



CITY COUNCIL

**Monday, November 25, 2019
5:30 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Revised Agenda
City Council
Monday, November 25, 2019**

CONFIRMATION OF AGENDA

MINUTES APPROVAL

Minutes of the meeting held on October 28, 2019.

DELEGATIONS, PUBLIC NOTICE BYLAWS AND RELATED REPORTS

- DE19-151 Stu Niebergall, Regina & Region Home Builders' Association: 2020 & 2021 Service Agreement Fees & Intensification Levy
- CR19-96 Finance and Administration Committee: City of Regina Greenfield Servicing Agreement Fee and Development Levy Annual Rate Review

Recommendation

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE

- NOVEMBER 5, 2019

1. That 2020 Greenfield Servicing Agreement Fee and Development Levy Rates be set at \$361,000 per hectare for residential and commercial development and \$120,330 per hectare for industrial-zoned development and approved effective January 1, 2020.
2. That 2020 Greenfield Servicing Agreement Fee and Development Levy Rates be maintained for 2021, with the recognition that new rates will only be brought forward for Council approval if the calculated required rates for 2021 vary more than 5% from the 2020 rates, if approved, in Recommendation #1.
3. That Intensification Levy Rates be reduced in alignment with Greenfield Servicing Agreement Fee and Development Levy Rates effective January 1, 2020.



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Table 1: Intensification Levy Rate by Land Use Type Chart

LAND USE TYPE	RATE
Residential Unit Types (rate charged per unit)	
Secondary Suite	\$4,200
Single-Detached Dwelling	\$8,700
Semi-Detached Dwelling or Duplex	\$8,400
More than Two Dwelling Units (e.g. townhouse, triplex, etc.)	\$8,100
Apartment (less than two bedrooms)	\$4,200
Apartment (two or more bedrooms)	\$6,100
Office/Commercial/Institutional (rate charged per m ²)	\$90
Industrial (rate charged per m ²)	\$40

4. That 2020 Intensification Levy Rates be maintained for 2021, with the recognition that new rates will only be brought forward for Council approval if the calculated required rates for 2021 vary more than 5% from the 2020 rates, if approved, in Recommendation #3.
5. That the City Solicitor be directed to prepare the necessary bylaw amendment to *The Development Levy Bylaw No. 2011-16*.

DE19-152 Brandi and Doug Muskaluk: Offer to purchase 23.5' x 125' of 2109 York Street and Zoning Bylaw Amendment Application for 2109 York Street

CR19-97 Regina Planning Commission: Zoning Bylaw Amendment Application (19-Z-09) - 2109 York Street

Recommendation

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – NOVEMBER 6, 2019

1. That the application to rezone a portion of 2109 York Street, being Part of Lot 16, Block 40, Plan No. I5211 in CPR Annex subdivision, from PS – Public Service Zone to R1A – Residential Older Neighbourhood Detached Zone, be approved.
2. That the application to sell park lands, being a portion of Lot 16, Block 40, Plan I5211, be approved.
3. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.



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CR19-98 Regina Planning Commission: Lane Closure Application (19-CL-01) Road Right-of-Way Adjacent to 2150 Alexandra Street

Recommendation

RECOMMENDATION OF THE REGINA PLANNING COMMISSION – NOVEMBER 6, 2019

1. That the application for the closure of Road Right-of-Way adjacent to 2150 Alexandra Street, as shown on the attached plan of proposed subdivision prepared by Scott L. Colvin, dated June 26, 2019 and legally described as Lane in Block 40, Registered Plan No. I5211, be approved.
2. That the City Solicitor be directed to prepare the necessary bylaw.

2019-56 BYLAW TO PROVIDE FOR THE CLOSURE OF A PORTION OF THE RIGHT-OF-WAY ADJACENT TO 2150 ALEXANDRA STREET

2019-57 THE REGINA ZONING AMENDMENT BYLAW, 2019 (No. 18)

2019-58 THE DEVELOPMENT LEVY AMENDMENT BYLAW, 2019

DELEGATIONS AND RELATED REPORTS AND MOTIONS

DE19-153 Bob Hughes, Saskatchewan Coalition Against Racism: Increasing Civilian Members on the Board of Police Commissioners

DE19-154 Dr. Michelle Stewart: Increasing Civilian Members on the Board of Police Commissioners

MN19-20 Councillor Lori Bresciani and Councillor Andrew Stevens: Increasing Civilian Members on the Board of Police Commissioners

DE19-155 Ronni Nordal: Community Safety and Wellbeing

DE19-156 Lance Dudar, The Regina Intersectoral Partnership: Community Safety and Wellbeing

DE19-157 Pierre Hawkins, John Howard Society of Saskatchewan: Community Safety and Wellbeing



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- CP19-178 Jim Elliott, Al Ritchie Community Association: Community Safety and Wellbeing
- MN19-21 Councillors Andrew Stevens, Bob Hawkins, Lori Bresciani, John Findura, Jason Mancinelli and Jerry Flegel: Community Safety and Wellbeing
- DE19-158 Lynda Schofield: Off-Leash Dog Park Coordination and Implementation
- DE19-159 Connie Buchan, OLDPUG: Off-Leash Dog Park Coordination and Implementation
- DE19-160 Garth Tomlinson: Off-Leash Dog Park Coordination and Implementation
- CR19-99 Community and Protective Services Committee: Off-Leash Dog Park Consultation and Implementation

Recommendation

RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

1. That Council consider funding the construction of one municipal off-leash site and up to two unfenced neighbourhood off-leash sites through the 2020 budget process.
2. That CR19-35 be removed from the Community and Protective Services List of Outstanding Items.

COMMITTEE REPORTS

BOARD OF POLICE COMMISSIONERS

- CR19-100 Regina Police Service 2020 Operating and Capital Budget
(This will be tabled to the budget meeting scheduled for December 9, 2019)

Recommendation

RECOMMENDATION OF THE BOARD OF POLICE COMMISSIONERS – OCTOBER 15, 2019

1. That the 2020 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$96,028,900 and revenues of \$10,399,600, resulting in a Net Operating Budget of \$85,629,300, be approved.



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2. That the 2020 Capital Budget of \$3,998,700 with capital funding to be determined by Regina City Council, be approved.
3. That this report be tabled to the December 9, 2019 City Council budget meeting, for approval.

EXECUTIVE COMMITTEE

CR19-101 2020 Council and Committee Meeting Schedule

Recommendation**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That Wednesday meetings as outlined in Appendix D be approved.
2. That Council meetings commence at a specified time in the afternoon, with the understanding that delegations be heard at 5:30 p.m.
3. Where a Committee of Council has a majority of citizen members, that we consult with that committee as to a meeting start time.
4. That the City Solicitor be instructed to amend *The Procedure Bylaw, Bylaw No, 9004*.

CR19-102 2020 Elected Official Committee Appointments

Recommendation**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That City Council appoint and approve the elected member appointments to the committees summarized in Appendix A.
2. That all appointments be made effective January 1, 2020 with terms of office to December 31, 2020 unless otherwise noted.



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CR19-103 2020 Citizen & Organization Appointments to Committee

Recommendation

RECOMMENDATION OF THE EXECUTIVE COMMITTEE - NOVEMBER 13, 2019

1. That the following individuals be appointed to the Accessibility Advisory Committee for terms of office indicated below:

Amy Alsop	January 1, 2020 to December 31, 2020
Bernadine Flaman	January 1, 2020 to December 31, 2020
Shae Sackman	January 1, 2020 to December 31, 2020
Allard Thomas	January 1, 2020 to December 31, 2021
Ashley Nemeth	January 1, 2020 to December 31, 2022
Dylan Morin	January 1, 2020 to December 31, 2022
Jennifer Cohen	January 1, 2020 to December 31, 2022

2. That the following individuals be appointed to the Board of Police Commissioners for terms of office indicated below:

Vic Pankratz	January 1, 2020 to December 31, 2020
Jada Yee	January 1, 2020 to December 31, 2020

3. That the following individuals be appointed to the Board of Revision for a term of office as indicated below:

Regan Kizlyk	January 1, 2020 to December 31, 2020
Madlin Lucyk	January 1, 2020 to December 31, 2021
Erica Pederson	January 1, 2020 to December 31, 2020
Randy Schellenberg	January 1, 2020 to December 31, 2022
Daniel Falayi	January 1, 2020 to December 31, 2021

4. That the following individuals be appointed to the Development Appeals Board for a term of office as indicated below:

Daniel Hebert	January 1, 2020 to December 31, 2022
Evan Markewich	January 1, 2020 to December 31, 2022

5. That the following individuals be appointed to the Regina Planning Commission for a term of office as indicated below:



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Cheri Moreau	January 1, 2020 to December 31, 2022
Tak Pham	January 1, 2020 to December 31, 2022
Steve Tunison	January 1, 2020 to December 31, 2022

6. That the following individuals be appointed to the Regina Public Library Board for a term of office indicated below:

Barbara March-Burwell	January 1, 2020 to December 31, 2020
Marj Gavigan	January 1, 2020 to December 31, 2020

7. That Patrick Mah be appointed to the Mayor's Housing Commission for a three-year term of office effective January 1, 2020 to December 31, 2022
8. That Melissa Coomber-Bentsen be appointed as a non-profit representative to the Mayor's Housing Commission for a two-year term of office effective January 1, 2020 to December 31, 2021
9. That the following Regina Catholic School Board Representatives be appointed to the School Board/City Council Liaison Committee for a one-year term of office as indicated below:

Bob Kowalchuk	January 1, 2020 to December 31, 2020
Vicky Bonnell	January 1, 2020 to December 31, 2020
Dom Scuglia	January 1, 2020 to December 31, 2020
Curt Van Parys	January 1, 2020 to December 31, 2020

10. That the following Regina Public School Board Representatives be appointed to the School Boards/City Council Liaison Committee for a one-year term of office as indicated below:

Adam Hicks	January 1, 2020 to December 31, 2020
Katherine Gagne	January 1, 2020 to December 31, 2020
Greg Enion	January 1, 2020 to December 31, 2020
Naomi Mellor	January 1, 2020 to December 31, 2020

11. That the members appointed to each board, committee and commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.



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CR19-104 Appointments to the Board of Directors for Regina Downtown BID

Recommendation

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

That the following appointments be approved to the Board of Directors for Regina Downtown:

- 1) Mr. Aaron Murray and Mr. James Camplin as persons who are electors of the City or are employed in the District for terms effective January 1, 2020 and expiring December 31, 2021.
- 2) Ms. Jaime Boldt, Ms. Victoria Gagne and Mr. Aaron Burnett as persons who are electors of the City or are employed in the District for terms effective January 1, 2020 and expiring December 31, 2022.
- 3) Members continue to hold office for the term indicated or until successors are appointed.

CR19-105 2020 Appointments to Regina's Warehouse Business Improvement District Board

Recommendation

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That the following appointments be approved to Regina's Warehouse Business Improvement District Board:

- | | |
|------------------------|--------------------------------------|
| • Mr. Don Black | January 1, 2020 to December 31, 2020 |
| • Mr. Mark Heise | January 1, 2020 to December 31, 2021 |
| • Ms. Loree MacPherson | January 1, 2020 to December 31, 2021 |
| • Mr. Frank McNally | January 1, 2020 to December 31, 2021 |
| • Ms. Piper New | January 1, 2020 to December 31, 2021 |
| • Ms. Brandee Owens | January 1, 2020 to December 31, 2021 |

2. Members continue to hold office for the term indicated or until successors are appointed.



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PRIORITIES AND PLANNING COMMITTEE

CR19-111 Sponsorship, Naming Rights & Advertising Program
(Submissions will be accepted until 1:00 p.m., November 25, 2019.)

Recommendation

RECOMMENDATION OF THE PRIORITIES AND PLANNING COMMITTEE - OCTOBER 23, 2019

1. That the development of a Sponsorship, Naming Rights & Advertising Program be considered during the 2020 budget process.
2. That this report be forwarded to the November 25, 2019 City Council meeting for approval.

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE

CR19-106 Wastewater Master Plan

Recommendation

RECOMMENDATION OF THE PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE –NOVEMBER 14, 2019

1. That the Wastewater Master Plan (WWMP) and authorize the use of the WWMP as a guide for future wastewater-related decisions and actions be approved.
2. That Administration provide a progress report regarding implementation of the WWMP to the Public Works and Infrastructure Committee in 2022.

NOTICE OF MOTION

MN19-22 Councillor Jerry Flegel: 2020 Proposed Regina Board of Police Commissioners Budget

MN19-23 Mayor Michael Fougere: Accelerating the Lead Service Connection Management Program

MN19-24 Councillor Bob Hawkins: Planning and Priorities Committee



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BYLAWS AND RELATED REPORTS

CR19-107 Community and Protective Services Committee: 2020 Pest Control Officer Appointment

Recommendation

RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

1. That the City Solicitor be instructed to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

Appoint the following people as Pest Control Officers under *The Pest Control Act* from January 1, 2020 until December 31, 2020; unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Russell Eirich	Senior Program Manager, Forestry, Horticulture & Pest Control
Ryan Johnston	Supervisor, Pest Control
Corey Doka	Pest Control Officer

2. That within 14 days of City Council passing the amendments to *Bylaw 2009-71*, that the City Clerk notify the Ministry of Agriculture of the appointment of the Pest Control Officers, as required by *The Pest Control Act*.

CR19-108 Community and Protective Services Committee: Cemetery Schedule and Fee Review

Recommendation

RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

1. That the Cemetery Fee Schedule for 2020 and 2021, as set out in Appendix B, be approved and the rates come into effect January 1, 2020.
2. That the amendments to *The Cemeteries Bylaw, 2008-27* as described in this report and Appendix A be approved.
3. That the City Solicitor be instructed to prepare the amendments to *The Cemeteries Bylaw, 2008-27* as described in this report.



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CR19-109 Finance and Administration Committee: Community Non-Profit Tax Exemption Policy

Recommendation

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE

- NOVEMBER 5, 2019

1. That the property tax exemptions as listed in Appendix A be approved subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
2. That the Executive Director, Financial Strategy & Sustainability or his delegate be authorized to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
3. That the City Solicitor be instructed to prepare the necessary bylaw to authorize the property tax exemptions for 2020 for those properties that are receiving one year tax exemptions as listed in Appendix A.
4. That pursuant to clause 244(2)(a) of *The Cities Act* the property taxes for the following properties for the following years be cancelled because there has been a change in ownership or use of the property, without which the property would have otherwise been exempt:
 - a) 2018 property taxes payable for the space occupied by The Royal Canadian Legion at 1820 Cornwall Street; Plan: 00RA12095, Block: 308; Lot: 42; as described on the Assessment Roll as Account No. 10032641.
 - b) 2019 property taxes for The Young Women's Christian Association to be located at 1915 Retallack Street; Plan: 101887623, Block: 339; Lot: A as described on the Assessment Roll as Account No. 10101336 and Plan: 101887623 Block: 339; Lot: B as described on the Assessment roll as Account No.10101337.
 - c) 2019 property taxes for The Islamic Association of Saskatchewan, Regina Inc. at 641 E Victoria Avenue; Plan: 70R13525 Blk: A; Plan: DV 270 Blk: 38; Lot: 21-34/ Blk: 38B Lot: 7-20/ Blk: Y; as described on the Assessment Roll as Account No. 10039677.
5. That Administration bring forward a report to the December 2, 2019 Finance and Administration Committee meeting that provides more particular reasons



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as to why the organizations outlined in Appendix B did not qualify for an exemption.

CR19-110 Priorities and Planning Committee: Civic Art & Cultural Collections Policy

Recommendation

RECOMMENDATION OF THE PRIORITIES AND PLANNING COMMITTEE - OCTOBER 23, 2019

1. That the Civic Art and Cultural Collections Policy provided in Appendix A of this report be approved.
2. That the Municipal Arts Policy (1993) be repealed.
3. That *Bylaw No. 2002-39 The Heritage Building Material Review Advisory Committee Bylaw* be repealed and the City Solicitor be instructed to prepare the necessary bylaw.
4. That Administration be directed to include a capital funding proposal for acquisition and maintenance of the City's civic art and cultural collections within the 2020 budget process.

2019-55 THE HERITAGE BUILDING MATERIAL REVIEW ADVISORY COMMITTEE REPEAL BYLAW, 2019

2019-59 THE CEMETERIES AMENDMENT BYLAW, 2019

2019-60 THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS AMENDMENT BYLAW, 2019-60

2019-63 THE COMMUNITY NON-PROFIT TAX EXEMPTION BYLAW, 2019

ADJOURNMENT

AT REGINA, SASKATCHEWAN, MONDAY, OCTOBER 28, 2019

AT A MEETING OF CITY COUNCIL

AT 5:30 PM

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

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

Also in Attendance: City Clerk, Jim Nicol
Deputy City Clerk, Amber Ackerman
City Manager, Chris Holden
City Solicitor, Byron Werry
Executive Director, Citizen Experience, Innovation & Performance, Louise Folk
Executive Director, Citizen Services, Kim Onrait
Executive Director, City Planning & Community Development, Diana Hawryluk
Executive Director, Financial Strategy & Sustainability, Barry Lacey
Director, Assessment & Taxation, Deborah Bryden
Director, Land and Real Estate Management, Shauna Bzdel
Director, Parks, Recreation & Cultural Services, Laurie Shalley
Senior City Planner, Chris Sale

PRESENTATIONS

Saskatchewan Professional Planners Institute Excellence in Planning Award

Mayor Michael Fougere presented the award to Diana Hawryluk, Executive Director, City Planning & Community Development for the Underutilized Land Study. The study looked at regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites in Regina.

2019 Municipal Heritage Award for Rehabilitation

Mayor Michael Fougere presented the award to Chris Brown of MMC International Architects Ltd. for the Cornwall Centre H&M Storefront project on 11th Avenue. This project involved renovations to the former CIBC building façade, on The Heritage Inventory since 1989.

RECOGNITION

Mayor Michael Fougere recognized Corey Doka, Barry Erickson, Laird Williamson, Kevin Manwaring, Brady McLeod, Dakota Vanhove, Kyle Gibson, Justin Paulo and other members of the team from the Forestry, Horticulture & Pest Branch. The team travelled to Winnipeg with specialized equipment to help with cleanup efforts after a pre-Thanksgiving snowstorm damaged transmission lines, towers and 10% to 15% of the city's trees. The crew worked from 8 a.m. to 8 p.m. and in one day alone cleaned up 13,000 tonnes of fallen or damaged trees. Mayor Fougere also recognized the coordinated efforts of several City departments and the Administration leaders in these areas who coordinated the response.

CONFIRMATION OF AGENDA

Councillor Sharron Bryce moved, seconded by Councillor Lori Bresciani, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted, after adding a brief from Dick and Maria Wellman regarding Tax Mitigation - Dewdney West Boundary Alteration as item DE19-150, and moving item CR19-95 Dewdney West Boundary Alteration - 2019 Property Tax Exemption Request to be considered immediately following item DE19-150, and that the delegations be heard in the order they are called forward by Mayor Fougere.

MINUTES APPROVAL

Councillor Bob Hawkins moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the minutes for the meeting held on September 30, 2019 be adopted, as circulated.

DELEGATIONS, ADVERTISED AND PUBLIC NOTICE BYLAWS AND RELATED REPORTS

DE19-147 Waqar Ahsan: Proposed Religious Institution - 2 Sheppard Street

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Waqar Ahsan addressed Council. There were no questions of the delegation.

Pursuant to the provisions of Section 16(11)(c) of City Council's Procedure Bylaw No. 9004, this brief was tabled until after consideration of CR19-90, a report from Regina Planning Commission respecting the same subject.

CR19-90 Application for Contract Zoning (19-CZ-06) Proposed Religious Institution - 2
Sheppard Street

Recommendation

**RECOMMENDATION OF THE REGINA PLANNING COMMISSION
– OCTOBER 9, 2019**

1. That the application to amend *Regina Zoning Bylaw No. 9250* to rezone 2 Sheppard Street, being Lot 23-Blk/Par 25-Plan No. 62R19206 Ext 0 from R1-Residential Detached Zone to C – Contract be approved and that the contract zone agreement between the City of Regina and the applicant/owner of the subject properties be executed.
2. That further to recommendation 1, the proposed contract zone agreement shall include the following terms:
 - a. The development shall generally conform to the attached plans labelled Appendix A-3, prepared by P3A Architecture, and dated May 30, 2019;
 - b. The development shall accommodate a maximum of 25 persons at one time;
 - c. Any zoning related detail not specifically addressed in the contract zone agreement shall be subject to applicable provisions of the Zoning Bylaw;
 - d. The agreement shall be registered in the City's interest at the applicant's cost pursuant to Section 69 of *The Planning and Development Act, 2007*;
3. That the City Solicitor be directed to prepare the necessary bylaws to authorize the respective to *Regina Zoning Bylaw No. 9250* amendment.

Councillor Barbara Young moved, seconded by Councillor Lori Bresciani, AND IT WAS RESOLVED, that the recommendation of Regina Planning Commission contained in the report be concurred in.

CR19-91 Discretionary Use Application (19-DU-09) Proposed Addition to Existing Child Day Care Centre in Contract Zone, 4401 Dewdney Avenue

Recommendation

**RECOMMENDATION OF THE REGINA PLANNING COMMISSION
– OCTOBER 9, 2019**

1. That the City Solicitor be directed to prepare the necessary bylaws to discharge the existing contract zone agreement (Bylaw No. 2011-17) in

Regina Zoning Bylaw No. 9250 for 4401 Dewdney Avenue, being Lots 7 and 8, Block 1, Plan No. I5211, CPR Annex subdivision.

2. That the discretionary use application for a proposed addition to an existing Child Day Care Centre located at 4401 Dewdney Avenue, being Lots 7 and 8, Block 1, Plan No. I5211, CPR Annex subdivision, be approved, and that a Development Permit be issued subject to the following conditions:
 - a) The development shall be consistent with the plans attached to this report as Appendix A-3.1, prepared by Gilchuk Design & Drafting and dated July 4, 2019; and
 - b) The development shall comply with all applicable standards and regulations in *Regina Zoning Bylaw No. 9250*.

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

2019-52 THE REGINA ZONING AMENDMENT BYLAW, 2019 (No. 16)

2019-53 THE REGINA ZONING AMENDMENT BYLAW, 2019 (No. 17)

Councillor Andrew Stevens moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that Bylaws No. 2019-52 and 2019-53 be introduced and read a first time.

Bylaws were read a first time.

No letters of objection were received pursuant to the advertising with respect to Bylaws No. 2019-52 and 2019-53.

The Clerk called for anyone present who wished to address City Council respecting Bylaws No. 2019-52 and 2019-53 to indicate their desire.

No one indicated a desire to address Council.

Councillor Andrew Stevens, seconded by Councillor John Findura, AND IT WAS RESOLVED, that Bylaws No. 2019-52 and 2019-53 be introduced and read a second time. Bylaws were read a second time.

