoning** the report suggests that an overlay is a tool which could be used to negate suburban standards being implemented in an infill context. While an overlay is one tool that could provide this function, I would hope that zones within the intensification boundary have been considered through the Zone Forward new zoning bylaw and the use of often complicating overlays would not be required.
- **Pro Forma Sites** – All three sample sites do not necessarily depict an accurate review of costing on an infill site b/c the analysis does not account for any costs associated with off-site or local infrastructure improvements (analysis assumes all infrastructure is adequate when this is one of the biggest risks to infill). Also assumes that exterior improvements will be higher in greenfield scenarios – this may change with the new zoning or overlays as proposed if a "heritage" type overlay is proposed. Business case #3 (the only one which is recommended to proceed from the pro forma analysis) is reliant on extremely optimistic conditions ex. \$2,200 monthly rent for a two bedroom apartment (as well as no infrastructure improvements).

Kind Regards,

Jenna Hutton
Specialist, Development

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September 5, 2018

City of Regina
Queen Elizabeth II Court
2476 Victoria Avenue
PO Box 1790
Regina, SK Canada S4P 3C8
Attn: Mr. Charlie Toman, ULS Project Manager

Sent by Email: designregina@regina.ca

Dear Mr. Toman;

Re: City of Regina Underutilized Land Study

I am writing to you today in response to the City of Regina's recently published [Underutilized Land Study](#) (the "Study"). Canadian Fuels supports the City's efforts to consult with stakeholders and better understand how to encourage redevelopment of underutilized lands. We appreciate the opportunity to provide feedback on this excellent initiative.

The [Canadian Fuels Association](#)¹ is a national association of Canadian refiners and marketers of petroleum products. Our purpose is to serve and represent these sectors of the petroleum industry with respect to environment, health & safety and business issues. Our members¹ are knowledgeable and have considerable experience with the responsible management of contaminated (brownfield) sites.

Canadian Fuels member priorities for the management of contaminated sites are the protection of human health and the environment, full closure of regulatory liability upon remediation, and sustainable redevelopment of properties to a productive use. For Canadian Fuels members, a key driver in remediation decisions is closure of regulatory liability upon project completion. In other words, site owners want relieve to their liability to the best extent possible upon project completion.

¹ Canadian Fuels members: Federated Co-operatives Limited, Husky Energy Inc., Imperial Oil Limited, Irving Oil, North West Redwater Partnership, Parkland Fuel Corporation, Petro-Canada Lubricants Inc., Shell Canada Products, Suncor Energy Products Partnership, and Valero Energy Inc.

Our members strongly support contaminated site policies and guidance that include:

- The use of sound science,
- The use of risk assessment and management remediation approaches,
- Policy benefits that exceed policy costs,
- The use of inclusive and transparent processes,
- Maximum flexibility options to achieve remediation objectives.

As you know, brownfields are underdeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties. And as you are likely aware, Canadian Fuels members are responsible for a significant number of brownfield sites in municipalities across Canada, i.e. former petroleum dispensing sites like gas stations and bulk fuel plants.

I noted the reference to Tier 3 endpoints on slide 11 in the Study. Our members have varying appetites for risk depending on their corporate objectives, but in general, we advocate for encouraging more flexible Tier 3 endpoints at sites where proponents can clearly demonstrate that risk to human health and the environment are mitigated. Administrative controls such as site specific zoning and site development restrictions can play a role here as referenced on slide 68 "Site Specific Zoning". A large and expensive dig and dump remediation is often uneconomic and wasteful, and we suggest more consideration of potential Tier 3 solutions would be welcomed by industry. The provincial Ministry of Environment would also have an important role to play in encouraging more Tier 3 project closures.

I also note the reference on slide 71 which reads: "The City of Regina could sponsor a new SUMA resolution to lobby for new Saskatchewan legislation to allow site-specific tax measures which penalize owners of vacant sites who have removed their site from the marketplace (i.e. former gas stations)." This concept is concerning to our members.

Canadian Fuels believes such a tax measure could be punitive to certain industries / sectors within the same municipality or to municipalities who choose not to exercise the authority while other municipalities do. If council within a single municipality chooses to focus on a certain company or sector, levying heavily punitive increases, there is the potential that this may actually deter progress towards remediation. Smaller entities, already facing substantial remedial bills, may choose simply to walk away from the property as the increased tax expense may be unaffordable via reasonable means. For larger entities such as Canadian Fuels member companies, who have disciplined programs to progress remediation projects nationally, this added expense could serve to redirect funds planned for remedial projects to the increased tax bills that would sustain properties in their existing state. Municipalities seeing the application of this authority by other municipalities could choose to assess even more punitive increases as an attempt to motivate the remedial action within their municipality first. This "bidding war" could further exacerbate the issue above for both smaller and larger brownfield owners.

Property developers are becoming more sophisticated at managing remedial obligations in conjunction with development projects. This is resulting in more brownfields being returned to productive use through innovative remedial strategies. All developers will evaluate the expense of developing a brownfield property versus greenfield property in determining which project to undertake. The larger the gap between these two costs, the more likely the developer is to choose the less complex, greenfield property.

We respectfully submit that if the focus of the Study is truly to promote and expedite brownfield development, consideration should instead focus on enhancing tax incentives and deferrals to developers who take these projects on. Slides 75 and 76 in the Study offer some excellent examples.

Thank you for the opportunity to provide our feedback. I would be happy to discuss any of our input, and I can be reached at (403) 266-7500 or email: robhoffman@canadianfuels.ca

Yours truly,



Rob Hoffman
Director, Government & Stakeholder Relations

CC: Canadian Fuels members
Mr. Wes Kotyk, Assistant Deputy Minister, SK Ministry of Environment
Mr. Greg Kuntz, Manager – Environmental Services, City of Regina

Charlie Toman

From: Callan David [REDACTED]
Sent: Tuesday, September 4, 2018 10:56 AM
To: designregina
Subject: underutilized regina lands

Follow Up Flag: Follow up
Flag Status: Flagged

hello

i do not know where to submit my thoughts. here they are.

please create more parks. please stop building the conexus that is taking green space away from taxpaying citizens!! there are so many other places, as this study explicitly discloses.

please have the city to the environmental reports. if clean, please invest in it and offer some to charitable organizations, start up businesses needing assistance to grow, low income housing, etc.

Sincerely,

Callan David, CM\$BB | REALTOR®

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