Councillor Andrew Stevens moved, seconded by Councillor Lori Bresciani, that City Council hereby consent to Bylaws No. 2019-52 and 2019-53 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Andrew Stevens moved, seconded by Councillor Jerry Flegel, AND IT WAS RESOLVED, that Bylaws No. 2019-52 and 2019-53 be read a third time. Bylaws were read a third and final time.

DELEGATIONS AND RELATED REPORTS AND MOTION

DE19-148 Judith Veresuk, Regina Downtown BID: Downtown Public Washrooms

The delegation gave notice that she would not be present.

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

CR19-92 Downtown Public Washrooms

Recommendation

RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – OCTOBER 10, 2019

That funding of \$20,000 be requested through the 2020 budget process for a one-season pilot project to test stand-alone public washrooms in the downtown.

Councillor Andrew Stevens moved, seconded by Councillor Jerry Flegel, that the recommendation of the Community and Protective Services Committee contained in the report be concurred in.

Councillor Jerry Flegel moved, seconded by Councillor Lori Bresciani, that a bank of two to three porta-potties be tested for a one season pilot project in two different locations in the downtown area.

Mayor Michael Fougere stepped down to enter debate.

Councillor Mike O'Donnell assumed the Chair.

Mayor Michael Fougere returned to the Chair prior to the vote.

The motion was put and declared LOST.

The main motion was put and declared CARRIED.

DE19-149 Brandon Wright, Bike Regina: Cycling Safety

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Brandon Wright, representing Bike Regina, addressed Council and answered a number of questions.

Pursuant to the provisions of Section 16(11)(c) of City Council's Procedure Bylaw No. 9004, this brief was tabled until after consideration of MN19-19, a motion made by Councillor Joel Murray respecting the same subject.

MN19-19 Councillor Joel Murray: Cycling Safety

Councillor Joel Murray moved, seconded by Councillor Andrew Stevens, that:

- 1. When passing a cyclist over 50 km/h a distance of 1.5 meters must be maintained;**
- 2. When passing a cyclist under 50 km/h a distance of 1 meter must be maintained;**
- 3. A fine structure be designed, implemented and enforced;**
- 4. A bylaw be put before Council during Q1 of 2020; and**
- 5. A public education program be created.**

Councillor Bob Hawkins moved, in amendment, seconded by Councillor Sharron Bryce, that Regina cyclists be required to wear protective helmets while cycling.

The motion was put and declared LOST.

Councillor Lori Bresciani moved, seconded by Councillor Jerry Flegel, AND IT WAS RESOLVED, that this matter be referred to Administration for a report to the Community and Protective Services Committee in Q1 of 2020 with additional information that includes options, implications, protective gear such as helmets etc., and consultation with other municipalities related to implementing a fine structure and enforcement bylaw respecting cycling safety.

DE19-150 Dick and Maria Wellman - Tax Mitigation -- Dewdney West Boundary Alteration

Pursuant to due notice the delegation was present.

The Mayor invited the delegation to come forward and be heard. Dick Wellman addressed Council and answered a number of questions.

Pursuant to the provisions of Section 16(11)(c) of City Council's Procedure Bylaw No. 9004, this brief was tabled until after consideration of CR19-95, a report from the Finance and Administration Committee respecting the same subject.

CR19-95 Dewdney West Boundary Alteration - 2019 Property Tax Exemption Request

Recommendation

**RECOMMENDATION OF THE FINANCE AND ADMINISTRATION
COMMITTEE - OCTOBER 8, 2019**

1. That the property tax mitigation tools as outlined in Option 2 in this report be approved.

2. That the properties set out in Appendix D Part A be exempted from property taxes in accordance with the percentages outlined in Appendix D Part A and as described in Option 2 of this report.
3. That the City Solicitor be instructed to prepare the necessary bylaw to amend *Bylaw No. 2019-8 The Properties Exempt from Taxation as a Result of the 2013 Municipal Boundary Alteration Bylaw, 2019* to provide for the additional tax exemptions described in recommendation 2.

Councillor Sharron Bryce moved, seconded by Councillor Bob Hawkins, that the recommendation of the Finance and Administration Committee contained in the report be concurred in.

(Councillor Bresciani requested a recorded vote.)

Councillor Sharron Bryce	Yes
Councillor Barbara Young	Yes
Councillor Jerry Flegel	No
Councillor Lori Bresciani	No
Councillor John Findura	No
Councillor Bob Hawkins	Yes
Councillor Mike O'Donnell	Yes
Councillor Jason Mancinelli	Yes
Councillor Joel Murray	Yes
Councillor Andrew Stevens	No
Mayor Michael Fougere	No

The motion was put and declared CARRIED.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

CR19-93 Executive Committee: Solar Project - Dream Request

Recommendation

RECOMMENDATION OF THE EXECUTIVE COMMITTEE - OCTOBER 16, 2019

1. That notwithstanding section 4.8 of the *Administration and Calculation Servicing Agreement Fees and Development Levy Policy*, the request that the Solar Project development described in this report be exempt from the payment of the transportation, parks and recreation and administration portions of the Servicing Agreement Fees (SAFs) at the time of subdivision be approved including such exemption on the following conditions:

- (a) The 10MW Solar Project is awarded by SaskPower to Company A on the land owned by Dream Asset Management Corporation (Dream) as described in this report;
 - (b) An application for subdivision with respect to the lands to be used for the Solar Project is submitted to the City, and such application complies with all applicable requirements and development standards other than the payment of SAFs;
 - (c) At the time of any subsequent application for new development on the lands used for the Solar Project, the land owner shall pay SAFs and or development levies (as the case may be) equal to those portions exempted at the rates in effect at the time of the subsequent development, not the rates in effect at the time of subdivision; and
 - (d) The City shall register an interest against the title(s) of the subject lands in the ISC Land Registry at the time of subdivision identifying the outstanding payment owing to the City and the obligation of the landowner to make payment to the City prior to obtaining any future development permit or certificate of approval.
- 2. That conditional support be provided for a property tax exemption as described in Option 2 in this report for five years to Dream Asset Management Corporation for the portion of the land located at 4800 E Dewdney Ave, tax account number 10268981, as described on the assessment roll as Plan: 101396853 Block: B; NE 26-17-19-2 required for the proposed solar project.
 - 3. That the Executive Director, Community Planning and Development be delegated authority to finalize the terms of a servicing agreement as outlined in this report.
 - 4. That the specific tax exemption as described in Option 2 in this report come forward to a future Executive Committee and Council meeting for approval once the following conditions are met:
 - (a) The 10MW Solar Project is awarded by SaskPower to Company A on a portion of the land owned by Dream Asset Management Corporation (Dream) as described in this report; and
 - (b) That the construction of the of the solar project as awarded to Company A by SaskPower is complete on the land owned by Dream and as described in this report.
 - 5. That City Council request Economic Development Regina (EDR) to work with City Administration to begin steps to develop a policy that would provide guidelines for future requests for economic development support within the City of Regina.

Councillor Andrew Stevens moved, seconded by Councillor Jason Mancinelli, that the recommendation of Executive Committee contained in the report be concurred in.

Mayor Michael Fougere stepped down to enter debate.

Councillor Mike O'Donnell assumed the Chair.

Mayor Michael Fougere returned to the Chair prior to the vote.

The motion was put and declared CARRIED.

RECESS

Pursuant to the provisions of Section 33 (2.1) of City Council's Procedure Bylaw No. 9004, Mayor Fougere called for a 15 minute recess.

Council recessed at 7:49 p.m.

Council reconvened at 8:05 p.m. in the absence of Councillor Bresciani.

FINANCE AND ADMINISTRATION COMMITTEE

CR19-94 Application for Title – 2019 Liens

Recommendation

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE

- OCTOBER 8, 2019

1. That the Manager, Property Tax and Utility Billing be authorized to serve six-month notices on all parcels of land included in the list of lands marked as Appendix A.
2. That the Manager, Property Tax and Utility Billing be authorized to proceed with the next steps in tax enforcement on the expiry of the six-month notices.

Councillor Sharron Bryce moved, seconded by Councillor Barbara Young, that the recommendation of the Finance and Administration Committee contained in the report be concurred in.

(Councillor Bresciani returned to the meeting.)

The motion was put and declared CARRIED.

MOTIONS

MN19-16 Mayor and City Council: Recreation Infrastructure Program

Councillor Bob Hawkins moved, seconded by Councillor Barbara Young, that:

- 1. Regina City Council approve a Recreation Infrastructure Program with the goal of renewing, replacing and/or developing new recreational infrastructure;**
- 2. The Recreational Infrastructure Program be modeled on the recently concluded Residential Road Renewal Program;**
- 3. The Program be funded by dedicating 0.5% (one-half of one percent) mill rate increase in each year for five years between 2020 to 2024; and**
- 4. Administration bring forward from time to time, and in a timely fashion as funds from the program become available, plans for recreational infrastructure redevelopment based on the current Recreation Master Plan, and other relevant considerations, for consideration by Regina City Council.**

Mayor Michael Fougere stepped down to enter debate.

Councillor Mike O'Donnell assumed the Chair.

Mayor Michael Fougere returned to the Chair prior to the vote.

The motion was put and declared CARRIED.

MN19-17 Councillor Jerry Flegel: Old Mosaic Stadium Site (Taylor Field)

Councillor Jerry Flegel moved, seconded by Councillor Lori Bresciani, that Administration bring forward a report to Public Works and Infrastructure by the end of Q2 of 2020 that includes the following information:

- 1. The detailed cost, options, implications, construction timeline and potential revenue that could be generated for restoring the old mosaic stadium site into an interim parking lot; and**
- 2. The statistical details outlining the projected impact that the interim parking lot may have on ridership to the transit shuttle service for major events that the service currently supports.**

The motion was put and declared LOST.

MN19-18 Councillor Bob Hawkins, Councillor Andrew Stevens and Councillor Jason Mancinelli: Single Use Plastic Shopping Bags

Councillor Bob Hawkins moved, seconded by Councillor Andrew Stevens that Administration bring forward a bylaw and associated report for consideration in Q1 of 2020 that includes the following:

1. Regulations:

- that bans the use of single-use plastic shopping bags for the purpose of carrying out purchases from commercial establishments, including take-out and delivery of food, within the City;
- contains exemptions for transporting such items as bulk, perishable, and frozen goods, etc.;
- includes enforcement mechanisms such as fines for dealing with infractions;

2. Public engagement and consultation whereby:

- the public and interested stakeholders are consulted on the content of the bylaw;
- consideration is given to best practices adopted in other jurisdictions where similar bans have been introduced;
- pending adoption of the bylaw, a public education campaign is undertaken prior to the bylaw coming into force; and

3. That the bylaw come into effect no later than January 1, 2021.

Councillor Bob Hawkins moved, seconded by Councillor Jason Mancinelli, AND IT WAS RESOLVED, that this matter be referred to Administration to include in its report in Q1 of 2020 regarding the environmental impact for Regina of single use plastics, related to MN 19-6 Report on Restricting the Use of Single-Use Plastics, as considered at the May 27, 2019 City Council meeting.

NOTICE OF MOTIONS

MN19-20 Councillor Lori Bresciani and Councillor Andrew Stevens: Increasing Civilian Members on the Board of Police Commissioners

Councillor Lori Bresciani and Councillor Andrew Stevens gave written notice that at the November 25, 2019 meeting of City Council they intend to make the following recommendation:

That Administration prepare a report for Executive Committee in Q1 of 2020 on the following:

- 1. The process for expanding the membership on the Board of Police Commissioners by two citizen members, resulting in a total membership of seven;**
- 2. A comparison with other major Western Canadian cities respecting:**
 - a. the ratio of citizen members to elected members on Boards of Police Commissioners; and**

- b. of criteria that aligns with City Council's Policy Statement respecting Strengthening Eligibility and Diversity Requirements which represents our community.**

MN19-21 Councillors Andrew Stevens, Bob Hawkins, Lori Bresciani, John Findura, Jason Mancinelli and Jerry Flegel: Community Safety and Wellbeing

Councillor Andrew Stevens, Councillor Bob Hawkins, Councillor Lori Bresciani, Councillor John Findura, Councillor Jason Mancinelli and Councillor Jerry Flegel gave written notice that at the November 25, 2019 meeting of City Council they intend to make the following recommendation:

That Administration return to the Priorities and Planning Committee in Q4 of 2020 with a Community Safety and Wellbeing Report, which:

- 1. Identifies the roles and responsibilities of all three levels of government;**
- 2. Identifies ways in which the City of Regina can take a leadership role in making communities safer;**
- 3. Identifies the role of harm reduction, anti-gang, anti-poverty, employment and other strategies in addressing the underlying causes of crime in our communities;**
- 4. Explores opportunities to partner with policing, crime, and harm reduction experts, community-based organizations, and community associations;**
- 5. Identifies the value of, and potential terms of reference for a Community Safety and Wellbeing Advisory Committee;**
- 6. Includes a framework for information sharing and collaboration between community groups and associations, the Regina Police Service, and the City of Regina; and**
- 7. Identifies potential short and long-term action items.**

BYLAWS AND RELATED REPORTS

- 2019-7 BYLAW TO DESIGNATE THE COOK RESIDENCE AT 3160 ALBERT STREET AS MUNICIPAL HERITAGE PROPERTY
- 2019-54 THE PROPERTIES EXEMPT FROM TAXATION AS A RESULT OF THE 2013 MUNICIPAL BOUNDARY ALTERATION AMENDMENT BYLAW, 2019
-

Councillor Andrew Stevens moved, seconded by Councillor Sharron Bryce, AND IT WAS RESOLVED, that Bylaws No. 2019-7 and 2019-54 be introduced and read a first time.

Bylaws were read a first time.

Councillor Andrew Stevens, seconded by Councillor Barbara Young, AND IT WAS RESOLVED, that Bylaws No. 2019-7 and 2019-54 be introduced and read a second time. Bylaws were read a second time.

Councillor Andrew Stevens moved, seconded by Councillor Mike O'Donnell, that City Council hereby consent to Bylaws No. 2019-7 and 2019-54 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY.

Councillor Andrew Stevens moved, seconded by Councillor Joel Murray, AND IT WAS RESOLVED, that Bylaws No. 2019-7 and 2019-54 be read a third time. Bylaws were read a third and final time.

ADJOURNMENT

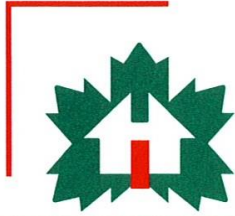
Councillor Sharron Bryce moved, seconded by Councillor Joel Murray, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 9:08 p.m.

Chairperson

Secretary

Regina & Region
Home Builders'
Association



100 - 1801 MacKay Street
Regina, Saskatchewan
S4N 6E7

F. (306) 569-9144
www.reginahomebuilders.com

November 25, 2019

City Council
City of Regina
Queen Elizabeth II Court
Regina, SK, S4P 3C8

Subject: 2020 & 2021 Service Agreement Fees & Intensification Levy

Dear City Council,

The Regina & Region Home Builders' Association would like to thank Diana Hawryluk and her team in the City Planning & Community Development Division their recommendation to set a rate on 2020 Servicing Agreement Fees (SAF) and Intensification Levy of (IL).

This new rate is a significant step in ensuring the City of Regina is competitive in residential, commercial and industrial development, which is necessary if we are going to attract the type of investment that will keep our great City growing. The recommended SAF rate of \$361,000/hectare for residential & commercial lands, \$120,330/hectare for industrial zoned lands and Intensification Levy's, while freezing the rate for 2021 provides security and balance which will help to protect the long-term interests of the City.

We believe the proposed rate structure is well aligned with the OCP and the overall goal to develop complete communities and protect affordability for young families, newcomers and individuals who call Regina home.

The 18.3% rate decrease from 2019 to 2020 validates the SAF Model works. Re-evaluating infrastructure projects and their costs should result in a more realistic costing model. The SAF rate and Intensification Levy recommendation is responsive to the economic environment without adding any additional risk to the City of Regina. Any risk associated with a lower rate in the model is borne solely by members of the industry.

This reduction is important and timely as the new housing sector is struggling to adjust to a slower economy, changes to qualifying clients for mortgages, increased costs from the implementation of the latest National Building Code and PST changes. These factors have conspired in 2019 to create the largest slowdown in the new home market since 1996. In addition, we have seen the loss of a few thousand direct and indirect jobs in the residential construction sector.

Economic Development Regina describes Regina as “a city where you are free to be whoever you want to be, where you can be inspired to pursue your dreams and to find success in every aspect of your life”. A significant component in achieving this has been the growth of our City over the last decade. We are now at the point where growth in our community and in our sector can no longer be taken for granted. We require policy development that encourages smarter growth in a transparent manner and promotes investment in our great City. We look forward to the 2020 SAF Policy review and the opportunity to continue to improve the SAF model.

The Regina & Region Home Builders’ Association supports this recommendation by City Administration, and we encourage City Council to support the recommendation.

Thank You,

A handwritten signature in blue ink, appearing to read 'Stu Niebergall', with a stylized flourish at the end.

Stu Niebergall
President & CEO

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Finance and Administration Committee: City of Regina Greenfield Servicing Agreement
Fee and Development Levy Annual Rate Review

RECOMMENDATION

RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE - NOVEMBER 5, 2019

1. That 2020 Greenfield Servicing Agreement Fee and Development Levy Rates be set at \$361,000 per hectare for residential and commercial development and \$120,330 per hectare for industrial-zoned development and approved effective January 1, 2020.
2. That 2020 Greenfield Servicing Agreement Fee and Development Levy Rates be maintained for 2021, with the recognition that new rates will only be brought forward for Council approval if the calculated required rates for 2021 vary more than 5% from the 2020 rates, if approved, in Recommendation #1.
3. That Intensification Levy Rates be reduced in alignment with Greenfield Servicing Agreement Fee and Development Levy Rates effective January 1, 2020.

Table 1: Intensification Levy Rate by Land Use Type Chart

LAND USE TYPE	RATE
Residential Unit Types (rate charged per unit)	
Secondary Suite	\$4,200
Single-Detached Dwelling	\$8,700
Semi-Detached Dwelling or Duplex	\$8,400
More than Two Dwelling Units (e.g. townhouse, triplex, etc.)	\$8,100
Apartment (less than two bedrooms)	\$4,200
Apartment (two or more bedrooms)	\$6,100
Office/Commercial/Institutional (rate charged per m ²)	\$90
Industrial (rate charged per m ²)	\$40

4. That 2020 Intensification Levy Rates be maintained for 2021, with the recognition that new rates will only be brought forward for Council approval if the calculated required rates for 2021 vary more than 5% from the 2020 rates, if approved, in Recommendation #3.
5. That the City Solicitor be directed to prepare the necessary bylaw amendment to *The Development Levy Bylaw No. 2011-16*.

FINANCE AND ADMINISTRATION COMMITTEE – NOVEMBER 5, 2019

Stu Niebergall, representing Regina & Region Home Builders' Association, addressed the Committee.

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

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

The Finance and Administration Committee, at its meeting held on November 5, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That 2020 Greenfield Servicing Agreement Fee and Development Levy Rates be set at \$361,000 per hectare for residential and commercial development and \$120,330 per hectare for industrial-zoned development and approved effective January 1, 2020.
2. That 2020 Greenfield Servicing Agreement Fee and Development Levy Rates be maintained for 2021, with the recognition that new rates will only be brought forward for Council approval if the calculated required rates for 2021 vary more than 5% from the 2020 rates, if approved, in Recommendation #1.
3. That Intensification Levy Rates be reduced in alignment with Greenfield Servicing Agreement Fee and Development Levy Rates effective January 1, 2020.

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Apartment (less than two bedrooms)	\$4,200
Apartment (two or more bedrooms)	\$6,100
Office/Commercial/Institutional (rate charged per m ²)	\$90
Industrial (rate charged per m ²)	\$40

4. That 2020 Intensification Levy Rates be maintained for 2021, with the recognition that new rates will only be brought forward for Council approval if the calculated required rates for 2021 vary more than 5% from the 2020 rates, if approved, in Recommendation #3.

5. That the City Solicitor be directed to prepare the necessary bylaw amendment to *The Development Levy Bylaw No. 2011-16*.
6. That this report be forwarded to the November 25, 2019 City Council meeting for approval.

CONCLUSION

Servicing Agreement Fee (SAF) and Development Levy (DL) rates are set annually following a review and update of the SAF financial model and associated growth-related capital projects lists, as described in the *Administration and Calculation of Servicing Agreement Fee and Development Levy Policy* (Policy). Current economic conditions must be balanced with cash flow required to ensure that the infrastructure necessary to support growth is planned for and in place. It is recommended that the SAF and DL rates for 2020 be reduced, and that the rates for 2020 be maintained for 2021. It is also recommended that Intensification Levy rates be reduced for 2020 and maintained for 2021.

BACKGROUND

The City of Regina (City) uses SAFs and DLs to fund major infrastructure required for new growth and development, as per *The Planning and Development Act, 2007* (Act) and described in the Policy. SAFs and DLs are collected by the City from developers to pay for infrastructure projects that add capacity to service new growth.

SAF and DL rates are reviewed and set annually to ensure the most current information is used in the calculations. This report facilitates the setting of Greenfield SAF and DL rates for 2020 and 2021.

DISCUSSION

Growth of a city can offer benefits such as supporting and attracting local business, creating population thresholds necessary to support arts and culture, promoting community vibrancy and fostering the development of services such as transit and recreation.

Growth requires an investment in services and infrastructure. New neighborhoods and employment areas require expanded or new infrastructure for services such as water and wastewater. Our Policy assigns developers responsible for capital requirements internal to or triggered directly by new developments, while SAFs and DLs are used to fund infrastructure upgrades to the city systems due to overall growth of the city.

The City's primary tools to fund these system upgrades are SAFs in new subdivisions and DLs in areas where no subdivision is occurring but a change in intensity of land use is taking place, generating an increase in demand for services. The Policy, guided by the Act, and approved by City Council outlines the calculation of these fees.

For greenfield development, the overall SAF and DL rate is determined annually as part of the update to the SAF financial model (Appendix A: SAF Reference). This includes updating

growth projections (amount of land remaining to be developed) and growth-related capital projects lists (Appendix B: Growth-Related Capital Project Lists). The growth-related capital project lists are based on master plans and further studies, outlining projects required to service growth to 300,000 people as per *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). The annual review of these projects ensures that the SAF financial model is based on the most current information available.

This year's annual review included a combination of communications, meetings, a general session and workshop with industry stakeholders. Administration's goal was to understand concerns and work together on an approach for the review. Feedback was welcomed on the project lists, assumptions and methodology.

We heard an appreciation for the opportunity for open dialogue. Feedback included an expectation that rates go up and down with cycles in the economy and growth as well as a need to ensure that major infrastructure is in place for growth so that development can be planned. There was recognition of the work done on master plans, providing more information than available in the past. Industry had concerns related to transportation projects which make up a large portion of the growth-related capital projects lists. There were questions regarding necessity, timeframes for delivery and cost estimates. There was unanimous support for further discussions through engagement as part of our planned policy review in 2020. Since our discussions, RRHBA has expressed their support of the recommended rates.

The Growth-Related Transportation Project List uses the Transportation Master Plan (TMP) as its foundation, updated annually with information from further studies and analysis. There is the recognition of uncertainty regarding transportation needs due to changes in traffic patterns since the TMP was developed and for drivers to adjust to the Regina Bypass. Next year, a Travel Study will be undertaken which will serve as a foundational input into the subsequent TMP Five-Year Review. The Travel Study will help determine where there is the greatest need as a result of any changes in behaviors and infrastructure.

Consideration was given to all feedback, as well as the economic environment and uncertainty on growth-related transportation projects to recommend a rate reduction for 2020 and 2021. These rates were calculated based on the best information possible on project estimates and timing and the following methodology:

- Projects without recent updates or further study were rolled back to their original cost estimate.
- No index rate was applied.
- Growth-related transportation projects were maintained in the model, with the final total value reduced by an additional 20 per cent recognizing the uncertainty of projects and the work planned to gather more information.

It is recommended that the Greenfield SAF and DL rates be \$361,000 per hectare for residential and commercial development and \$120,330 for industrial-zoned development. This is an overall 18.3 per cent reduction from 2019 rates for residential and commercial as well as industrial-zoned greenfield development.

Intensification Levy Rates became effective October 1, 2019. It is recommended that the Intensification Levy Rates be reduced in alignment with the reduction of greenfield rates as indicated in Table 1.

Table 1: Intensification Levy Rate by Land Use Type Chart

LAND USE TYPE	RATE
Residential Unit Types (rate charged per unit)	
Secondary Suite	\$4,200
Single-Detached Dwelling	\$8,700
Semi-Detached Dwelling or Duplex	\$8,400
More than Two Dwelling Units (e.g. townhouse, triplex, etc.)	\$8,100
Apartment (less than two bedrooms)	\$4,200
Apartment (two or more bedrooms)	\$6,100
Office/Commercial/Institutional (rate charged per m ²)	\$90
Industrial (rate charged per m ²)	\$40

It is also recommended that both Greenfield SAF and DL Rates, as well as Intensification Levy Rates, be held for 2021. Should next year's annual review process calculate rates that vary more than 5 per cent of the 2020 rates, they would be brought forward for Council's approval.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no direct costs associated with these recommendations.

The City will continue to generate revenue through the collection of SAFs to fund the infrastructure projects identified in the City's SAF financial model. Anticipated revenue and expenditures are balanced over the life of the SAF financial model which at times may place the model in a deficit.

The annual review of the model and projects within it provides the opportunity for updates with the most current information and adjust as necessary due to any change in the pace of growth or economic conditions.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The collection of SAFs and DLs is guided by the Policy, which is consistent with the OCP. There are no other policy or strategic implications.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Recommendations within this report, as well as planned Committee and Council dates were provided to stakeholders in advance. Stakeholders were also identified as interested parties in our report process.

The stakeholders and other interested parties will receive a copy of the report and notification of the meeting to appear as a delegation in addition to receiving a written notification of Council's decision, as well as the rates will be posted on Regina.ca.

DELEGATED AUTHORITY

The recommendations contained within this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

A handwritten signature in blue ink, appearing to read 'Ashley Thompson', is written over a horizontal line.

Ashley Thompson, Secretary

11/20/2019



Servicing Agreement Fees Reference Sheet

1.0 General

The Servicing Agreement Fee model is

- A financial tool used to fund major infrastructure investments required for growth and development to support a population of 300,000, as per *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP).
- Managed by the Council-approved SAF Policy consistent with the 'growth pays for growth' OCP policy.
- Governed by Government of Saskatchewan's *Planning and Development Act, 2007* (Act), which dictates what kinds of costs can be charged as SAFs.

2.0 Project Criteria

Servicing Agreement Fees:

Can (as per the Act):

- Be used to fund growth-related capital infrastructure projects.
- Involve providing, altering, expanding or upgrading services that directly or indirectly serve a development.
- Include cost of providing construction, planning, engineering and legal services for projects.
- Include infrastructure projects related to:
 - Water, wastewater, storm water
 - Transportation
 - Parks and recreation

Cannot (as per the Act):

- Include costs associated with operations, maintenance or renewal of infrastructure.
- Be used for other growth-related costs, such as those for police, transit or firehalls.

Within the constraints of the Act,

- Municipalities have flexibility to determine which projects to fund through SAFs or some other source (e.g. taxes or the utility).

City of Regina's current policy directs:

- SAFs to be used to fund infrastructure that serves more than one development area (e.g. Widening Saskatchewan Drive or the Wastewater Treatment Plant improvements).
- Projects that only directly benefit a single area are now required to be paid by developers of that area directly and not by SAFs (e.g. lift stations).

3.0 Process

- Projects are identified for inclusion in the SAF Project Lists through Master Plans as well as technical infrastructure studies (e.g. Transportation Master Plan, Functional Studies).
- Project timing is identified to meet requirements, while considering the cash flow and distributing costs over the life of the 25-year model in a way that does not result in a significant deficit.
- Project costs are allocated between greenfield and intensification-related growth:
 - Projects that support greenfield development are allocated 100 per cent to greenfield SAFs.
 - Projects that support intensification are allocated 100 per cent to intensification (e.g. infill parks).
 - Projects that support growth in general (i.e. city-wide growth) are allocated to both greenfield (70 per cent) and intensification (30 per cent), as per the growth split identified in the OCP.

4.0 Factors in Determining Project Funding

When a capital project is identified, the following factors are considered in determining how it should be funded.

FACTOR	If so...	If not...
1. Would the project be built regardless of growth?	...it is likely needed for maintenance or operations and thus not funded by SAFs.	...the project could be funded by SAFs if its purpose is largely required for growth.
2. Does the project benefit growth in more than one area (e.g. Wastewater Treatment Plant)?	...the project could be funded by SAFs.	...the project would be directly funded by the developer (e.g. lift stations).
3. Does the project benefit new residents (i.e. growth) and existing residents (e.g. dog park)?	...the project costs would be allocated to the City (taxpayer) (70 per cent) and to growth (30 per cent) (e.g. dog park as there is an existing service deficiency).	If not, the project would only be allocated to SAFs.
4. Does the project benefit greenfield and intensification-related growth?	...the project cost would be allocated 70 per cent to greenfield and 30 per cent to intensification.	<p>...and it largely benefitted greenfield development (e.g. arterial road in suburban areas - e.g. Pinkie Road), it would be allocated 100 per cent to greenfield.</p> <p>...and it largely benefitted intensification only, it would be allocated 100 per cent to intensification (e.g. infill parks).</p>

Appendix B: Growth-Related Capital Project List

*This list of projects includes estimates of cost, timing and need with the best information available to date. This list will be reviewed and adjusted as new information is available.

2020 Service Agreement Fee (SAF) Model Summary - TRANSPORTATION PROJECTS

^Note: All Transportation estimates reduced by 20% from last estimate

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)^	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
1	13th Ave Corridor Turn Lanes (Albert St to Pasqua St)	TMP	\$80,000	\$80,000	100%	\$0	0%	2021	2021	\$109,273	Confirmed estimate
3	9th Ave N & West leg of Regina Bypass Interchange	TMP, Regina Bypass Project	\$6,160,000	\$6,160,000	100%	\$0	0%	2020	2040	\$12,019,997	Aligned estimate to match agreement with Sask Hwys
4	9th Ave N Twinning (Courtney St to Pinkie)	TMP	\$4,704,000	\$4,704,000	100%	\$0	0%	2025	2025	\$6,425,235	Maintained estimate
6	9th Ave N Twinning (Pinkie to West Regina Bypass)	TMP	\$1,680,000	\$1,680,000	100%	\$0	0%	2035	2036	\$2,294,727	Maintained estimate
7	ANNUAL Bicycle Network 2016 - 2019 (On-road facilities + multi-use pathways)	TMP	\$200,000	\$60,000	30%	\$140,000	70%	2019	2019	\$1,092,727	Updated estimate to reflect last year of project
8	ANNUAL Bicycle Network 2020 - 2029 (On-road facilities + multi-use pathways)	TMP, cost estimate from IBI Group	\$7,440,000	\$2,232,000	30%	\$5,208,000	70%	2020	2029	\$10,162,361	Removed initial inflation from annual cash flow estimate
9	ANNUAL Bicycle Network 2030 - 2040 (On-road facilities + multi-use pathways)	TMP, cost estimate from IBI Group	\$9,064,000	\$2,719,200	30%	\$6,344,800	70%	2030	2040	\$11,255,088	Removed initial inflation from annual cash flow estimate
10	ANNUAL roadways completion	Estimated value of growth driven new development corrections based on Lessons Learned through Servicing Agreement Outcomes	\$880,000	\$880,000	100%	\$0	0%	2019	2040	\$1,365,909	Aligned estimate to annual cashflow
11	ANNUAL Traffic Signal Installation Program	TMP	\$14,080,000	\$14,080,000	100%	\$0	0%	2019	2040	\$18,212,117	Adjusted cost per signal and number of new growth signals per year
13	Arcola Ave & University Park Drive Intersection Enhancement (construction)	TMP	\$1,200,000	\$1,200,000	100%	\$0	0%	2022	2022	\$1,966,909	Construction portion of Transportation project #101
15	Arcola Ave Extension (Winnipeg St to Victoria Ave)	TMP	\$4,704,000	\$2,352,000	50%	\$2,352,000	50%	2030	2030	\$6,425,235	Confirmed estimate
17	Assiniboine Ave & Hwy 1 Bypass Interchange NB On-Ramp	TMP	\$2,120,000	\$2,120,000	100%	\$0	0%	2028	2028	\$2,891,356	Maintained estimate
20	Courtney St Extension (Sherwood Dr to 1st Ave N - west side)	TMP	\$2,776,000	\$2,776,000	100%	\$0	0%	2035	2035	\$3,786,299	Maintained estimate; Solution to be confirmed by Pinkie & Courtney Functional Design Study currently under review
21	Courtney St Flyover at CP Mainline	TMP	\$16,000,000	\$16,000,000	100%	\$0	0%	2035	2036	\$21,854,540	Maintained estimate; Solution to be confirmed by Pinkie & Courtney Functional Design Study currently under review
25	Dewdney Ave twinning (Pinkie Rd to Fleming Rd)	TMP, Regina Bypass Project	\$10,080,000	\$10,080,000	100%	\$0	0%	2038	2039	\$13,768,360	Maintained estimate
28	Fleet St twinning (MacRae Bay to Turvey Rd - W.S.) construct	TMP, Fleet St Business Park Secondary Plan	\$7,392,000	\$7,392,000	100%	\$0	0%	2032	2032	\$10,096,797	Maintained estimate
29	Fleet St twinning (MacRae Bay to Turvey Rd - W.S.) design	TMP, Fleet St Business Park Secondary Plan	\$672,000	\$672,000	100%	\$0	0%	2029	2029	\$917,891	Maintained estimate
30	Fleet St twinning (Turvey Rd to Hwy 46 - E.S.)	TMP, Fleet St Business Park Secondary Plan	\$2,960,000	\$2,960,000	100%	\$0	0%	2032	2032	\$4,038,719	Maintained estimate
32	Hill Ave and West Regina Bypass	TMP, Regina Bypass Project	\$2,240,000	\$2,240,000	100%	\$0	0%	2020	2040	\$4,370,908	Aligned estimate to match agreement with Sask Hwys
33	Hill Ave New (Courtney St to Campbell St) - interim upgrade	TMP, Regina Bypass Project	\$1,344,000	\$1,344,000	100%	\$0	0%	2028	2028	\$1,835,781	Maintained estimate
34	Hill Ave Reconstruction - Courtney to Bypass	TMP, Regina Bypass Project	\$2,688,000	\$2,688,000	100%	\$0	0%	2028	2028	\$3,671,563	Maintained estimate
37	Lewvan Dr & Dewdney Ave Intersection (double turn lanes)	TMP	\$2,544,000	\$2,544,000	100%	\$0	0%	2023	2023	\$3,278,181	Confirmed estimate
38	McDonald St Widening (Kress St to Fleet St)	TMP, Fleet St Business Park Secondary Plan	\$2,776,000	\$2,776,000	100%	\$0	0%	2040	2040	\$3,786,299	Maintained estimate
39	Official Community Plan (OCP) Update - ROADS COMPONENT	Identified process improvement desired in regulatory review	\$280,000	\$280,000	100%	\$0	0%	2019	2040	\$382,454	Confirmed estimate; Separate from Water and Parks estimates

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)^	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
41	Pasqua St & Ring Rd Interchange Ramps	TMP, Pasqua Street at 9th Avenue N & Ring Road Interchange and Corridor Value Engineering Study (MMM, 2010)	\$8,400,000	\$8,400,000	100%	\$0	0%	2024	2025	\$11,473,634	Maintained estimate
42	Pasqua St & Ring Rd Interchange	TMP	\$25,200,000	\$25,200,000	100%	\$0	0%	2026	2028	\$34,420,901	Maintained estimate
45	Pasqua St Widening (Ring Rd to Rochdale Blvd)	TMP, Pasqua Street at 9th Avenue N & Ring Road Interchange and Corridor Value Engineering Study (MMM, 2010)	\$3,280,000	\$3,280,000	100%	\$0	0%	2029	2031	\$4,417,349	Maintained estimate
46	Pasqua St Widening (Ring Rd to Sherwood Dr)	TMP, Pasqua Street at 9th Avenue N & Ring Road Interchange and Corridor Value Engineering Study (MMM, 2010)	\$5,320,000	\$5,320,000	100%	\$0	0%	2029	2031	\$7,257,073	Maintained estimate
47	Pasqua St widening (Ring Rd to Sherwood Dr) property purchase	TMP, Pasqua Street at 9th Avenue N & Ring Road Interchange and Corridor Value Engineering Study (MMM, 2010)	\$2,560,000	\$2,560,000	100%	\$0	0%	2021	2028	\$3,496,726	Aligned estimate to annual cashflow
49	Pinkie Rd (9th Ave N to 200m south of CPR) Property Purchase	TMP	\$1,200,000	\$1,200,000	100%	\$0	0%	2021	2021	\$1,639,091	Maintained estimate; Solution to be confirmed by Pinkie & Courtney Functional Design Study currently in progress; To be reviewed after Bypass complete
50	Pinkie Rd New (9th Ave N to south of Wascana Creek)	TMP	\$6,720,000	\$6,720,000	100%	\$0	0%	2030	2035	\$9,178,907	Maintained estimate; Solution to be confirmed by Pinkie & Courtney Functional Design Study currently in progress; To be reviewed after Bypass complete
51	Pinkie Rd New (South of Wascana Creek to Dewdney Ave)	TMP	\$10,080,000	\$10,080,000	100%	\$0	0%	2030	2035	\$13,768,360	Maintained estimate; Solution to be confirmed by Pinkie & Courtney Functional Design Study currently in progress
52	Pinkie Rd widening (Dewdney Ave to South City Limits - i.e. 200m S of CPR)	TMP	\$4,456,000	\$4,456,000	100%	\$0	0%	2030	2031	\$6,081,026	Maintained estimate; Solution to be confirmed by Pinkie & Courtney Functional Design Study currently in progress
53	Prince of Wales & Arcola Double Lefts	TMP	\$480,000	\$480,000	100%	\$0	0%	2021	2021	\$655,636	Maintained estimate; To be reviewed after Bypass complete
54	Prince of Wales Dr Twinning (Dewdney Ave to Jenkins Dr)	TMP, Fleet St Business Park Secondary Plan	\$2,776,000	\$2,776,000	100%	\$0	0%	2033	2034	\$3,786,299	Maintained estimate
57	Prince of Wales Widen & Pave - Jenkins Dr to Redbear Ave Construct	TMP, Fleet St Business Park Secondary Plan	\$1,848,000	\$1,848,000	100%	\$0	0%	2031	2031	\$2,524,199	Maintained estimate
58	Prince of Wales Widen & Pave - Jenkins Dr to Redbear Ave Design	TMP, Fleet St Business Park Secondary Plan	\$240,000	\$240,000	100%	\$0	0%	2029	2029	\$327,818	Maintained estimate
59	Redbear Ave Extension (Fleet St to Phase 1 Limits) Widening (to four lanes)	TMP, Fleet St Business Park Secondary Plan	\$1,904,000	\$1,904,000	100%	\$0	0%	2036	2036	\$2,581,568	Maintained estimate
60	Redbear Ave Extension (Phase 1 Limits to Prince of Wales Dr) Construct	TMP, Fleet St Business Park Secondary Plan	\$1,904,000	\$1,904,000	100%	\$0	0%	2029	2029	\$2,581,568	Maintained estimate
61	Redbear Ave Extension (Phase 1 Limits to Prince of Wales Dr) Design	TMP, Fleet St Business Park Secondary Plan	\$320,000	\$320,000	100%	\$0	0%	2024	2024	\$437,091	Maintained estimate
63	Ring Rd Widening (Albert St to McDonald St)	TMP	\$6,480,000	\$6,480,000	100%	\$0	0%	2022	2022	\$8,851,089	Confirmed estimate
64	Ring Rd Widening (Albert St to McDonald St) Design	TMP	\$640,000	\$640,000	100%	\$0	0%	2019	2019	\$874,182	Confirmed estimate
65	Ring Rd Widening (Ross Ave to Dewdney Ave)	TMP	\$2,000,000	\$2,000,000	100%	\$0	0%	2023	2023	\$2,731,818	Confirmed estimate
66	Ring Rd Widening (Ross Ave to Dewdney Ave) Design	TMP	\$320,000	\$320,000	100%	\$0	0%	2021	2021	\$437,091	Confirmed estimate
68	Ross Ave & McDonald St Intersection (N/S left turns)	TMP	\$240,000	\$240,000	100%	\$0	0%	2025	2025	\$327,818	Confirmed estimate
69	Ross Ave & Winnipeg St Intersection (lengthen lefts)	TMP	\$120,000	\$120,000	100%	\$0	0%	2025	2025	\$163,909	Confirmed estimate
70	Saskatchewan Dr & Albert St Intersection (turn lanes) Construct	TMP	\$5,680,000	\$2,840,000	50%	\$2,840,000	50%	2022	2023	\$7,744,703	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)^	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
71	Saskatchewan Dr & Albert St Intersection (turn lanes) Design	TMP	\$584,000	\$292,000	50%	\$292,000	50%	2021	2021	\$792,227	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
72	Saskatchewan Dr & Lewvan Dr Property Purchase	TMP	\$4,500,000	\$4,500,000	100%	\$0	0%	2020	2034	\$6,146,589	Aligned estimate to annual cashflow; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
74	Saskatchewan Dr Extension (Lewvan Dr to Campbell St)	TMP	\$6,304,000	\$6,304,000	100%	\$0	0%	2034	2034	\$8,605,225	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
75	Saskatchewan Dr / 13th Widen & Pave (Campbell to Courtney) Design	TMP	\$400,000	\$400,000	100%	\$0	0%	2021	2021	\$546,364	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
76	Saskatchewan Dr / 13th Widen & Pave (Campbell to Courtney) N1/2 Construct	TMP	\$4,200,000	\$4,200,000	100%	\$0	0%	2022	2023	\$5,736,817	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
77	Saskatchewan Dr / 13th Widen & Pave (Campbell to Courtney) S1/2 Construct	TMP	\$4,200,000	\$4,200,000	100%	\$0	0%	2031	2032	\$5,736,817	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
78	Saskatchewan Dr Widening (Angus St to Princess St) Construct	TMP	\$4,200,000	\$4,200,000	100%	\$0	0%	2031	2032	\$5,736,817	Maintained estimate
79	Saskatchewan Dr Widening (Angus St to Princess St) Design	TMP	\$400,000	\$400,000	100%	\$0	0%	2030	2030	\$573,682	Maintained estimate
80	Saskatchewan Dr Widening (Halifax St to Quebec St)	TMP	\$2,776,000	\$2,776,000	100%	\$0	0%	2021	2021	\$3,786,299	Maintained estimate
81	Saskatchewan Drive & Lewvan Dr Flyover	TMP	\$40,000,000	\$40,000,000	100%	\$0	0%	2035	2040	\$54,636,350	Maintained estimate; Solution to be confirmed by Sask Drive Extension Functional Design Study currently under review
82	Transportation Master Plan - Major Updates	TMP; Best practice	\$640,000	\$640,000	100%	\$0	0%	2019	2040	\$874,182	Confirmed estimate
83	Transportation Master Plan - Minor Updates	TMP; Best practice	\$320,000	\$320,000	100%	\$0	0%	2019	2040	\$524,509	Confirmed estimate
84	Victoria Ave & Park St Intersection Capacity Upgrades	TMP	\$400,000	\$400,000	100%	\$0	0%	2023	2023	\$546,364	Confirmed estimate
85	Victoria Ave Widening (Glencairn Rd to Park St)	TMP	\$4,200,000	\$4,200,000	100%	\$0	0%	2033	2033	\$5,736,817	Maintained estimate
86	Victoria Ave & Ring Rd Interchange Widen Vic Ave	TMP	\$8,000,000	\$8,000,000	100%	\$0	0%	2034	2035	\$10,927,270	Maintained estimate
87	Victoria Ave E Widening (Fleet St to Prince of Wales)	TMP, Victoria Avenue East Widening Preliminary Design Report (Stantec, 2011)	\$12,600,000	\$12,600,000	100%	\$0	0%	2036	2037	\$17,210,450	Maintained estimate
88	Victoria Ave East Widening (Prince of Wales to Tower)	TMP, Victoria Avenue East Widening Preliminary Design Report (Stantec, 2011)	\$6,304,000	\$6,304,000	100%	\$0	0%	2032	2033	\$8,605,225	Maintained estimate
89	Wascana Parkway and Hwy #1 Bypass - dual lefts from Wascana Parkway to Northbound TCH Bypass	TMP	\$440,000	\$440,000	100%	\$0	0%	2019	2020	\$546,364	Confirmed estimate
90	Wascana Parkway/Prince of Wales Dr Extension (2-lane roadway) - Construction	TMP, Prince of Wales Drive Extension, Functional Planning Final Report (AECOM, 2012)	\$8,000,000	\$8,000,000	100%	\$0	0%	2036	2037	\$8,834,698	Confirmed estimate
91	Winnipeg St Realignment & New Bridge	Winnipeg Street Bridge Realignment Study Realignment Study Value Engineering Workshop Final Report (AECOM, 2013)	\$7,680,000	\$3,840,000	50%	\$3,840,000	50%	2020	2020	\$29,503,629	Adjusted estimate to reflect SAF and City contribution
94	Saskatchewan Drive Corridor Plan and Coordination Initiative	Required to inform TMP-directed construction projects	\$400,000	\$120,000	30%	\$280,000	70%	2019	2020	\$800,000	Adjusted estimate
101	Arcola Ave Corridor Study (College Ave to Prince of Wales Dr)	Council Motion from 2018; Approved with 2019 Budget	\$240,000	\$240,000	100%	\$0	0%	2021	2021		New for 2020 model; Design portion of project #13

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)^	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
102	Saskatchewan Drive Improvements	Anticipated outcome of Sask Dr Corridor Study	\$7,200,000	\$3,600,000	50%	\$3,600,000	50%	2022	2024		New for 2020 model; 50-50 City and SAFs - City costs assigned for maintenance and renewal, SAFs for growth-related costs
Total			\$320,220,000	\$295,323,200		\$24,896,800				\$448,173,270	

2020 Service Agreement Fee (SAF) Model Summary - WATER PROJECTS

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
12	OCF Development - WATER/WASTEWATER COMPONENT	Identified process improvement desired in regulatory review	\$350,000	\$105,000	30%	\$245,000	70%	2019	2040	\$1,274,848	Adjusted estimate and % share to align with Transportation and Parks & Recreation
19	Transfer Pumping and Capacity Review (previously called: North Pump Station Upgrades to Pump and Piping to serve eastern pressure zone)	WMP Option 2	\$7,300,000	\$5,475,000	75%	\$1,825,000	25%	2025	2027	\$7,744,570	Confirmed estimate; Pre-design report expected in early 2020 to further inform estimate
20	Buffalo Pound Water Treatment Plant Future Upgrades	BPWTP Business Case, section 3-3	\$63,744,000	\$63,744,000	100%	\$0	0%	2030	2040	\$67,626,010	Estimate to be reviewed in 2020 with BPWTP
32	Twinning of 600mm Main from Farrell Pump Station with a new 750 mm Supply Main along Broad Street from Dewdney Avenue to Saskatchewan Drive	Downtown Serviceability Study (AECOM 2014) Updated from AECOM in 2019	\$3,675,000	\$1,837,500	50%	\$1,837,500	50%	2020	2030	\$4,015,772	Confirmed estimate; Assigned 100% to infill
33	Downtown Water System Upgrades - Option 2 (East-West Looping)	Downtown Serviceability Study (AECOM 2014) Updated from AECOM in 2019	\$8,235,000	\$8,235,000	100%	\$0	0%	2020	2030	\$8,998,607	Confirmed estimate; Assigned 100% to infill
50	Buffalo Pound WTP Pump Upgrades (Previously part of: Buffalo Pound Water Treatment Plant 2016-2019 Upgrades)	WMP Option 2	\$8,750,000	\$8,750,000	100%	\$0	0%	2023	2024	\$9,282,875	Confirmed estimate
51	Eastern Pressure Solution Part 1A (storage)	WMP Option 2	\$37,050,000	\$37,050,000	100%	\$0	0%	2020	2024	\$39,306,345	Confirmed estimate; Pre-design report expected in early 2020 to further inform estimate
52	Eastern Pressure Solution Part 1B (storage)	WMP Option 2	\$30,150,000	\$30,150,000	100%	\$0	0%	2037	2040	\$31,986,135	Confirmed estimate; Pre-design report expected in early 2020 to further inform estimate
53	Eastern Pressure Solution Part 2A (mains)	WMP Option 2	\$27,250,000	\$27,250,000	100%	\$0	0%	2020	2024	\$28,909,525	Confirmed estimate; Pre-design report expected in early 2020 to further inform estimate
54	Eastern Pressure Solution Part 2B (mains)	WMP Option 2	\$10,730,000	\$10,730,000	100%	\$0	0%	2036	2039	\$11,383,457	Confirmed estimate; Pre-design report expected in early 2020 to further inform estimate
55	Eastern Pressure Solution Part 3 (pumping)	WMP Option 2	\$24,000,000	\$24,000,000	100%	\$0	0%	2020	2024	\$25,461,600	Confirmed estimate; Pre-design report expected in early 2020 to further inform estimate
56	Distribution Trunk Main - West Loop	WMP Option 2	\$9,300,000	\$9,300,000	100%	\$0	0%	2023	2025	\$9,866,370	Confirmed estimate
57	Distribution Trunk Main - East Loop A	WMP Option 2	\$10,000,000	\$10,000,000	100%	\$0	0%	2033	2035	\$10,609,000	Confirmed estimate
58	Distribution Trunk Main - East Loop B	WMP Option 2	\$10,000,000	\$10,000,000	100%	\$0	0%	2038	2040	\$10,609,000	Confirmed estimate
59	Distribution Trunk Mains - Other Trunk Mains	WMP Option 2	\$250,000	\$250,000	100%	\$0	0%	2023	2024	\$265,225	Confirmed estimate
60	WMP - Major Updates	Best practice	\$400,000	\$120,000	30%	\$280,000	70%	2019	2040	\$800,000	Major update every 10 years
61	WMP - Minor Updates	Best practice	\$100,000	\$30,000	30%	\$70,000	70%	2019	2040	\$400,000	Minor update every 5 years
Total			\$251,284,000	\$247,026,500		\$4,257,500				\$268,539,338	

2020 Service Agreement Fee (SAF) Model Summary - WASTEWATER PROJECTS

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
3b	McCarthy Blvd Pump Station Upgrades (Previously called: Integrated WW solution (Trunk Relief Initiative))	Predesign report for McCarthy pump station Contract to be awarded shortly Costing confirmed - April 2018	\$4,000,000	\$1,200,000	30%	\$2,800,000	70%	2019	2020	\$15,298,178	Adjusted estimate
6	Wastewater Treatment Plant - Expansion to 258K population	WWTP P3 Contract Current serves to 258k population - upgrading existing plant	\$24,500,000	\$7,350,000	30%	\$17,150,000	70%	2019	2036	\$26,771,812	Estimate is the growth portion allocated to the capital costs of the current WWTP expansion; Adjusted % share
7a	Creeks Pump Station Expansion (Phase 2 - offline storage)	Southeast Serviceability Study (AECOM 2012), Towns Concept Plan, SE Neighbourhood Plan	\$5,000,000	\$5,000,000	100%	\$0	0%	2019	2019		Project split into two phases; Phase 1 complete and removed in 2019 model; Phase 2 estimate confirmed in 2019 Budget
8	Downtown Wastewater System Upgrades	Downtown Serviceability Study (AECOM 2014)	\$2,775,000	\$832,500	30%	\$1,942,500	70%	2019	2030	\$3,032,317	Confirmed estimate; Assigned 100% costs to infill
11	WWMP - Major Updates	Best Practice	\$400,000	\$120,000	30%	\$280,000	70%	2019	2040	\$800,000	Major update every 10 years
12	WWMP - Minor Updates	Best Practice	\$100,000	\$30,000	30%	\$70,000	70%	2019	2040	\$400,000	Minor update every 5 years
13	WWTP Upgrade/Expansion, beyond 258K population	Existing WWTP Upgrade provides capacity to 258k; this project will provide capacity to a pop of 300k; Preliminary Estimate: Regina Wastewater Treatment Plant Expansion for 300,000 Population (May 2017) AECOM Report	\$30,000,000	\$30,000,000	100%	\$0	0%	2028	2040	\$30,000,000	Estimate of \$60M +/- \$30M; Set SAF estimate at the low boundary; Estimate to be further refined in 2020
15	South Trunk Upgrades (Split from #2 "Wastewater Capacity Upgrades")	WWMP Phase 1 - recommended option 4D and provided to the WSA Includes costs for pre-design, design, and construction	\$40,600,000	\$12,180,000	30%	\$28,420,000	70%	2019	2027	\$150,800,000	Maintained estimate; Split from "#2 - Wastewater Capacity Upgrades (large trunks 300 and bigger)"
16	Linear Relief Storage (Split from #2 "Wastewater Capacity Upgrades")	WWMP Phase 1 - recommended option 4D and provided to the WSA Includes costs for pre-design, design, and construction	\$106,750,000	\$32,025,000	30%	\$74,725,000	70%	2025	2036		Maintained estimate; Split from "#2 - Wastewater Capacity Upgrades (large trunks 300 and bigger)"
17	Reibling Park Storage (Split from #2 "Wastewater Capacity Upgrades")	WWMP Phase 1 - recommended option 4D and provided to the WSA Includes costs for pre-design, design, and construction	\$3,600,000	\$1,080,000	30%	\$2,520,000	70%	2035	2038		Maintained estimate; Split from "#2 - Wastewater Capacity Upgrades (large trunks 300 and bigger)"
Future Projects											
14	Wastewater Linear Replacement - Growth Portion (Not included in 2020 Rate; to be added in the 2021 Model)	WWTP	\$22,700,000	\$22,700,000	100%	\$0	0%	2028	2040		Assigned 100% to infill growth

Total **\$217,725,000** \$89,817,500 \$127,907,500 \$227,102,307

2020 Service Agreement Fee (SAF) Model Summary - PARKS & RECREATION PROJECTS

#	Category and Project Description	Source(s)	Cost Estimate (\$2019)	SAF Share		City Share		Timing		Cost Estimate (\$2018)	Change Notes
				SAF Cost (\$)	SAF (%)	City Cost (\$)	City (%)	Start	End		
1	North West Leisure Centre Outdoor Space (fully accessible playground only)	RMP	\$500,000	\$150,000	30%	\$350,000	70%	2022	2022	\$546,364	Confirmed estimate
4	New Zone Level Off-leash Dog Park - SE	RMP	\$160,000	\$48,000	30%	\$112,000	70%	2021	2021	\$174,836	Confirmed estimate; Includes fencing and parking
5	New Zone Level Off-leash Dog Park - NW	RMP	\$160,000	\$48,000	30%	\$112,000	70%	2022	2022	\$174,836	Confirmed estimate; Includes fencing and parking
8	OCP Development - PARKS AND REC COMPONENT	Identified process improvement desired in regulatory review	\$350,000	\$105,000	30%	\$245,000	70%	2019	2040	\$382,454	Confirmed estimate
9	Plant Material Establishment Funding	Extended portion of new asset capital delivery beyond the period of the Servicing Agreements between Developers and the City	\$3,014,000	\$3,014,000	100%	\$0	0%	2019	2040	\$3,346,476	Confirmed estimate
12	Outdoor Rink 1 - Skywood	RMP	\$600,000	\$600,000	100%	\$0	0%	2040	2040	\$928,818	Confirmed estimate; Includes boarded rink with shack
13	Outdoor Rink 2 - Coopertown	RMP	\$600,000	\$600,000	100%	\$0	0%	2038	2038	\$928,818	Confirmed estimate; Includes boarded rink with shack
14	Outdoor Rink 3 - Towns South	RMP	\$600,000	\$600,000	100%	\$0	0%	2032	2032	\$928,818	Confirmed estimate; Includes boarded rink with shack
15	Coopertown Zone Level Park	RMP	\$6,670,000	\$6,670,000	100%	\$0	0%	2038	2039	\$7,288,489	Confirmed estimate
17	Victoria East (The Towns) Zone Level Park	RMP	\$6,670,000	\$6,670,000	100%	\$0	0%	2032	2033	\$7,288,489	Confirmed estimate
21	Wascana Outdoor Aquatic Park - Capacity Upgrade (Growth Portion)	RMP	\$5,000,000	\$1,500,000	30%	\$3,500,000	70%	2019	2021	\$5,245,090	Confirmed estimate for growth portion; Total project cost estimated at \$19.5M
22	New Indoor Aquatic Facility (Lawson Civic Centre; Growth Portion)	RMP See Project #36 for the Feasibility Study	\$57,000,000	\$17,100,000	30%	\$39,900,000	70%	2025	2028	\$29,503,629	Updated estimate to reflect new information as part of the RMP; Estimate for growth portion only
23	New Lit Artificial Turf Field	RMP	\$4,000,000	\$1,200,000	30%	\$2,800,000	70%	2024	2026	\$2,185,454	Updated estimate to reflect new information as part of the RMP; Includes turf field, appropriate seating, score clock and lighting
34	Rec Master Plan - Minor Update	Best practice	\$100,000	\$30,000	30%	\$70,000	70%	2019	2040		Split from TMP; Minor update every 5 years
35	Rec Master Plan - Major Update	Best practice	\$400,000	\$120,000	30%	\$280,000	70%	2019	2040		Split from TMP; Major update every 10 years
36	New Indoor Aquatic Facility Feasibility Study and Concept Plan	RMP; See Project #22 for the Construction Estimate	\$500,000	\$150,000	30%	\$350,000	70%	2024	2024		New for 2020 model; Split from Project #22
37	New Zone Level Off-leash Dog Park - N	RMP; Replaced #3 - New Zone Level Off-Leash Dog Park - SW	\$160,000	\$48,000	30%	\$112,000	70%	2020	2020		New for 2020 model; Includes fencing and parking
Total			\$86,484,000	\$38,653,000		\$47,831,000				\$73,215,441	

Good afternoon, my name is Brandi and Doug Muskaluk, We reside at 2165

York Street, Regina. Thank you for allowing me to be here today

to answer any questions, you may have on our application for Zoning bylaw amendment application regarding 2109 York St. Background Information

We have owned our property for the past 24 years. Our property is a unique property as our home is the only house on our side of the street. We used the access to park along the North side of our residence for close proximity to our back-door entrance so we could plug in our vehicles during the winter months. We had been parking there for 22 years without incidents, infractions or complaints.

That being said it was not until the past two years that our parking has become an issue for one of the residences in our neighborhood. From that point we had been working with the city to work on a solution. We had originally come to a verbal agreement with both the city parks manger and parking enforcement, that we would continue the status quos for parking along the north side of our house, as long as our vehicles did not impede on potential traffic movement.

Unfortunately, this agreement was not satisfactory to the complainant, thus we were put in contact with the City of Regina, real estate department from City of Regina By-Law enforcement.

The rationale behind the offer to purchase is for us the residence of 2165 York Street to maintain what was the status quo for the past 22 out of 24 years (1994). The Previous owners of the property also used the same parking on the north side of 2165 York Street during their occupancy.

This residential property design and residential addition was built in consideration for the current designated alley access.

There is a current application from the City of Regina to remove the alley access. The offer to purchase part of 2109 York Street in the amount of 23.5 feet will allow us residence of 2165 York street remain the status quo for our parking and still provide us access to the back of our property for possibly building a garage down the road. If we are not granted to purchase the 23.5 feet of 2109 and the alley has been removed, we then will have no access to the back end of our property, but if we are granted to purchase 23.5 feet of 2109 York st to be blended into 2165 York st parcel, we would not be opposed to the removal of the alley and per the City of Regina's application.

The offer to purchase part of 2109 York Street would be blended into the existing property of 2165 York Street. This will alleviate any problems for us the property owners, complainant and the City of Regina. This will also alleviate dust issues by restricting the access from what was used at the time as a thru fare road for vehicles. The restricted access does not create any restriction for vehicle's as there is still access to the city park depot yard.

Regards
Doug Muskaluk
Brandi Muskaluk

Re: Offer to purchase 23.5' x 125' of 2109 York Street and Zoning Bylaw Amendment Application for 2109 York Street.

Background Information

The Unique representation of our property, 2165 York street was a great benefit to us. We used this access to park along the North side of our residence allowing for close proximity to our back entrance, and also power to our vehicles during the winter months. We have been parking along the North side of our house for the last 22 plus years without incidents, infractions, or complaints.

That being said in was not until more recently, the past two years, that our parking has become an issue for one residence in the neighbourhood, thus over the past two years we had been working with the city to work on a solution. We had originally come to a verbal agreement with both the city parks manager, and parking enforcement, that we could continue the status quos for parking along the north side of our house, as long as our vehicles did not impede on potential traffic movement. Unfortunately, this agreement was not satisfactory to the complainant, thus we were put in contact with the City of Regina, real estate department from city of Regina By-law enforcement.

That being said the rationale behind the offer to purchase for the us the residence of 2165 York street is to maintain what was the status quo for the past 24 years (Since 1994) and even prior to 94 with the previous owners of the property.

1. The residential property design and residential addition was built in consideration of the current designated alley access. There is a current application from the city to remove alley access. The offer to purchase of the additional 23.5 feet will allow us the residence of 2165 York street will allow for the status quo to remain.
2. The offer to purchase rationale will allow us the residence of maintaining the status quo to park on the North side of the current residence.
3. The offer to purchase will alleviate dust issues by restricting the access from what was used at times as a thru fare for vehicles. The restricted access does not create any restrictions as vehicles still will maintain access to city park depot yard.

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Regina Planning Commission: Zoning Bylaw Amendment Application (19-Z-09) - 2109
York Street

RECOMMENDATION

**RECOMMENDATION OF THE REGINA PLANNING COMMISSION
– NOVEMBER 6, 2019**

1. That the application to rezone a portion of 2109 York Street, being Part of Lot 16, Block 40, Plan No. I5211 in CPR Annex subdivision, from PS – Public Service Zone to R1A – Residential Older Neighbourhood Detached Zone, be approved.
2. That the application to sell park lands, being a portion of Lot 16, Block 40, Plan I5211, be approved.
3. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.

REGINA PLANNING COMMISSION – NOVEMBER 6, 2019

The following addressed the Commission:

- Linda Flaman; and
- Brandi Muskaluk.

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

Recommendation #4 does not require City Council approval.

Councillors: Jerry Flegel, Bob Hawkins and Barbara Young (Chairperson); Commissioners: David Bale, Frank Bojkovsky, Biplob Das, Andre Kroeger, Jacob Sinclair and Steven Tunison were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on November 6, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the application to rezone a portion of 2109 York Street, being Part of Lot 16, Block 40, Plan No. I5211 in CPR Annex subdivision, from PS – Public Service Zone to R1A – Residential Older Neighbourhood Detached Zone, be approved.
2. That the application to sell park lands, being a portion of Lot 16, Block 40, Plan I5211, be approved.
3. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective Zoning Bylaw amendment.
4. That this report be forwarded to the November 25, 2019 meeting of City Council for approval, which will allow sufficient time for advertising of the required public notices for the respective bylaw.

CONCLUSION

Douglas Muskaluk (Applicant) on behalf of the landowner The City of Regina (City), Real Estate Branch (Owner), proposes to rezone a portion of 2109 York Street (Subject Property) from PS – Public Service Zone to R1A – Residential Older Neighbourhood Detached Zone and then subdivide and sell the Subject Property. The Subject Property forms part of a parcel used primarily for park purposes; however, the Subject Property, itself, is currently used by the adjacent landowner for vehicle parking.

The Subject Property represents a minimal amount of land area and is not currently being used for park/recreation purposes. Further, the proposal complies with the development standards and regulations contained in *Regina Zoning Bylaw No. 9250* (Zoning Bylaw) and is not in conflict with the policies in *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). Accordingly, Administration recommends approval.

BACKGROUND

The Subject Property (the portion of land subject to proposed rezoning and subdivision) forms part of a parcel being primarily vacant, but is currently used by the owner of the adjacent residential property (2165 York Street) for parking their vehicles. This residential property is surrounded by City owned property to the north, east and south and by a City street to the west. The City owned lands to the north are being used for park/open space purposes; however, no municipal reserve designation applies. An undeveloped lane transects the subject block of land and only serves as driveway access to a parking lot associated with a City park/recreation related facility. The Owner (City Real Estate Branch) does not oppose the sale of the Subject Property to the owner of the adjacent residential property.

Concurrent with the proposal to rezone, subdivide and sell the Subject Property, the Owner is proposing to close the adjacent unused lane. The proposed lane closure is addressed through a separate concurrent application proceeding to the same Regina Planning Commission meeting as this application. The lane is not required for traffic circulation purposes or to accommodate access to any future development.

The zoning amendment application is being considered pursuant to the Zoning Bylaw, OCP, *The Planning and Development Act, 2007* (Act) and *The Cities Act, 2002*. The related subdivision application is being considered concurrently in accordance with Bylaw No. 2003-3, by which subdivision approval authority has been delegated to Administration. A copy of the plan of proposed subdivision is attached for reference purposes only.

DISCUSSION

Zoning and Land Use Details

The Subject Property is currently zoned PS – Public Service Zone and FF – Flood Fringe Overlay Zone. (Appendix A-4) Should the Subject Property be rezoned to R1A – Residential Older Neighbourhood Detached Zone, the FF – Flood Fringe Overlay Zone would still apply; therefore, the driveway and any buildings (e.g. garage) would have to conform to the regulations within the Zoning Bylaw in regard to front yard parking and flood proofing standards applying under the Building Bylaw.

Land Use Details	<u>Existing</u>	<u>Proposed</u>
Zoning	PS – Public Service Zone	R1A - Residential Older Neighbourhood Detached Zone
Land Use	Vacant / Open space	Portion of yard space with Detached Dwelling

The Subject Property forms part of a parcel that is vacant open space and the lands in the vicinity are not part of the dedicated (municipal reserve) open space system for the neighbourhood.

RECOMMENDATION IMPLICATIONS

Financial Implications

The sale price for the Subject Property is \$27,930 plus GST. The sale of the land will relieve the City of any obligations for maintenance or physical condition.

The subject area currently receives a full range of municipal services, including water, sewer and storm drainage. The applicant will be responsible for the cost of any new, or changes to existing, infrastructure that may be required to directly or indirectly support any proposed development that may follow, in accordance with City standards and applicable legal requirements.

Environmental Implications

The subject property is located within the FF – Flood Fringe Overlay Zone as shown on Appendix A-4. Development is allowed within the Floodway Fringe provided that appropriate flood proofing is incorporated into building design. The proposal for the Zoning Amendment does not impact the existing Floodway Fringe.

Policy/Strategic Implications

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

Section D9: Health and Safety

Goal 1 – Safety and Urban Planning

- 11.5 Prohibit the development of new buildings and additions to buildings in the flood way of the 1:500 year flood elevation of any watercourse or water body

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Communication with the public is summarized below:

Public notification signage posted on:	August 20, 2019
Will be published in <i>The Leader-Post</i> on:	November 9, 2019 November 16, 2019
Letter sent to immediate property owners	August 13, 2019
Number of Public Comments Sheets Received	2

There were two public comments received on this application. A more detailed accounting of the respondent's comments and Administration's response is provided in Appendix B.

The application was circulated to the Cathedral Community Association who responded that they had no issue with this application.

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

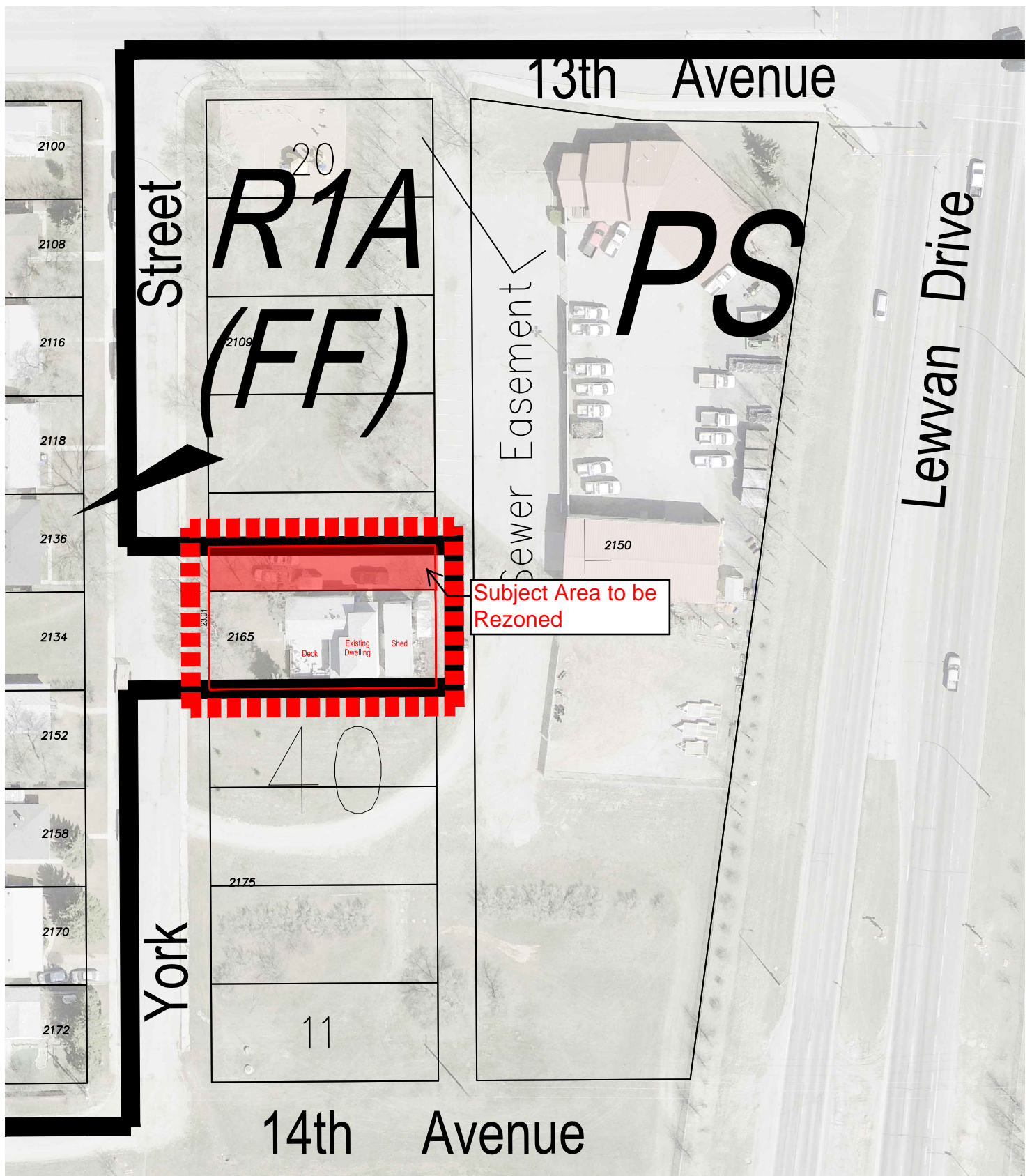
DELEGATED AUTHORITY

City Council's approval is required, pursuant to Part V of *The Planning and Development Act, 2007*, and Section 101 (1)(I) of *The Cities Act*.

Respectfully submitted,

REGINA PLANNING COMMISSION


Elaine Gohlke, Secretary 11/20/2019



Date of Photography : 2018



Subject Property



Project 19-Z-09
19-SN-17

Civic Address/Subdivision

Plan of Proposed Subdivision of all of LOT15 and
part of LOT16, BLK40, Plan# I5211



Subject Property

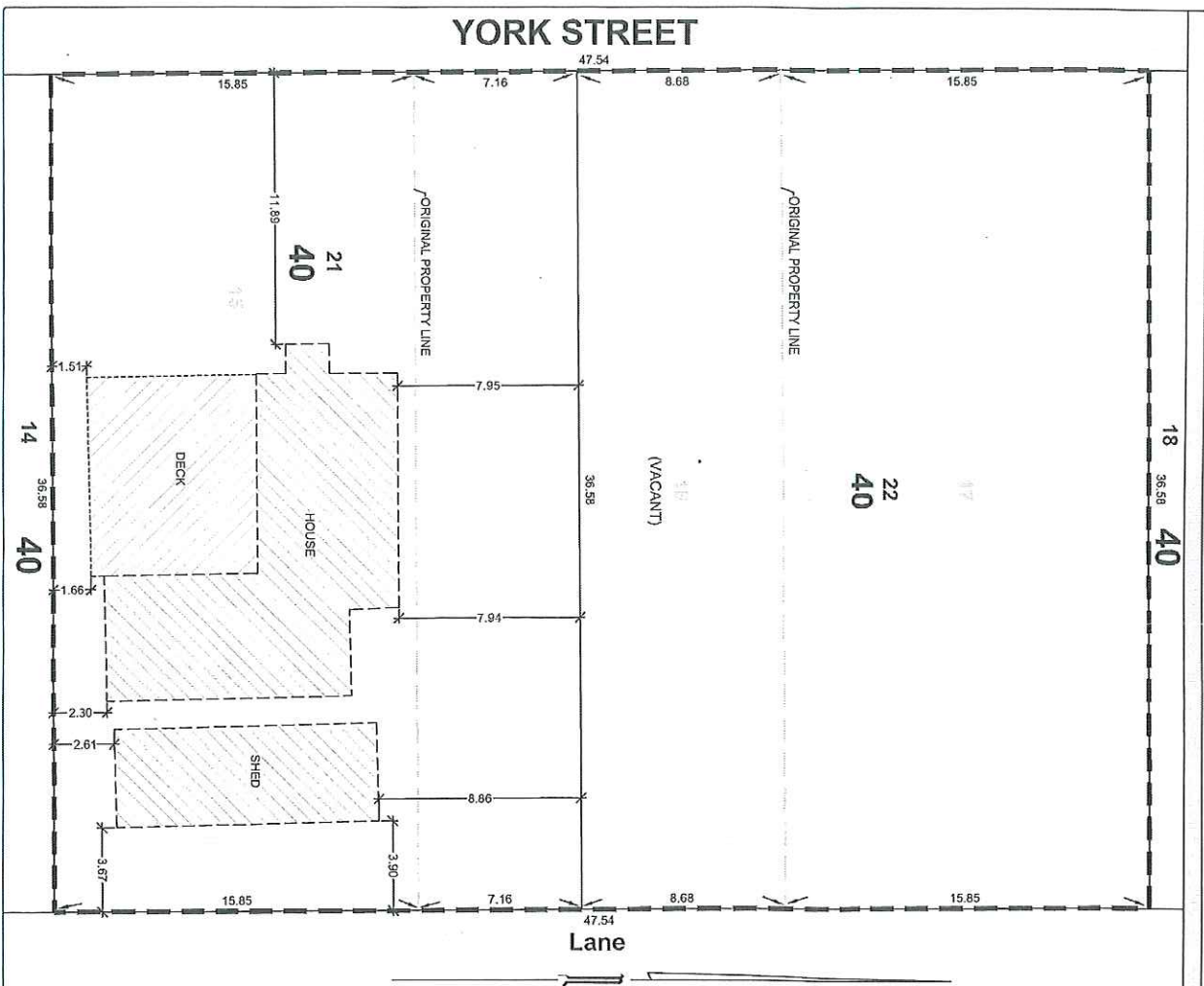
Date of Photography: 2018



Project 19-Z-09
19-SN-17

Civic Address/Subdivision

Plan of Proposed Subdivision of all of LOT15 and
part of LOT16, BLK40, Plan# I5211



PLAN SHOWING

PLAN OF PROPOSED SUBDIVISION
 OF ALL OF
 LOTS 15, 16 & 17, BLOCK 40, REG'D PLAN NO. 15211
 SE1/4 SEC 23, TWP 17, RGE 20, W2 Mer
 2109 & 2165 YORK STREET,
 REGINA, SASKATCHEWAN
 2019
 SCALE = 1:200

CITY OF REGINA APPROVAL

THE SUBDIVISION PROPOSED HEREIN OUTLINED IN A BOLD
 DASHED LINE IS APPROVED UNDER THE PROVISIONS OF BYLAW
 NO. 7748-LA-884 OF THE CITY OF REGINA.

DATED THIS ____ DAY OF ____ A.D. 20__

CITY CLERK

LANDOWNER: LOT 15, BLOCK 40, REG'D PLAN NO. 15211

LANDOWNER: LOT 16 & 17, BLOCK 40, REG'D PLAN NO. 15211

DONALD AS DONALD MUSKALUK

BRANDILEE JOAN THOMPSON

NOTES

- MEASUREMENTS ARE IN METRES AND DECIMALS THEREOF.
- SOME MEASUREMENTS ARE APPROXIMATE AND MAY DIFFER FROM THE FINAL PLAN OF SURVEY BY AS MUCH AS 5 METRES.
- PORTION TO BE APPROVED IS OUTLINED WITH A BOLD DASHED LINE AND CONTAINS 0.17 ha (0.43 ac)

SURVEYORS CERTIFICATION

31.6 / 24 / 2019
 Date of

3.10.2019
 Saskatchewan Land Surveyor

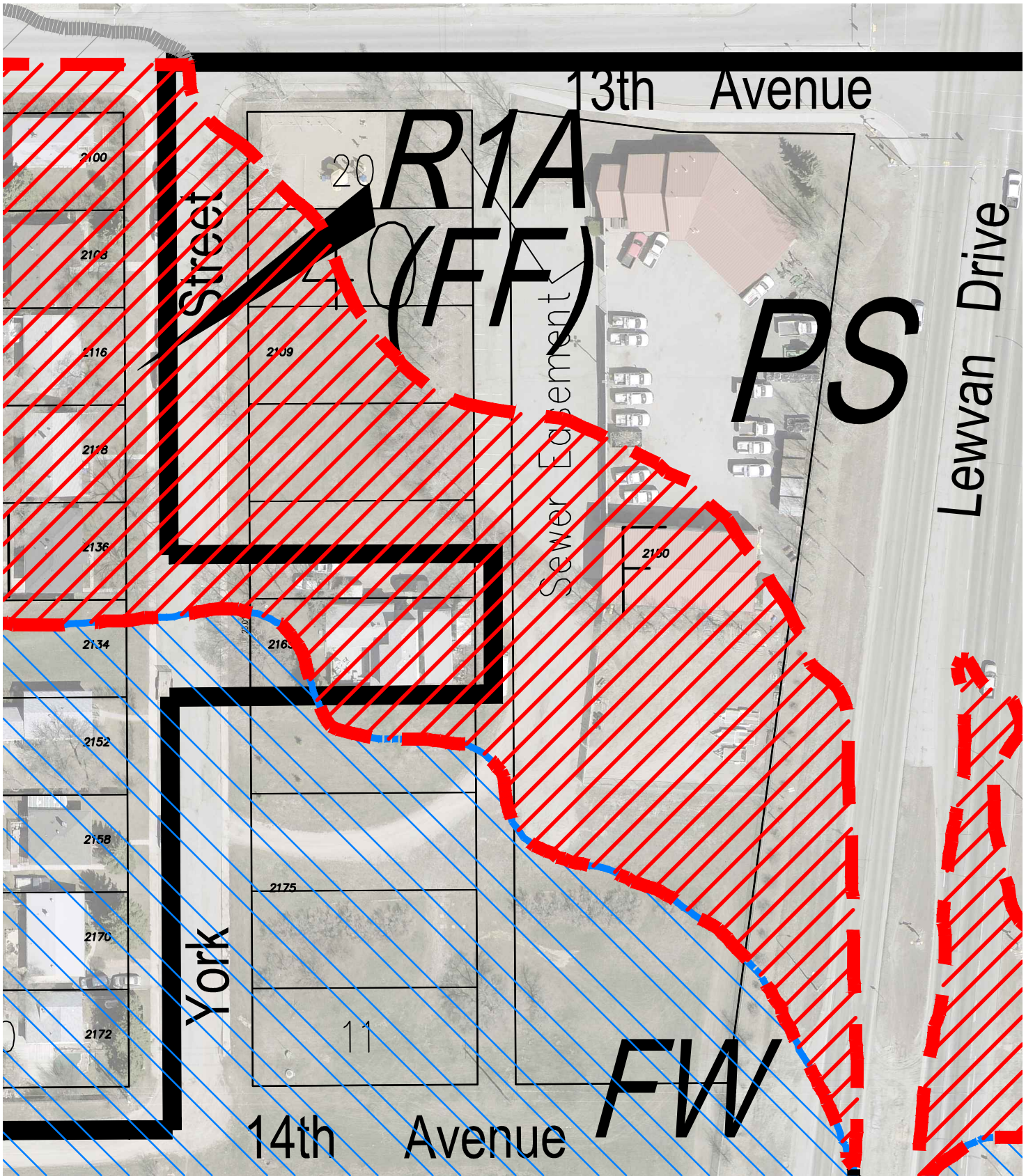


MIDWEST SURVEYS INC.

405 MAXWELL CRESCENT
 REGINA, SK
 S4N 5X3
 TEL: 306-525-8706

S20719RC-0142-110CADD00C-0142-19-11-1PFS-1-1000

No.	DATE	REVISION / ISSUED	JOB No.	PAGE 1 OF 1
0	June 20, 2019	Final Issued	RC-0142-19	0
		REVISION		
		SURVEYED BY: CG		
		CALCD BY: SR		
		DRAWN BY: DLS		



 Flood Fringe

 Floodway

Date of Photography : 2018



Public Consultation Summary

Response	Number of Responses	Issues Identified
<i>Completely opposed</i>	1	<ul style="list-style-type: none"> - Additional parking does not have to be 23 ft by 125 ft. Restrict size to 12 ft wide to limit excessive vehicles. - No need to create a subdivision for a ½ lot at 2109 York Street to be used for additional parking (parking lot) by 2165 York Street. - Rezone all lots to Residential to allow for infill housing instead of parking for one property owner. - Fix zoning in our area because our alleys are not considered “legal” just the same as the gravel curved road around 2165 York Street. - The curved roadway may not be zoned as a “legal alley but its purpose is the same as the “non legal” alley in behind the properties west of York Street. - This is not just open park space as indicated. This was an alley/lane for over 60 years and how can you take away a developed and maintained roadway to sell to someone for a ready made driveway? - The horseshoe road was created as an alley which the homeowner can and has access to the rear of his property if needed. - We don’t see any reason why a subdivision needs to be created or why 2165 York Street needs even more parking than everyone else on the block. There is plenty of parking on the street.
<i>Accept if many features were different</i>		
<i>Accept if one or two features were different</i>		
<i>I support this proposal</i>	1	

1. Issue: Size of Potential Driveway*Administration’s Response:*

2165 York Street has offered to purchase 262 m² of area (half of lot 16) for a potential driveway with a parking pad or garage in the rear yard. The driveway, parking stalls and garage must meet the regulations within the *Regina Zoning Bylaw No. 9250* regarding width size and location.

2. Issue: Why Does the property need driveway off York Street?

Administration's Response:

Within the *Regina Zoning Bylaw No. 9250*, every dwelling unit requires at least one off-street parking stall per unit. The property of 2165 York Street requires one off-street parking stall for the site. Since a legal lane was never built in the rear of the property, 2165 York Street would need to have access to parking from York Street.

3. **Issue: Rezone all lots within 2109 York Street to Residential**

Administration's Response:

2109 York Street is located within the FF - Flood Fringe Overlay zone. Development is allowed within the Floodway Fringe provided that appropriate flood proofing is incorporated into building design. Having said that, the lots located at 2109 York Street are not developable as residential lots. The sanitary sewer in the area is subject to surcharge so water and sewer do not allow new services in the area.

4 **Issue: Have the Horseshoe road remain as an alley/lane**

Administration's Response:

This road is on City own property / park space and is not considered a legal lane. Parks, Recreation and Cultural Services does not intend to remove the road, as they may use it for park maintenance to access their compound. There may be consideration to install bollards to prevent through access.

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Regina Planning Commission: Lane Closure Application (19-CL-01) Road Right-of-Way Adjacent to 2150 Alexandra Street

RECOMMENDATION

**RECOMMENDATION OF THE REGINA PLANNING COMMISSION
– NOVEMBER 6, 2019**

1. That the application for the closure of Road Right-of-Way adjacent to 2150 Alexandra Street, as shown on the attached plan of proposed subdivision prepared by Scott L. Colvin, dated June 26, 2019 and legally described as Lane in Block 40, Registered Plan No. I5211, be approved.
2. That the City Solicitor be directed to prepare the necessary bylaw.

REGINA PLANNING COMMISSION – NOVEMBER 6, 2019

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

Recommendation #3 does not require City Council approval.

Councillors: Jerry Flegel, Bob Hawkins and Barbara Young (Chairperson); Commissioners: David Bale, Frank Bojkovsky, Biplob Das, Andre Kroeger, Jacob Sinclair and Steven Tunison were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on November 6 2019 considered the following report from the Administration:

RECOMMENDATION

1. That the application for the closure of Road Right-of-Way adjacent to 2150 Alexandra Street, as shown on the attached plan of proposed subdivision prepared by Scott L. Colvin, dated June 26, 2019 and legally described as Lane in Block 40, Registered Plan No. I5211, be approved.
2. That the City Solicitor be directed to prepare the necessary bylaw.

3. That this report be forwarded to the November 25, 2019 meeting of City Council for approval, which will allow sufficient time for advertising of the required public notice for the respective bylaw.

CONCLUSION

The City of Regina (City) Real Estate Branch (Applicant and Owner), proposes to close and consolidate the lane right-of-way adjacent to a property located at 2150 Alexandra Street, as shown on Appendix A-3. The portion of the right-of-way proposed to be closed has never been built as a lane and is not currently used by the travelling public or service providers, except as driveway access to a parking lot associated with a City facility.

The proposal does not conflict with the development standards and regulations contained in *Regina Zoning Bylaw No. 9250* (Zoning Bylaw) or the policies in *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). Further, as the right-of-way is not being used as a lane, and will not be required as a future lane, the proposed lane closure will not impact traffic flow or circulation. Accordingly, Administration recommends approval.

BACKGROUND

The Applicant and Owner proposes to close approximately 976 square metres of lane right-of-way and consolidate it with 2150 Alexandra Street to create Parcel A, as shown on the attached plan of proposed subdivision in Appendix A-3. The right-of-way is located on lands directly west of Lewvan Drive and between 13th Avenue and Wascana Creek system. The right-of-way has not been constructed as a lane and serves, primarily, as driveway access to a parking lot associated with 2150 Alexandra Street, which is a property accommodating a City facility (Parks District 3 Maintenance Depot) (Appendix A-1).

The application is being considered pursuant to the Zoning Bylaw, OCP, *The Planning and Development Act, 2007* and *The Cities Act, 2002*. A related subdivision application, creating proposed Parcel A shown in Appendix A-3, is being considered concurrently by the Administration, in accordance with *Subdivision Bylaw No. 7748, as Amended*, by which subdivision approval authority has been delegated to the Administration.

DISCUSSION

The right-of-way is not developed and therefore the closure will not impact any existing traffic flow or circulation. Further, there is no connecting roadway due to the presence of the Wascana Creek to the south. There is one residential property adjacent to the right-of-way; however, the dwelling has legal access from York Street and would not require the lane as per the Zoning Bylaw and the dwelling has a driveway access off York Street. If approved, the northern portion right-of-way will continue to be utilized by the City Park Depot facility as a driveway and parking area and the remaining portion would be incorporated with the open space.

The land within this block is not developable as the sanitary sewer in the area is subject to surcharge and new services are not allowed in this area, as well, part of the area is in the Flood Way Zone which does not permit development.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

The right-of-way is in both the Flood Fringe and Floodway Zones. Future development is only permitted in the Flood Fringe area and must conform to the regulations of Zoning Bylaw and include flood prevention measures. No development is permitted within the area zoned as Flood Way.

Policy/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

Communication with the public is summarized below:

Will be published in <i>The Leader-Post</i> on:	November 9, 2019
Letter sent to immediate property owners	July 23, 2019
Number of Public Comments Sheets Received	2

There were two public comments received on this application. A more detailed accounting of the respondent's comments and the Administration's response is provided in Appendix B.

The application was circulated to the Cathedral Community Association who commented that they had no issue with the request.

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

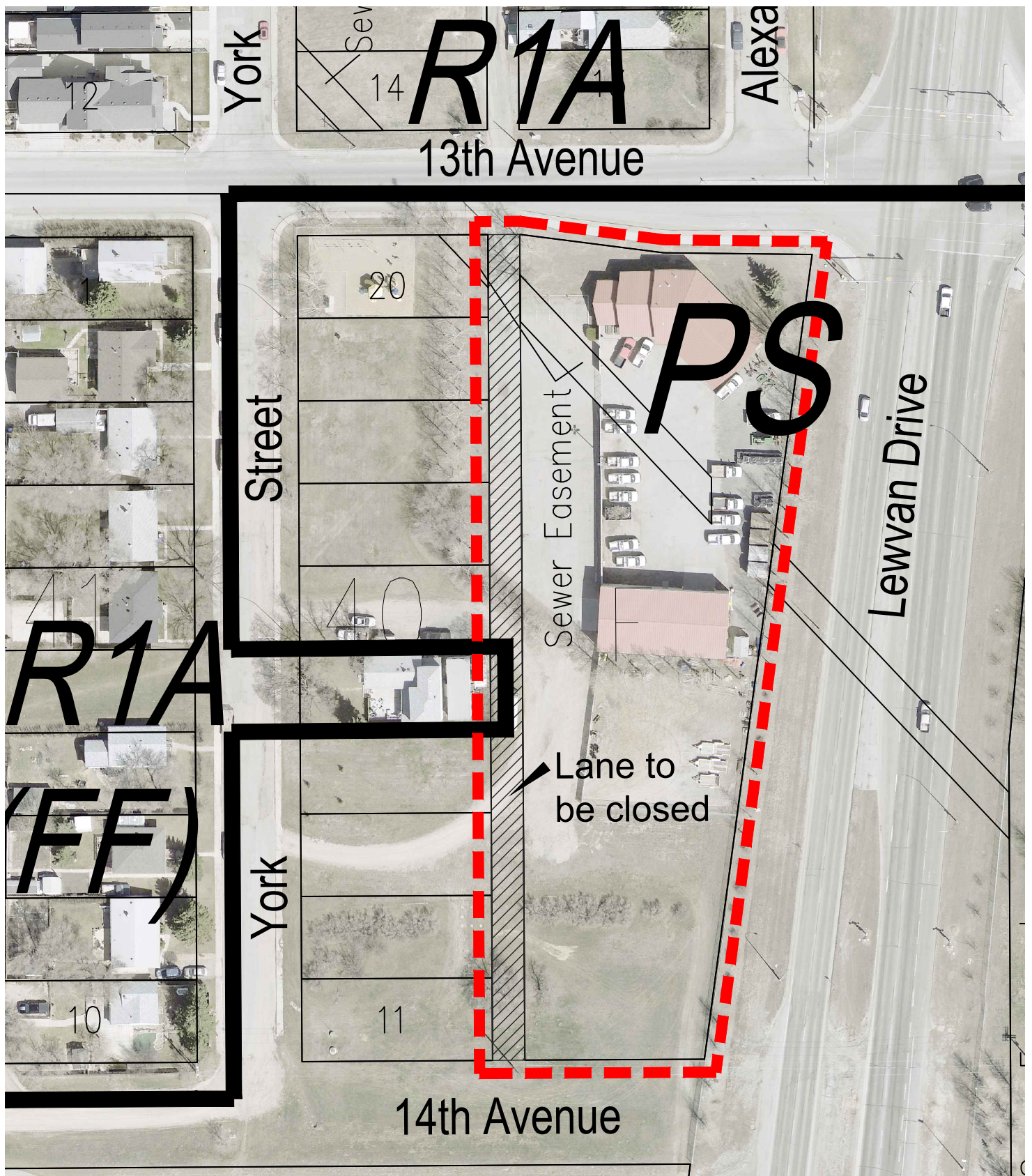
DELEGATED AUTHORITY

The recommendations contained in this report require City Council's approval pursuant to Section 13 of *The Cities Act, 2002*.

Respectfully submitted,

REGINA PLANNING COMMISSION


Elaine Gohlke, Secretary 11/20/2019



Date of Photography : 2018



Subject Property



Project 19-SN-16
19-CL-01

Civic Address/Subdivision

Lane west of 2150 Alexandra Street
Lane in Block 40, Plan I5211 and Parcel F, Plan 86R21544



Subject Property

Date of Photography: 2018



Project 19-SN-16
19-CL-01

Civic Address/Subdivision

Lane west of 2150 Alexandra Street
Lane in Block 40, Plan I5211 and Parcel F, Plan 86R21544

Plan Showing
PROPOSED CONSOLIDATION
 of Lane in Block 40, Reg'd Plan No. I5211
 and Parcel F, Reg'd Plan No. 86R21544
 S.E. 1/4 Sec.23
 Twp.17 Rge.20 W.2 Mer.
 Regina, Saskatchewan
 2019
 Scale 1:1000

Notes

Measurements are in metres and decimals thereof.
 Area to be approved is outlined with a heavy dashed line and contains
 approximately 0.802 hectares.
 Dimensions are approximate and are subject to changes up to $\pm 2.50m$ at the
 time of legal survey.



Dated at Regina in the
 Province of Saskatchewan
 This 26th day of June, 2019.

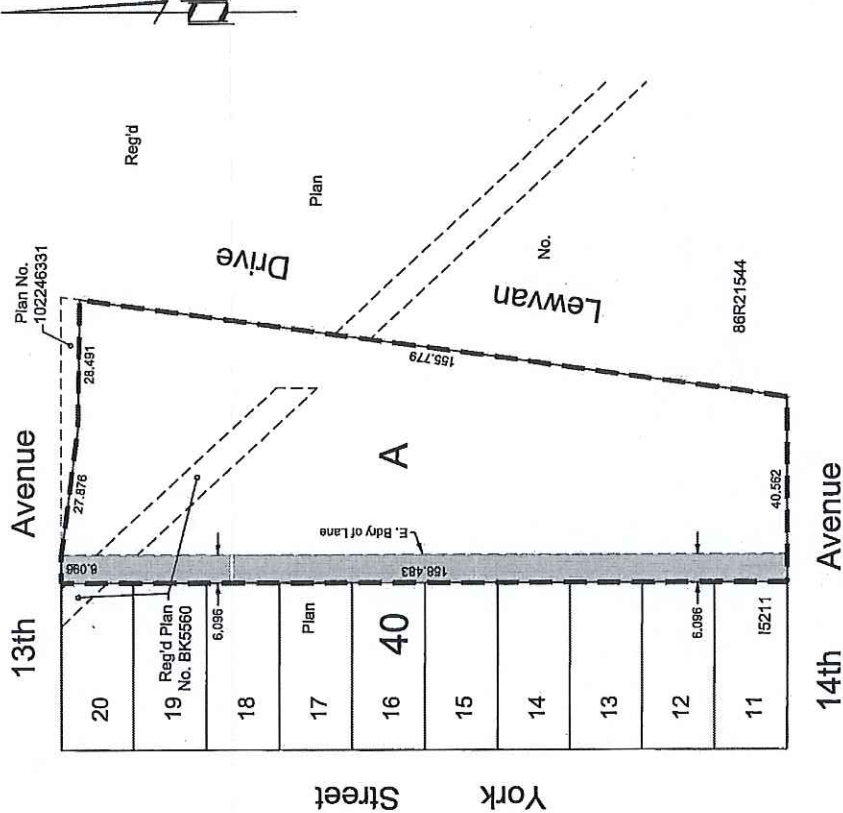
Scott L. Colvin, S.L.S.
 Saskatchewan Land Surveyor



Owner:

[Signature]
 City of Regina

City Clerk



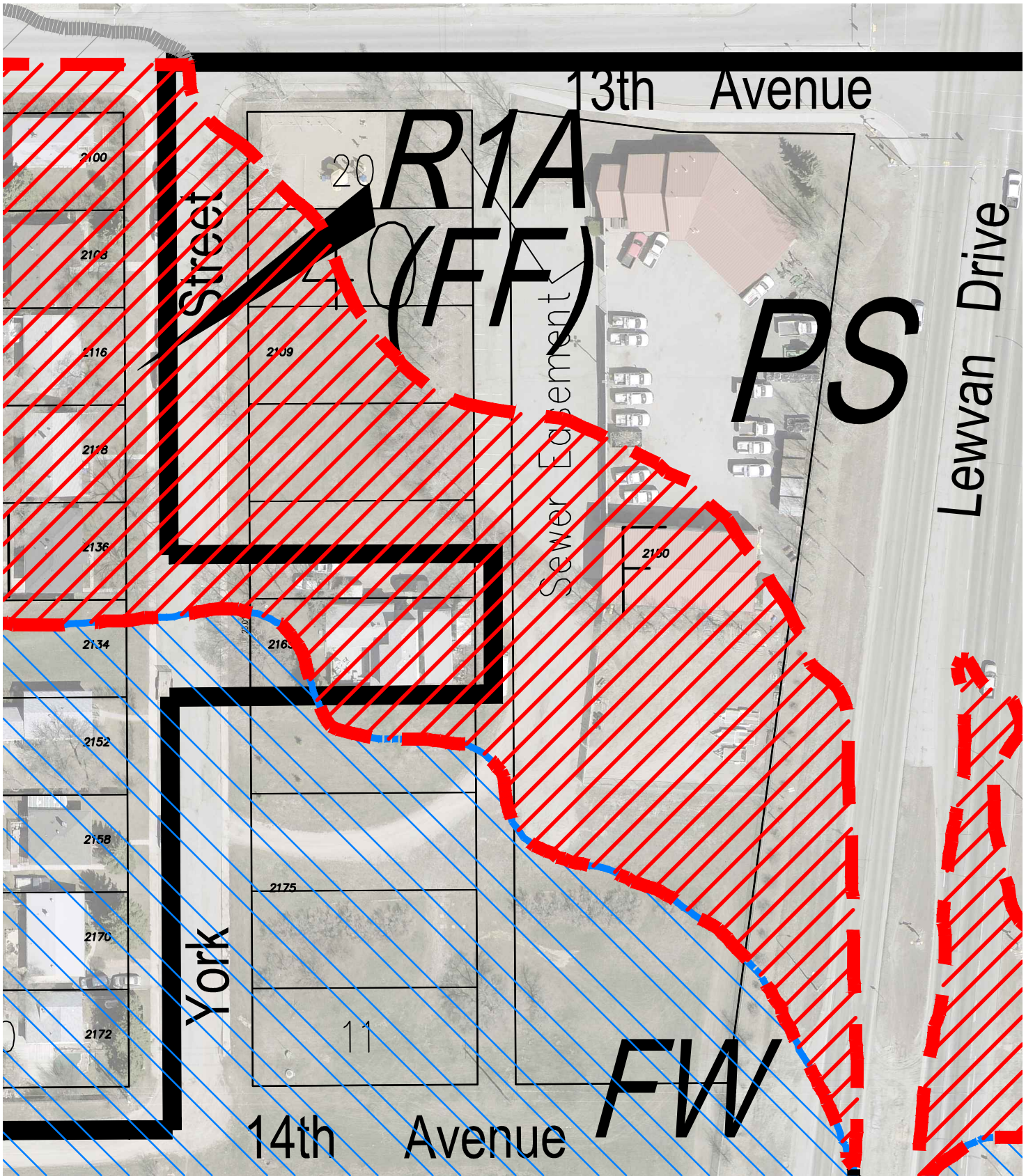
APPROVAL: The City of Regina
 Approval under the provisions of Bylaw No. 7748 of the
 City of Regina this ___ day of ___, 20__.


Seal

City Clerk

[Signature]

DWG. NO. 191-08413-00-000-00-SUBTN001-R0



 Flood Fringe

 Floodway

Date of Photography : 2018



Public Consultation Summary

Response	Number of Responses	Issues Identified
<i>Completely opposed</i>	1	- There is no need to close the North/South lane on 2150 Alexandra Street. It has been like this for many years and has never been developed.
<i>Accept if many features were different</i>		
<i>Accept if one or two features were different</i>	1	<ul style="list-style-type: none"> - Would recommend access to the lane via York Street closed or gated, as would like to minimize public access due to the dust it creates. - Conditional support based on approval of offer to purchase a portion of 2109 York Street and consolidate with 2165 York Street as the residence of 2165 York Street require vehicle access to the back of the property.
<i>I support this proposal</i>		

1. Issue: Need for Lane Closure*Administration's Response:*

The lane has never been developed, it is not needed by adjacent properties and the consolidation of the lane to 2150 Alexandra Street will accommodate the existing parking on the property.

BYLAW NO. 2019-56

BYLAW TO PROVIDE FOR THE CLOSURE OF A PORTION
OF THE RIGHT-OF-WAY ADJACENT TO
2150 ALEXANDRA STREET

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The lane described as follows is closed and may be consolidated with the adjacent parcel owned by the City of Regina:

“Portion of Right-of-Way adjacent to 2150 Alexandra Street, as shown on the attached Plan of Proposed Subdivision prepared by Scott L. Colvin, dated June 26, 2019 and legally described as Lane in Block 40, Register Plan No. I5211.”

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

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

ABSTRACT

BYLAW NO. 2019-56

BYLAW TO PROVIDE FOR THE CLOSURE OF A PORTION OF THE RIGHT-OF-WAY ADJACENT TO 2150 ALEXANDRA STREET

PURPOSE:	To close a portion of the right-of-way adjacent to 2150 Alexandra Street.
ABSTRACT:	The proposed closure will allow for the consolidation of the road right-of-way with the adjacent parcel owned by the City of Regina.
STATUTORY AUTHORITY:	Section 13 of <i>The Cities Act</i> .
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Yes
PUBLIC NOTICE:	Required, pursuant to section 13(6) of <i>The Cities Act</i> .
REFERENCE:	Regina Planning Commission, November 6, 2019, RPC19-35.
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Planning & Development Services

BYLAW NO. 2019-57

THE REGINA ZONING AMENDMENT BYLAW, 2019 (No. 18)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 *Regina Zoning Bylaw No. 9250* is amended in the manner set forth in this Bylaw.
- 2 Chapter 19 – Zoning Maps (Map No. 2487) is amended by rezoning the lands in Regina, Saskatchewan as outlined on the map attached as Appendix “A”, legally described as:

Legal Address: **Part of Lot 16, Block 40, Plan No. I5211, Ext. 0**

Civic Address: **2109 York Street**

Current Zoning: **PS – Public Service**

Proposed Zoning: **R1A – Residential Older Neighbourhood Detached Zone**

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

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

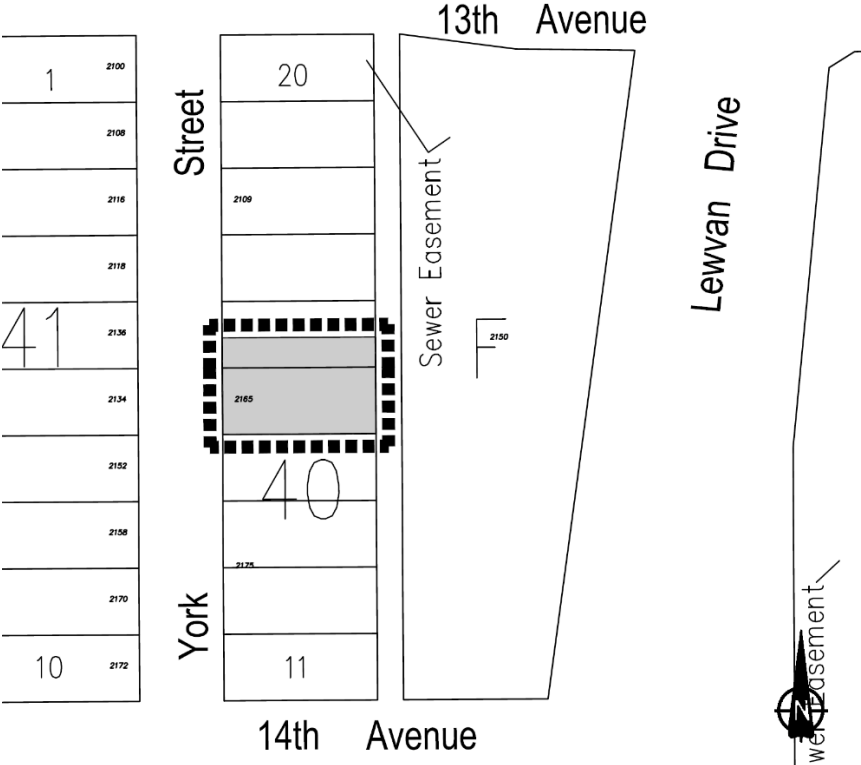
CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

APPENDIX “A”



ABSTRACT

BYLAW NO. 2019-57

THE REGINA ZONING AMENDMENT BYLAW, 2019 (No. 18)

PURPOSE:	To amend <i>Regina Zoning Bylaw No. 9250</i> .
ABSTRACT:	The proposed zoning amendment is to allow for the sale of a portion of Lot 16 located at 2109 York Street and consolidate it with 2165 York Street.
STATUTORY AUTHORITY:	Section 46 of <i>The Planning and Development Act, 2007</i> .
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	Required, pursuant to section 207 of <i>The Planning and Development Act, 2007</i> .
PUBLIC NOTICE:	Required, pursuant to section 207 of <i>The Planning and Development Act, 2007</i> .
REFERENCE:	Regina Planning Commission, November 6, 2019, RPC19-36.
AMENDS/REPEALS:	Amends <i>Regina Zoning Bylaw No. 9250</i> .
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Planning & Development Services

BYLAW NO. 2019-58

THE DEVELOPMENT LEVY AMENDMENT BYLAW, 2019

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw No. 2011-16 being *The Development Levy Bylaw, 2011* is amended in the manner set forth in this Bylaw.
- 2 Schedule "A" is repealed.
- 3 Schedule "B" is repealed and the attached Schedule "B" is substituted.
- 4 Schedule "C" is repealed and the attached Schedule "C" is substituted.
- 5 Schedule "D" is repealed and the attached Schedule "D" is substituted.
- 6 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

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City Clerk

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

City Solicitor

SCHEDULE “B”



Administration and Calculation of Servicing Agreement Fees and Development Levies Policy

Policy Title: Administration and Calculation of Servicing Agreement Fees and Development Levies		Applies to: City of Regina City Planning and Development	
Approved by: City Council		Dates:	Total # of Pages 42
		Effective: 25-Jun-2018	
		Last Review: 27-Nov-2017	
		Next Review: As Required or Every 5 Years	
Policy #: 2017-2-CPD			
Authority: Council, or Executive Director, City Planning and Development, or designate where noted			

1 Purpose

This purpose of this policy is to provide for the administration and calculation of Servicing Agreement Fees and Development Levies in accordance with policy 1.16 of *Design Regina: The Official Community Plan Bylaw 2013-48*:

“1.16 Ensure that growth pays for growth by:

- 1.16.1 Ensuring that Service Agreement Fees Charges are based on full capital cost;
- 1.16.2 Regularly Reviewing the Rate and Rate Structure for Service Agreement Fees;
- 1.16.3 Reviewing the areas to which Servicing Agreement Fees apply, including the possibility of fees varying with location, density, and use as necessary, except where specific and deliberate subsidies are approved to support public benefits;
- 1.16.4 Aligning the City’s development fees, property taxes and other charges with the policies and intent of this Plan (Official Community Plan); and
- 1.16.5 Achieving a balance of employment and residential lands.”

2 Scope

This policy provides direction to Administration involved in:

- the procedure for the inclusion of projects in the Servicing Agreement Fee / Development Levy reserve fund;
- calculation of annual Servicing Agreement Fee / Development Levy rates; and
- Administration of Servicing Agreement Fees and Development Levies.

3 Definitions and General Interpretation

Apartment: Refers to a building containing more than four Dwelling Units.

Capital Costs: Means the estimated capital cost, pursuant to section 168 of *The Planning and Development Act, 2007*, of providing construction, planning, engineering and legal services that are directly related to the matters for which servicing agreement fees and development levies are established pursuant to sections 169 and 172 of *The Planning and Development Act, 2007*.

Capital Projects: Refers to projects including roadways and related infrastructure, waterworks, sanitary sewer works, drainage works, parks, and recreational facilities, which are constructed, altered or expanded to add capacity to service the growth of the city.

Capital Project List: Refers to compiling of proposed Capital Projects, including project name, anticipated timing, current year gross cost, and funding sources.

City: Means the City of Regina.

Commercial Development: Refers to development or use of land, including any accessory use, that is neither a Residential Development nor Industrial Development.

Council: Means the Council of the City, acting for the purposes of *The Planning and Development Act, 2007* as a municipality or an approving authority.

Developer: Means an applicant for subdivision approval who is required to enter into a Servicing Agreement pursuant to section 172 of *The Planning and Development Act, 2007*; or an applicant for a development permit or building permit who is required to enter into a Development Levy Agreement pursuant to the City's Development Levy Bylaw, 2011 as may be amended from time to time and section 169 of *The Planning and Development Act, 2007*.

Development Lands: Those lands (or any part thereof) within the City where no previous servicing agreement has been entered into for the specific proposed development and the City will incur additional capital costs as a result of the proposed development.

Development Levy: Refers to fees adopted by the Council pursuant to section 169 of *The Planning and Development Act, 2007*.

Development Levy Agreement: Refers to the form of Development Levy Agreement, including Standard Conditions for Development Levy Agreements, adopted by the Council from time to time, and referred to in Administrative Reports respecting applications as the City's "Standard Development Levy Agreement"; all subject to such changes as circumstances of development applications require and as may be approved or directed by Council.

Development Levy Bylaw: Refers to the Council approved bylaw (#2011-16) describing when and how Development Levies are imposed.

Duplex: Refers to a building divided horizontally into two Dwelling Units.

Dwelling Unit: Refers to one or more rooms that may be used as a residence, each unit having sleeping, cooking and toilet facilities.

Environmental Reserve: Refers to a parcel of land dedicated pursuant to section 185 of *The Planning and Development Act, 2007*.

Established Area: Refers to the area identified as the Established Area on the map in Appendix C to indicate where the Intensification Levy and associated policy is to be applied.

Executive Director: Means the Executive Director of City Planning and Development or his/her delegate or successor in title.

Funding Splits: Refers to the apportioning of costs between a Developer, the City, and the Servicing Agreement Fee Reserve Fund (as defined below).

Garden Suite: Refers to a subordinate, self-contained dwelling unit in a detached building accessed from an adjacent public street at the frontage of the property.

Greenfield Area: Refers to the area identified as 'Greenfield Area' on the map in Appendix C to indicate where greenfield rates and policy apply.

Greenfield Development: Refers to construction outside the Intensification Levy Boundary as is identified on the map in Appendix C as the 'Greenfield Area'.

Gross Floor Area (GFA): - the total floor area in a building or structure measured between the exterior faces of the exterior walls of the building or structure at the level of each storey: (a) at and above grade, in the case of dwellings in residential zones; and (b) below, at and above grade, in the case of all other uses; excluding the area used for off-street unloading, parking, mechanical equipment, stairways or shafts.

Indexing: Refers to the cost inflation adjustment as calculated specific to Regina by an independent source to be used in the Servicing Agreement Fee Model calculations.

Industrial Development: Refers to development of land or use of land that has an Industrial Zoning designation of IA, IA1, IB, IB1, IC, IC1, IP or LP.

Intensification: Refers to the construction of new buildings or alterations to existing buildings within the Established Area that results in a higher intensity of use (e.g. developing a vacant site, increasing the number of legal residential Dwelling Units, increasing the Gross Floor Area of a commercial or industrial building).

Intensification Levy: Refers to the Servicing Agreement Fee or Development Levy charged for development resulting in Intensification within the Established Area.

Laneway Suite: Refers to a subordinate, self-contained dwelling unit in a detached building accessed from an adjacent lane at the rear of a property.

Mixed-use Development: Refers to a mix of uses for the purposes of calculating a rate for the Intensification Levy.

More Than 2 Dwelling Units: Refers to development of three or four Dwelling Units, regardless of form (e.g. Townhouse, Triplex, etc.)

Nursing Home (Special Care Home): For the purposes of this policy and determination of an Intensification Levy rate, this use is considered to be Institutional.

Official Community Plan or OCP, or Design Regina: Refers to *Design Regina, Official Community Plan, Bylaw No. 2013-48*.

Parking Structure: Means an attached or detached building or structure or part thereof, (a) that is used principally for the purpose, whether or not for profit, of providing parking space to the general public for a fee; or (b) that provides parking space in connection with the use for residential, commercial, industrial or institutional purposes or any combination thereof of any attached or detached building or structure or part thereof.

Residential Development: Refers to development or use of land, including any accessory use that serves as a Dwelling Unit(s).

Residential Unit Type: Refers to the types of Dwelling Units into which the Intensification Levy rates are divided.

Secondary Suite: Refers to a subordinate, self-contained Dwelling Unit within a Single-Detached Dwelling or as a Laneway Suite or Garden Suite.

Servicing Agreement: Refers to the form of Servicing Agreement, including Standard Conditions for Servicing Agreements, adopted by the Council from time to time, and referred to in Administrative Reports respecting subdivision or development applications as the City's "Standard Servicing Agreement"; all subject to such changes as circumstances of subdivision or development applications require and as may be approved or directed by Council.

Servicing Agreement Fee, Servicing Fee or SAF: Refers to fees adopted by the Council pursuant to section 172(3)(b) of *The Planning and Development Act, 2007*.

Servicing Agreement Fee Model or SAF Model: Refers to the cash flow calculations performed over a 25-year time horizon from information including the Growth-Related Capital Project List, indexing and Servicing Agreement Fee reserve fund balances to calculate an annual Servicing Agreement Fee rate, Development Levy rate, and Intensification Levy rates.

Servicing Agreement Fee Rate, Development Levy Rate: Refers to the fees adopted by Council pursuant to section 169 and 172(3)(b) of *The Planning and Development Act, 2007* per hectare of a new development. A Servicing Agreement Fee paid by developers is calculated by multiplying the Servicing Agreement Fee rate by the total area of new development. A Development Levy paid by developers is calculated by multiplying the Development Levy rate by the total area of new development or the number of development units as the case may be.

Servicing Agreement Fee Reserve Fund or SAF Reserve Fund: Refers to an account or accounts established by the City for the deposit of Servicing Agreement Fees / Development Levies, as required pursuant to section 174 of *The Planning and Development Act, 2007*.

Single-Detached: Refers to a building which contains only one Dwelling Unit. Where a Secondary Suite is a Permitted Use in a zone, a detached Dwelling Unit in that zone may also contain a Secondary Suite which, for the purposes of this policy, is considered a second Dwelling Unit.

Semi-Detached: Refers to a building divided vertically into two Dwelling Units by a common wall extending from the base of the foundation to the roof line. The configuration of the building can either be side to side units or front to back units.

Special Care Home: Refer to Nursing Home

Study or Studies: Refers to the studies undertaken by the City on a citywide or area basis for the purpose of determining long range infrastructure required as a result of growth, including transportation studies, wastewater studies, water studies, drainage studies, parks and recreation studies, and serviceability studies.

Subdivision: An area of land encompassed by the outside boundary of a plan of survey.

Townhouse: Refers to a Dwelling Unit in a building divided vertically by a common wall extending from the foundation to the roof into three or more attached Dwelling Units, each having a separate entrance at grade.

Triplex: Refers to a building containing three Dwelling Units.

4 Policy

4.1 Application of Servicing Agreement Fees and Development Levies

Servicing Agreement Fees are collected where a development involves the subdivision of land in accordance with Section 172 of *The Planning and Development Act, 2007*:

“172(1) If there is a proposed subdivision of land, the municipality in which the subdivision is located may require a subdivision applicant to enter into a servicing agreement to provide services and facilities that directly or indirectly serve the subdivision.”

“172(3)(b) Servicing agreements may provide for: the payment by the applicant of fees that the council may establish as payment in whole or in part for the capital cost of providing, altering, expanding or upgrading sewage, water, drainage and other utility services, public highway facilities, or park and recreation space facilities, located within or outside the proposed subdivision, and that directly or indirectly serve the proposed subdivision;”

Applicants for subdivision shall pay the Servicing Agreement Fees established by Council from time to time.

Development Levies are collected where a development does not involve the subdivision of land, in accordance with Section 169(1) of *The Planning and Development Act, 2007*:

“If council has adopted an official community plan that is not subject to an application for subdivision of land and that authorize the use of development levies, the council may, by bylaw, establish development levies to recover the capital costs of services and facilities as prescribed in subsections (2) and (3).”

Applicants shall pay a Development Levy established by Council from time to time for:

- a development permit for a proposed development located within the development lands; or
- a building permit for a proposed development in the case where no development permit is required.

4.2 Transition to Charging for Development within Established Areas (i.e. Intensification)

This policy applies to all subdivision or development permit applications made on or after October 1, 2019 within Established Areas.

4.3 Capital Projects Recoverable through Servicing Agreement Fees and Development Levies

Servicing Agreement Fees / Development Levies paid by developers are established as payment in part or in whole for the capital costs associated with providing, altering, expanding or upgrading services that directly or indirectly serve the proposed subdivision / development, as provided in section 172(3)(b) and 169(2) of *The Planning and Development Act, 2007*.

The detailed list of projects included for recovery is developed by City Administration based on technical studies and infrastructure master plans and reviewed in consultation with development industry members.

The City will consider additional projects proposed by individual developers subject to review and consideration against criteria established to administer this policy.

Appendix B outlines projects that are eligible for payment via Servicing Agreement Fees and Development levies.

4.4 Capital Projects required through Service Agreements and Development Levy Agreements

A number of services are excluded from Servicing Agreement Fees and Development Levies. These include services that developers are required to install or construct under a Servicing Agreement as provided in section 172 (3) (a) of *The Planning and Development Act, 2007*.

Appendix B outlines projects that are eligible for payment via Servicing Agreements and Development Levy Agreements.

4.5 Administration Fees for Service Agreements and Development Levy Agreements

In addition to the calculated rates based on capital projects, administration costs are calculated on Servicing Agreements and Development Levy Agreements to offset the City's costs for "planning, engineering and legal services" in accordance with Section 168, 169 and 172 of *The Planning and Development Act, 2007*. These administration costs are recorded as annual revenues in the year the administration costs are received.

Applicants for subdivision shall pay the Servicing Agreement Administration Fees established by Council from time to time. Applicants required to pay a Development Levy shall pay the Development Levy Administration Fees established by Council from time to time.

The methodology for calculating these administration fees is provided in Appendix A.

4.6 Fund Management

Servicing Agreement Fees are collected through Servicing Agreements, and Development Levies are collected through Development Levy Agreements in accordance with the City's Policy on Administration of Servicing Agreements and Development Levy Agreements.

In accordance with *The Planning and Development Act, 2007*, the City maintains two Servicing Agreement Fee / Development Levy deferred revenue accounts – one for Utility-related fees (i.e. water, wastewater and drainage), the other for General related fees (i.e. for transportation, parks and recreation projects). These two accounts are separate and apart from other funds.

Interest is calculated annually on the combined balance of the Servicing Agreement Fee / Development Levy deferred revenue accounts in accordance with principles as provided in Appendix A.

The repayment plus interest terms of external borrowing shall be included in the calculation of the rate.

While it may not be possible to always maintain these deferred revenue balances in a positive position, the City should make best efforts to achieve this.

4.7 Calculation of Servicing Agreement Fee and Development Levy Rates

Annual Servicing Agreement Fee / Development Levy rates are calculated in accordance with Appendix A.

4.8 Application of Servicing Agreement Fees and Development Levy Rates

Servicing Agreements Fees and Development Levies are applicable to all areas of the City except:

- internal environmental reserves;
- freeways;
- expressways;
- interchange lands;
- major utility corridors (electrical transmission corridors and pipeline corridors unfeasible for development as a result of safety and/or environmental regulations);

- lakes; and
- lands used to accommodate permanent City-owned pump stations or lift stations.

Where the City permits development of land that is not required to connect to the City's water service at the time of initial development, the land will be exempt from paying the water portion of the Servicing Agreement Fees or Development Levies.

Where the City permits development of land that is not required to connect to the City's wastewater service at the time of initial development, the land will be exempt from paying the wastewater portion of the Servicing Agreement Fees or Development Levies.

In the event that the City permits development without initial connection to the water or wastewater systems, at such time as the development does connect to the City water or wastewater services, the land owner shall pay a Fee/Levy equal to the water or wastewater portion of the Servicing Agreement Fees or Development Levies that are in effect at that time, not the rates that were in effect at the time of subdivision or initial development. The City shall register an interest against title(s) of the impacted property in the ISC Land Registry at the time of subdivision for any property that does not obtain full services at the time of initial development identifying the outstanding payment owing to the City and the obligation of the landowner to make payment to City prior to obtaining connection to city water or wastewater services.

In no case will development be exempt from paying the transportation portion, the parks/recreation portion or the Administration portion of the Servicing Agreement Fees or Development Levies, except in relation to lands that were previously exempt from paying fees and which will only be subject to the Administration portion of the Servicing Agreement Fees or Development Levies until such time as an amendment to this policy is made respecting Intensification.

4.9 Greenfield Industrial Development Rate

Industrial Development of greenfield land will be eligible for a 2/3 reduction of any applicable Servicing Agreement Fees or Development Levies.

If any parcel of greenfield land is eligible for a reduced Servicing Agreement Fee or Development Levy pursuant to this section at the time of development and the land is subsequently rezoned to a zone ineligible for the Industrial Development Rate, the development site will be subject to an additional fee/levy equal to 2/3 of the greenfield Servicing Agreement Fees/Development Levies that are in effect at the time of the site development.

The City shall register an interest against title(s) of the impacted property in the ISC Land Registry at the time of subdivision or development permit for any property that does not pay full Servicing Agreement Fees at the time of initial development identifying the outstanding payment owing to the City and the obligation of the landowner to make payment to City prior to obtaining zoning amendment approval.

4.10 Intensification Levy Rate

For development within the Established Area, Servicing Agreement Fees and Development Levies shall be imposed as an Intensification Levy. The amount of the Intensification Levy to be imposed shall be determined based on the rates and applicable calculations outlined in Appendix A.

Notwithstanding the above, the following designated categories of use are exempt from being charged the Intensification Levy:

Residential Development

- a) All development permits not resulting in the creation of an additional Dwelling Unit; and
- b) Where the only effect of the development permit is to allow an alteration or addition to an existing Dwelling Unit, without increasing the number of Dwelling Units.

For Commercial and Industrial Development

- a) Where the only effect of the development permit is to modify the space within the structure's existing Gross Floor Area (e.g. tenant fit ups or change of use within the category of Land Use Types defined within this Policy, such as converting a building from a Commercial use to an Institutional, Office, or another Commercial use);
- b) Where the only effect of the development permit is to allow for an addition or alteration to an existing structure of less than 14 square metres;
- c) The exemption in b) only applies to the first instance of Intensification;
- d) All development permits for parking structures; and
- e) All temporary development permits for structures without municipally-provided water and/or wastewater facilities.

4.11 Credits for Existing Development within Established Areas

If a development involves the demolition of and replacement of a building or structure, or the conversion from one principal use to another, the developer shall be allowed a credit equivalent to:

- a) For residential development: The number of legally-existing Dwelling Units occupied within the preceding 10 years demolished or converted multiplied by the applicable residential Intensification Rate (as per the City-Council approved 'Intensification Levy Rate by Land Use Type Chart') in place at the time the fee is payable, and/or
- b) For non-residential development: The Gross Floor Area of the building structure occupied within the previous 10 years demolished or converted multiplied by the current Intensification Rate (as per the City Council-approved 'Intensification Levy Rate by Land Use Type Chart') for that non-residential use in place at the time the fee is payable.

When determining the credit, the most recent use will be used unless the developer proves that a more intense use resided on the site within 10 years of the development permit application.

If the credit for the pre-existing development exceeds the new development application, a surplus credit will be provided for the parcel of land that the development occurred. The credit will remain valid for a period of 10 years from the development application date that generated the credit. The remaining credit value can be utilized in further development that requires the application of this policy. This may be repeated until the entire value of the surplus credit has been expended or within 10 years from the original development application date.

If the parcels of an existing development are subdivided the credit will be divided equally on all parcels, on a proportional basis at the time of the subdivision and cannot be transferred to other sites.

4.12 Delegated Authority

Council has delegated authority to the Executive Director of City Planning and Development to determine which Capital Projects are included in the Servicing Agreement Fee / Development Levy rate.

4.13 Servicing Agreement Fee Rate and Development Levy Review

Proposed Servicing Agreement Fee and Development Levy rates are presented from time to time to Council for approval.

The Servicing Agreement Fee and Development Levy Rate Review will include:

- Consultation with development industry members;
- Review of the current Servicing Agreement Fee balance and interest due;
- Determination of pace of development for the purpose of establishing the Capital Projects list and developable area;
- Current population, and population projections for the purpose of calculating appropriate funding splits for new projects added to the list;
- Review of intensification development Capital Projects for the purpose of calculating the Intensification Levy rate;
- Review of greenfield development Capital Projects for the purpose of calculating the greenfield rate;
- Review of city-wide development Capital Projects for the purpose of calculating both the greenfield and intensification levy rates;
- Adjustment, addition, and removal of Capital Projects projected over the 25-year time horizon; and
- Indexing for inflation.

4.14 Annual Reporting

Administration shall annually prepare a Servicing Agreement Fee, Development Levy report that shows reconciliation of completed projects. This report shall be shared publicly and made available to developers.

4.15 Policy Review

This Policy is to be reviewed once every five years. It may also be reviewed upon request by council or as related policies are updated.

Appendix A

Servicing Agreement Fee and Development Levy Calculation Methodology

Appendix B

Servicing Agreement Fee and Development Levy Funding Criteria and Summary Chart

Appendix C

Servicing Agreement Fee and Development Levy Boundaries

Appendix A

Servicing Agreement Fee and Development Levy Calculation Methodology

1 Purpose

This appendix contains supplementary detailed information in support of the Administration and Calculation of Servicing Agreement Fees and Development Levies Policy (Policy #: 2017-2-CPD).

2 Scope

This appendix provides a detailed summary of the calculation methodology used to determine the Servicing Agreement Fee rates and Development Levy rates for development within the Greenfield Area and development within the Established Area that results in Intensification.

3 Additional Definitions

None associated with this appendix.

4 Methodology

To account for the time value of money and the impacts of interest on reserves, a cash-flow model is required to calculate the Servicing Agreement Fee and Development Levy rates.

The following steps are required to determine the Servicing Agreement Fee and Development Levy rates.

4.1 Establish Inflation Rate and Interest Rates

Inflation: The City will commission a report once every two years estimating the inflationary rate to be used.

This inflation rate will be used to inflate project costs over time, and to inflate Servicing Agreement Fee rates over time in calculating current Servicing Agreement Fee rates. This rate will also be used to index Servicing Agreement Fee rates and Development Levy rates in years between re-calculations.

Interest rate generated on positive balance: The City will determine the assumed interest rate generated by positive funds in Servicing Agreement Fee Reserve Funds based on consultation with the Finance Department.

Interest rate paid for internal transfers: The City will determine the assumed interest rate paid by the Servicing Agreement Fee Reserve Fund for moneys in the fund under a deficit position, where the deficit

is funded through internal transfers within the City (as opposed to going outside the City for long term debentures), based on consultation with the Finance Department.

Interest rate paid for External Borrowing: The fund will accurately reflect the repayment plus interest terms of any external borrowing for capital projects and will be included in the calculation of the rate.

4.2 Set the Opening Servicing Agreement Fee / Development Levy Reserve Cash Balance

Reference the Servicing Agreement Fee Reserve year-end cash balance (which becomes this year's opening balance). Use this value as the 'Opening Balance' for the Servicing Agreement Fee / Development Levy rate calculation.

4.3 Calculate Outstanding Servicing Agreement Fees and Development Levies to be Collected

The value of outstanding Servicing Agreement Fees and Development Levies to be collected is established through a review of executed Servicing Agreement and Development Levy Agreements. Determine the value of outstanding Servicing Agreement Fees and Development Levies and which year payments are to occur in. Update the model accordingly with the calculated Annual Payments Due.

4.4 Establish Development Projections for Intensification & Greenfield

The City shall establish 25-year projections for the pace of Intensification of the Established Area and development of the Greenfield Area. These trends should be based on recent growth estimates and detailed growth studies, as well as growth policy (e.g. the City's intensification target).

For the purpose of estimating the revenue from Industrial Development, the calculation model will use the projected Industrial growth divided by three (3) to reflect the reduction in fees for Industrial Development.

4.5 Establish Payment Schedule for Servicing Agreement Fees / Development Levies

Establish the payment schedule for Servicing Agreement Fees and Development Levies. This payment schedule should be based on payment timing established via the *Administration of Servicing Agreements and Development Levy Agreements* policy.

4.6 Update Capital Project List

The existing Capital Project List for each infrastructure type (transportation, water, wastewater, drainage, parks and recreation) should be reviewed and adjusted, based on updated studies, master plans, updated current year cost estimates, the timing required for allocation of capital project funding as influenced by the pace of growth, and other factors. Cost allocations for any projects added are to conform to the criteria detailed in Appendix B.

4.7 Establish the Share of Costs Attributed to Greenfield Growth and the Share of Costs Attributed to Intensification for Each Capital Project

For each Capital Project the share of Servicing Agreement Fee / Development Levy eligible costs must be allocated between development of the Greenfield Area and development within the Established Area that results in Intensification. Capital Projects can be allocated based on (1) the expected share of development in the Greenfield Area and to Intensification within the Established Area, (2) attributed 100% to development of the Greenfield Area, or (3) attributed 100% to Intensification of the Established Area. Capital Projects are allocated per the direction of the Executive Director, in accordance with the following criteria:

Projects that primarily facilitate development of the Greenfield Area should be allocated 100% to greenfield development (e.g. transportation upgrades to serve new greenfield neighbourhoods, trunk lines to serve greenfield neighbourhoods, new zone level parks in greenfield areas).

Projects that primarily facilitate Intensification within the Established Area should be allocated 100% to intensification (e.g. upgrades to the water and wastewater network in downtown Regina).

Projects that are required to facilitate growth in general and provide a city-wide benefit should be allocated to both development of the Greenfield Area and Intensification within the Established Area based on their share of growth (e.g. upgrades to water supply capacity or wastewater capacity).

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

- Infrastructure projects that serve the broad city population, such as a water treatment plant or wastewater treatment plant;
- Studies or plans that consider the city as a whole versus being confined to a single area, such as a neighbourhood;
- Transportation projects that add capacity and are within the area bound by the expressway portions of Lewvan / Pasqua and the Ring Road / 9th Avenue North or as determined by the Executive Director but not including projects 'on' the expressway portions of Ring Road or Lewvan Drive/Pasqua Street (as shown in Appendix C); or
- Parks and recreation projects that provide new municipal level services, serving most areas of the city, including Greenfield Areas and Established Areas.

For projects that are allocated based on the share of development the formula for calculating greenfield and intensification shares are:

$$\text{Intensification Share} = \frac{\text{Assumed Intensification Hectares}}{\text{Greenfield Hectares} + \text{Assumed Intensification Hectares}}$$

$$\begin{aligned} &\text{Assumed Intensification Hectares} \\ &= \text{Greenfield Residential Hectares} * \frac{\text{Intensification Population Share}}{\text{Greenfield Population Share}} \end{aligned}$$

$$\text{Greenfield Share} = 100\% - \text{Intensification Share}$$

4.8 Calculate the Share of Total Capital Costs Allocated to Intensification and to Greenfield Development

Sum the costs allocated to greenfield, and sum the costs allocated to intensification to determine the total costs allocated to each development area.

4.9 Calculate Estimated Servicing Agreement Fee / Development Levy Rates for Intensification & Greenfield Based on the Cash-Flow Model

Calculate an estimated per hectare Servicing Agreement Fee / Development Levy rate for the greenfield areas:

$$\text{Greenfield Estimated Rate} = \frac{\text{Total Greenfield Costs}}{\text{Total Greenfield Hectares}}$$

Calculate an estimate per person equivalent Servicing Agreement Fee / Development Levy rate for the Intensification within Established Areas:

$$\text{Intensification Estimated Rate} = \frac{\text{Total Intensification Costs}}{\text{Total Intensification Equivalent Population Growth}}$$

4.10 Calculate the Servicing Agreement Fee and Development Levy Rates for Intensification & Greenfield Based on the Cash-Flow Model

Adjust the estimated intensification and greenfield rates using a common factor to balance the Servicing Agreement Fee and Development Levy reserves cash-flow at \$0 in the final year of the cash-flow model (i.e. increase or decrease both rates by the same percentage factor in order to zero the balances). This adjustment is necessary to account for the time-value of money and any delays to Servicing Agreement Fee and Development Levy payments, as well as the current state of Servicing Agreement Fee reserves and payments due.

The Intensification rate is based on a per person equivalent (determined as described in Section 4.9). The following describes how the rate is determined for different types of development within the Established Area (i.e. intensification) and is used in developing the 'Intensification Levy Rate by Land Use Type Chart' that is to be approved annually by City Council:

- a) The Residential Intensification Rate is based on Dwelling Unit type:
- Secondary Suite
 - Single-Detached
 - Semi-Detached or Duplex
 - More than 2 Dwelling Units (e.g. Townhouse, Triplex, etc.)
 - Apartment, Less than 2 Bedrooms

- Apartment, 2 or More Bedrooms

The rate is determined by using the average number of people residing in the dwelling type from the Census for the Regina CMA multiplied by the per person equivalent. In the case of secondary suites, which are not reported through census, the ratio will be based on the same ratio as Apartment, Less than 2 Bedrooms. The ratios for the average number of people per unit are updated as information becomes available and approved at the time of rate-setting by City Council;

- b) The Commercial Intensification Rate is determined by an employment ratio that assumes the equivalent servicing impact of one person is equivalent to 36m² of floor space (i.e. 1 person/36m² = 0.02778). This ratio is multiplied by the per person equivalent to determine the intensification rate for commercial development; and
- c) The Industrial Intensification Rate is determined by an employment ratio that assumes the equivalent servicing impact of one person is equivalent to 75m² of floor space (i.e. 1/75m² = 0.01333). This ratio is multiplied by the per person equivalent to determine the intensification rate for industrial development.

4.11 Calculate the Fee to be Charged for Intensification Development

This section describes the calculation of the Intensification Levy to charge for different types of development: residential, commercial and industrial.

- a) For Residential Development, the Servicing Agreement Fee or Development Levy within the Established Area (i.e. the Intensification Levy) is calculated as the total number of units approved in the development permit, multiplied by the rate for the type of residential development approved by City Council in the 'Intensification Levy Rate by Land Use Type Chart'.

Residential Intensification Levy: # units x Rate for Residential Unit Type

- b) For Commercial Development, the Servicing Agreement Fee or Development Levy within the Established Area (i.e. the Intensification Levy) is calculated as the total gross floor area of the Commercial Development approved in the development permit multiplied by the Commercial Development rate approved by City Council in the 'Intensification Levy Rate by Land Use Type Chart'

Commercial Intensification Levy: Area (m²) x Commercial Rate

- c) For Industrial Development, the Servicing Agreement Fee or Development Levy within the Established Area (i.e. the Intensification Levy) is calculated as the total gross floor area of the Industrial Development approved in the development permit multiplied by the Industrial Development rate approved by City Council in the 'Intensification Levy Rate by the Land Use Type Chart'

Industrial Intensification Levy: Area (m²) x Industrial Rate

- d) For Mixed-Use Development, the Servicing Agreement Fee or Development Levy within the Established Area (i.e. the Intensification Levy) is calculated by conducting the calculation for each land use type as described in a), b) and c) and then adding them together.

For Mixed-Use Residential-Commercial Development:

Mixed-use Intensification Levy: $(\# \text{ units} \times \text{Rate for Unit Type}) + (\text{Area (m}^2\text{)} \times \text{Commercial Rate})$

For Mixed-Use Residential-Industrial Development:

Mixed-Use Intensification Levy: $(\# \text{ of units} \times \text{Rate for Unit Type}) + (\text{Area (m}^2\text{)} \times \text{Industrial Rate})$

4.12 Calculate the Credit for Existing Development

A credit is calculated on the existing building on the site, or a building that existed on the site within the previous ten (10) years as described in section 4.11 on the Main Policy. To be provide with a credit, the building would need to have been connected to the municipal water and/or wastewater systems. The credit is calculated to account for fees that had been paid in the past to cover impacts of that existing development on the City's major infrastructure systems.

The credit amount for the existing development is based on the same procedure described in 4.11 for determining the Intensification Levy using the 'Intensification Levy Rate by Land Use Type Chart' to determine the rate to use for different development types. The calculations are outlined as follows:

- *Credit for Existing Residential Development: $\# \text{ units} \times \text{Rate for that Residential Unit Type}$*
- *Credit for Existing Commercial Development: $\text{Area (m}^2\text{)} \times \text{Commercial Rate}$*
- *Credit for Existing Industrial Development: $\text{Area (m}^2\text{)} \times \text{Industrial Rate}$*
- *Credit for Mixed-Use Residential-Commercial Development:*
 $(\# \text{ units} \times \text{Rate for Unit Type}) + (\text{Area (m}^2\text{)} \times \text{Commercial Rate})$
- *Credit for Mixed-Use Residential-Industrial Development:*
 $(\# \text{ units} \times \text{Rate for Unit Type}) + (\text{Area (m}^2\text{)} \times \text{Industrial Rate})$

4.13 Calculate the Total Amount Owning for Development within Established Area

To determine the amount owing for Intensification Development, Credit (calculated as per 4.12) is subtracted from the Intensification Levy (calculated as per 4.11).

Intensification Levy Owning: $\text{Intensification Levy} - \text{Credit for Existing Development}$

If the amount owed is calculated to be less than the credit (i.e. a negative amount), no Levy would be owed or provided to the applicant of the development (see Policy 4.11).

4.14 Calculate the Administration Servicing Agreement Fee / Development Levy

Estimate the annual administration costs associated with addressing subdivision and development based on staffing resources required. Divide the total amount of administration costs per year by the estimated amount of development per year. These administration costs are recorded as annual revenues in the year the administration costs are received, so interest costs are not considered in calculating Administration Servicing Agreement Fees and Development Levies.

The final greenfield rate shall be rounded to the nearest one thousand dollars (\$1,000); if the calculation results in the hundreds value of less than \$500, the rate shall be rounded down and if it is higher the rate shall be rounded up.

The final Intensification Rates for Residential Unit Types shall be rounded to the nearest one hundred dollars (\$100); if the calculation results in the tens value of less than \$50, the rate shall be rounded down and if it is higher the rate shall be rounded up.

The final Intensification Levy for Commercial and Industrial Development shall be rounded to the nearest ten dollars (\$10); if the calculation results in the ones value of less than \$5, the rate shall be rounded down and if it is higher the rate shall be rounded up.

4.15 Charge Servicing Agreement Fees / Development Levy

The amounts of the Servicing Agreement Fees and Development Levies are determined as follows:

- For Development Levy: the date of the application of the development permit; and
- For Servicing Agreements: the date that the City confirms the subdivision application.

If the development permit or Servicing Agreement expires, and the development is not complete, new fees will be assessed based on the re-set date.

Appendix B

Servicing Agreement Fee and Development Levy Funding Criteria and Summary Chart

1 Purpose

This appendix is supplementary detailed information in support of the Administration and Calculation of Servicing Agreement Fees and Development Levies Policy (Policy #: 2017-2-CPD).

2 Scope

This appendix provides a detailed summary of the funding split for project inputs utilized in the calculation of Servicing Agreement Fee and Development Levy rates.

3 Additional Definitions

For the purposes of providing context to some of the terms utilized in this appendix, the following definitions are included to provide clarity. The definitions are in addition to definitions provided within the Administration and Calculation of Servicing Agreement Fees and Development Levies policy:

Arterial (Roads): is per the definition within the City of Regina Transportation Master Plan and includes all constructed components as required by the City of Regina Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Capacity: refers to a limit, defined by the service or infrastructure, of a number of people, vehicles or flow that can pass through or be utilized by the infrastructure over a set period of time. Capacity may include a level of service that provides additional margin prior to a physical limit being exceeded.

Collector (Roads): is per the definition within the City of Regina Transportation Master Plan and includes all constructed components as required by the City of Regina Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Community Contributions: means contributions made towards capital projects where the sources of funding are the residents of Regina, businesses, or community organizations who have made contributions towards a capital project either through a community organization or directly to the City of Regina.

Contiguous new development(s): refers to a subdivision or development that is either adjacent to an existing development or a subdivision or development adjacent to another subdivision or development under design or construction.

Development – within the context of this policy, development only refers to an area that Servicing Agreement Fees and/or Development Levies shall be applied to through the execution of a Servicing Agreement prior to the approval of subdivision or Development Levy Agreement prior to the issuance of a Building Permit by the City.

Development application refers to either an application by a development proponent to the City for review and approval of a Neighbourhood Plan, Secondary Plan, Concept Plan, Subdivision, Servicing Agreement, Development Levy Agreement, Discretionary Use or Building Permit or other that requires the City approval or permit prior to construction as required by municipal bylaw or provincial regulation.

Development boundaries: refers to either;

- (1) the outside boundaries or limits of a plan of subdivision and as identified within a Servicing Agreement; or
- (2) the outside boundaries of a parcel of land and as identified within a Development Levy Agreement.

Grade Separations: refers to any classification of road which is required to either be constructed over or under an obstacle including but not limited to another road, railway, pipeline or building.

Grants: means funding received from sources outside of the City of Regina and its taxpayers, such as the Provincial or Federal Government, for capital projects.

Interchanges: refers to a junction of two or more traffic flows by a system of separate levels that permit traffic to pass from one to another without the crossing of traffic streams.

Intersections: any ground level intersection of two or more roads regardless of road classification (i.e. local, collector, arterial, expressway). An intersection does not include an interchange.

Level of Service: refers to the targeted design capacity of a component of infrastructure including a margin of additional capacity versus the total physical capacity of the infrastructure. Level of service may be expressed with different reference points and metrics for water, wastewater, storm water, transportation and parks and recreational facilities.

Lift Station: means a mechanical/hydraulic devices that are used to solve flow problems that cannot be solved by standard gravity methods. Lift stations lift fluids to a gravity model.

Local (Roads): is per the definition within the City of Regina Transportation Master Plan and includes all constructed components as required by the City of Regina's Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Major Sanitary Storage, Conveyance or Treatment Facilities: refers to the components of the City's existing sanitary collection and treatment system that service multiple existing and future new developments external to the boundaries of a new subdivision or development. The primary facilities

include the City Wastewater Treatment Plant, Sanitary Trunk Mains, McCarthy Boulevard Pump Station and Force mains and existing sanitary pump stations with or without offline storage.

Major Water Storage, Conveyance or Treatment Facilities: refers to the components of the City's existing water treatment and distribution system that service multiple existing and future new developments external to the boundaries of a new subdivision or development. The primary facilities include the Buffalo Pound Water Treatment Plant, Buffalo Pound Water Supply Lines, New or Existing Water Reservoirs, Re-pressurization Pump Stations, pressure zone isolation components and Water Trunk Mains including but not limited to the City loop.

Models: refers to electronic, computer aided simulations utilized by the City for the purposes of planning for growth and review of development applications for transportation, water, wastewater, storm water, parks and recreational facilities.

Multi-Use Pathways: means the identified pathways within the City Open Space Regina Management Strategy and the new pathways identified within the Transportation Master Plan. Multi-use pathways generally refers to an asphalt pathway surface within a landscaped area and provides a protected route for walking or cycling.

Municipal Level Parks and Facilities: as fully defined within the City Open Space Regina Management Strategy. A municipal park or facility is intended to meet the recreation needs of large sections of the population. They allow for group activities and recreation opportunities not feasible at the neighbourhood level.

Neighbourhood Level Parks and Facilities: as fully defined within the City Open Space Regina Management Strategy. Neighbourhood level parks and facilities are oriented toward children and youth and may include active and passive recreation facilities.

On-Street Bikeways: refers to a lane within a road right-of-way specifically intended for the movement of bicycle traffic that are either separated from vehicular traffic with a separate painted lane or a protected lane separated by a curb, barrier or raised from general vehicular traffic.

Overall Growth: in the context of the statement "required to accommodate overall growth" means growth that occurs in multiple existing and future neighbourhoods.

Oversizing: means to design and construct an infrastructure facility to a greater capacity than servicing of a new subdivision or development requires unto itself to meet City development standards. The amount of oversizing is based upon design assumptions for servicing of a land area greater than the extents of the subdivision or development itself.

Pump Station: means a mechanical/hydraulic devices that are used to solve flow problems that cannot be solved by standard gravity methods. Pump stations lift fluids to a forcemain.

Regional Service: means a service provided by the City of Regina to a municipality, first nation, or other entity located outside of the boundary of the City.

Regional Service Partner: means a participant in a Regional Service through an agreement with the City of Regina.

Sanitary Main: is per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Sanitary Trunk Main: is per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Service Connection: is per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Site Detention: refers to the City of Regina requirements for individual developments to detain a portion of the rainfall within the property lines of the development site and release the water at a controlled rate into the storm water collection system.

Site Access Driveways and Crossings: is per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Storm Main: is part of the storm water minor system and per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Storm Trunk Main: is part of the storm water major system and per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Storm Channel: refers to natural or manmade water courses reserved primarily for the purpose of collecting and carrying runoff waters and designed as per the City's Development Standards Manual.

Storm Sewer Detention Pond and Outlet: refers to a storm water system facility which returns to dry conditions once all of the excess rainfall has discharged from the facility. The pond is designed to manage the flows of a rainfall event as per the City's Development Standards Manual including an outlet at a controlled flow rate back into the storm water collection system or a receiving body.

Storm Sewer Non-Point Water Quality Control Infrastructure: refers to either permanent or temporary devices or infrastructure utilized to capture sediments or other non-desirable contaminants prior to outflow into a natural or engineered conveyance channel, creek, river, tributary or lake. Such infrastructure may be incorporated into storm water major system elements such as detention or retention ponds or may be separated from other components of the overall system.

Storm Sewer Retention Pond and Outlet: refers to a storm water system facility which retains a portion of the storm water runoff permanently in the facility. The pond is designed to manage the flows of a rainfall event as per the City's Development Standards Manual including an outlet at a controlled flow rate back into the storm water collection system or a receiving body.

Streetscaping: refers to landscaped visual elements of a street including street furniture, trees and boulevard treatments.

Study or Studies: Refers to the studies undertaken by the City on a citywide or area basis for the purpose of determining long range infrastructure required as a result of growth, including transportation, water, sanitary sewer, storm sewer, parks and recreational facilities.

Traffic Signals: refers to any type of electrically powered signalization devices used to direct or control the flow of vehicular, cycle or pedestrian traffic and includes, but is not limited to poles, signal heads, lamps, controllers, electrical conduits, wiring and pedestal bases.

Upgrades: means upgrades required to provide additional capacity to a service to accommodate the additional demands placed on the infrastructure as a result of growth. Upgrades in the context of this policy do not include projects which are a result of a regulatory change or level or service improvement not previously identified within the calculation of previous Servicing Agreement Fees or Development Levy.

Water Main: is per the definition for either a Feeder or Distribution Watermain within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Water Pump Station & Reservoir: refers to infrastructure where the water supply is delivered to and held within a reservoir and re-pressurized through one or more hydraulic pumps to the distribution network.

Water Quality Source Control Measures: refers to either permanent or temporary devices or infrastructure utilized to capturing sediments or other non-desirable contaminants prior to runoff and discharge into the City storm sewer collection system.

Water Trunk Main: is per the definition within the City of Regina Development Standards Manual and includes all requirements and components as required by the Development Standards Manual, Construction Specifications or as directed by the Executive Director of City Planning and Development or delegate.

Zone Level Parks and Facilities: as fully defined within the City Open Space Regina Management Strategy. Zone parks and facilities serve a broader purpose than neighbourhood parks and provide higher quality athletic facilities.

4 General Principles

Servicing Agreement Fees / Development Levies paid by Developers are established as payment in whole or part for the Capital Costs for providing, altering, expanding or upgrading: sanitary sewer, water, storm sewer and other utility services, transportation facilities, or park and recreational facilities that directly or indirectly serve the proposed subdivision or development, as provided in section 169 and 172(3)(b) of *The Planning and Development Act, 2007*.

The projection period for identifying capital costs for payment by Servicing Agreement Fees / Development Levies is 25 years.

The Funding Criteria and Summary Charts within this Appendix are intended to cover the majority of typical wastewater, water, drainage and other utility services, roads and other related infrastructure, or park and recreational facilities that may be encountered which are either not funded or funded in whole or in part by Servicing Agreement Fees / Development Levies.

Infrastructure projects, studies, designs and models not outlined in the tables below shall be assumed to not be funded by Servicing Agreement Fees / Development Levies unless determined to be funded in whole or in part by the Executive Director of City Planning and Development or delegate and is in alignment with section 169 and 172(3)(b) of *The Planning and Development Act, 2007*.

Infrastructure projects, studies, designs and models not outlined in the tables below that are required for subdivision and development as determined by the Executive Director of City Planning and Development or delegate, for, within, adjacent to or extending to the subdivision or development boundaries shall be assumed to be funded 100% by the developer.

Infrastructure projects, studies, designs and models not outlined in the tables below that are not required for one or more specific development or overall growth of the City shall be assumed be funded 100% by the City.

Upgrades outside the context of this policy may be funded 100% by the developer if required to be constructed within, adjacent to or extending to the development boundaries to provide service.

5 Interim Services

Services required for subdivision and development but are deemed as interim services until a permanent solution is constructed and in operation shall be funded 100% by the developer including the ongoing operational and maintenance costs of the interim services, unless determined otherwise by the Executive Director of City Planning and Development or delegate. Construction of interim services does not preclude the developer from having to also make financial contribution to a permanent servicing solution.

6 Lands

All lands required for services that developers are required to construct within, adjacent to, or extending to the development boundaries, whether through acquisition, dedication, easement or other legal mechanisms shall be 100% Developer-funded.

All lands required for services that the City is required to construct projects that are indirectly required to support growth of the City shall be 100% funded by Servicing Agreement Fees / Development Levies.

Any conflict between the two previous statements shall be resolved by the Executive Director of City Planning and Development or delegate.

7 Timing

Should Servicing Agreement Fee or Development Levy funded infrastructure project be required by an individual development in advance of the project being triggered or planned for by the City to accommodate overall growth, funding of the project either in whole in or in part, including land acquisition, shall become 100% Developer-funded.

8 Grants and Community Contributions

In determining capital costs, grants for capital projects shall be addressed as follows:

- Confirmed grant amounts are subtracted from the total project cost to determine the net project cost. The cost allocation policies are applied to the net amount remaining after subtracting the grant amount.
- If the grant amount is unknown, or not confirmed, no grant amounts are subtracted from the project cost. The total project cost is used in determining Servicing Agreement Fees or Development Levies.
- If the project is dependent on receiving a grant, and will not proceed without the grant amounts, the required grant amounts are subtracted from the total project cost to determine the net project cost. The cost allocation policies are applied to the net amount remaining after subtracting the grant amount.

In determining capital costs, community contributions are considered as a City contribution, similar to general fund or utility fund sources. The cost allocation policies are applied to the total capital cost, without subtracting the community contribution.

9 Regional Service Contributions

Where a regional service partner has agreed to pay for part of the capital costs of a project in the project list, the amount provided by the regional service partner is subtracted from the total project cost to determine the net project cost. The cost allocation policies are applied to the net cost remaining after subtracting the amount provided by the regional service partner. Where a regional partner has agreed generally to pay Servicing Agreement Fees, in whole or in part, the revenue from the regional partner will be reflected in the opening balance for future rate calculations.

10 Funding Criteria and Summary Charts

The Funding Criteria and Summary Charts include numbered references which are outlined below.

- (1) The funding criteria specified in this table does not supersede any previous funding arrangements for projects entered into a Servicing Agreement between the Developer and the City prior to the effective implementation date of the Administration and Calculation of Servicing Agreement Fees and Development Levies policy.
- (2) **SAF / DL** refers to Servicing Agreement Fee / Development Levy funding percentage share of funding infrastructure works.
- (3) **Dev.** refers to Developer / Proponent funding percentage share of funding infrastructure works.
- (4) **City** refers to funding percentage share of funding infrastructure works through General or Utility Capital allocations through the budget process. This does not refer to funding percentage share by the City where the City is acting as a developer.
- (5) Applicability of % share determined will apply to engineering design, construction and commissioning. Construction may include but is not limited to temporary and permanent materials and excavations. Level of Service improvements for existing development is not intended to be provided for by Servicing Agreement Fee / Development Levy Funding unless it is clearly demonstrated a project has been deferred and subsequently growth has deteriorated the existing population level of service.
 - a. New Pop. = New Population Growth intended to be serviced by project
 - b. Ext. Pop. = Existing Population intended to be serviced by project that may directly or indirectly benefit from new or improvements to existing infrastructure.
 - c. Total Pop. = New Population + Existing Population
 - d. Should a project only be intended to service a New Population, then Servicing Agreement Fee / Development Levy Funding = 100%.
 - e. In the absence of any substantiated population actuals or estimates, a default placeholder funding split share of 30% SAF/DL Funding, 70% City Funding may be utilized in the interim for the purposes of calculating an SAF/DL Rate.

- (6) Upgrades to existing Arterial Roads, Intersections and Signals shall deduct the estimated rehabilitation cost from the gross cost required to increase the capacity of the Transportation Infrastructure if and only if rehabilitation is warranted within three (3) years from the time the capacity increases are triggered to maintain a targeted level of service.

1 Funding Criteria and Summary Charts

Sanitary Sewer Infrastructure Projects⁽¹⁾					
Description	Location	Funding Split (%)			Comments
		SAF / DL⁽²⁾	Dev. (3)	City (4)	
Sanitary Service Connection	Internal / External to development boundaries	0%	100%	0%	
New Sanitary Main	Internal / External to development boundaries. External is where an extension is required to service one or more contiguous new development(s).	0%	100%	0%	
New Sanitary Trunk Main	Internal/External to development boundaries, and intended to service one or more contiguous specific new developments. May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
New Sanitary Trunk Main	Internal/External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Sanitary Trunk Main Upgrades	Internal/External to development boundaries, and intended to service one new developments. May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Sanitary Trunk Main Upgrades	Internal/External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

	May provide service level improvement for existing residents.				
New Sanitary Mains and Trunk Mains Oversizing	Internal / External to development boundaries. Oversizing is required to service one or more contiguous new development(s).	0%	100%	0%	
New Sanitary Pump Stations (with or without storage)	Internal / External to development boundaries where a station required to service one or more contiguous new development(s). May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
New Sanitary Pump Stations (with or without storage)	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Sanitary Pump Station Upgrades (with or without storage)	Internal / External to development boundaries where an existing station required to be upgraded to service one or more contiguous new development(s). May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Sanitary Pump Station Upgrades (with or without storage)	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

Existing Sanitary Storage, Conveyance or Treatment Facility Upgrades	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
New Sanitary Storage, Conveyance or Treatment Facilities	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

Water Infrastructure Projects⁽¹⁾					
Description	Location	Funding Split (%)			Comments
		SAF / DL⁽²⁾	Dev. (3)	City (4)	
Water Service Connection ⁽⁶⁾	Internal / External to development boundaries	0%	100%	0%	
New Water Main	Internal / External to development boundaries. External is where an extension is required to service one or more contiguous new development(s).	0%	100%	0%	
New Water Trunk Main	Internal / External to development boundaries, and intended to service one or more contiguous specific new developments. May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
New Water Trunk Main	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Water Trunk Main Upgrades	Internal/External to development boundaries, and intended to service one new developments. May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Water Trunk Main Upgrades	Internal/External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

New Water Mains and Trunk Mains Oversizing	Internal / External to development boundaries. Oversizing is required for development of additional new development.	0%	100%	0%	
New Water Pump Stations & Reservoirs	Internal / External to development boundaries where a station required to service one or more contiguous new development(s). May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
New Water Pump Stations & Reservoirs	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Water Pump Station & Reservoirs Upgrades	Internal / External to development boundaries where an existing station required to be upgraded to service one or more contiguous new development(s). May provide service level improvement for existing residents.	0%	A ⁽⁵⁾	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Water Pump Station & Reservoir Upgrades	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth. May provide service level improvement for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
New or Existing Water Storage, Conveyance or Treatment Facilities	Internal / External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100%

	accommodate overall growth. May provide service level improvement for existing residents.				$B = (\text{Ext. Pop.} / \text{Total Pop.}) * 100\%$
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Storm Sewer Infrastructure Projects ⁽¹⁾					
Description	Location	Funding Split (%)			Comments
		SAF / DL ⁽²⁾	Dev. ⁽³⁾	City ⁽⁴⁾	
Storm Service Connection, Water Quality Source Control Measures and Site Detention	Internal / External to development boundaries	0%	100%	0%	
New Storm Sewer Main	Internal / External to development boundaries. External is where an extension is required to service one or more contiguous new development(s).	0%	100%	0%	
New Storm Sewer Trunk Main, Lift Station, or Channel	Internal / External to development boundaries. External is where an extension is required to service one or more contiguous new development(s).	0%	100%	0%	
New Storm Sewer Trunk Main, Lift Station, or Channel	External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth and to improve service levels for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
Existing Storm Sewer Trunk Main, Lift Station, or Channel Upgrades	External to development boundaries, where an extension required to service one or more contiguous new development(s).	0%	100%	0%	
Existing Storm Sewer Trunk Main, Lift Station, or Channel Upgrades	External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth and to improve service levels for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

New Storm Sewer Mains, Trunk Mains, Lift Stations or Channel Oversizing	Internal / External to development boundaries. Oversizing is required for development of additional new development.	0%	100%	0%	
New Storm Sewer Detention Ponds and Outlet Infrastructure	Internal / External to development boundaries where a pond and outlet is required to service one or more contiguous new development(s).	0%	100%	0%	
New Storm Sewer Retention Ponds and Outlet Infrastructure	Internal / External to development boundaries where a pond and outlet is required to service one or more contiguous new development(s).	0%	100%	0%	
New Storm Sewer Non-point Water Quality Control Infrastructure	Internal / External to development boundaries where a required to service one or more contiguous new development(s).	0%	100%	0%	
Existing Storm Sewer Non-point Water Quality Control Infrastructure	External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth and to improve service levels for existing residents.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

Transportation Infrastructure Projects⁽¹⁾					
Description	Location	Funding Split (%)			Comments
		SAF / DL⁽²⁾	Dev. ⁽³⁾	City ⁽⁴⁾	
New or Upgraded Site Access Driveways and Crossings	Internal or External to development boundaries	0%	100%	0%	
New Local Roads	Internal / External to development boundaries. External is where an extension or upgrade is required to service one or more contiguous new development(s).	0%	100%	0%	
New Collector Roads	Internal / External to development boundaries. External is where an extension or upgrade is required to service one or more contiguous new development(s).	0%	100%	0%	
New Arterial Roads	Internal / External to development boundaries. External is where an extension or upgrade is required to service one or more contiguous new development(s).	0%	100%	0%	
New or Upgrades to Existing Collector or Arterial Roads – as warranted	External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to accommodate overall growth.	100%	0%	0%	⁽⁶⁾
Reconstruction of Existing Roads	External to development and cost of City's portion	0%	0%	100%	⁽⁶⁾
New or Upgrades to Existing Intersections - Immediate	Internal / External to development boundaries. External is where the intersection provides access into the development boundaries.	0%	100%	0%	⁽⁶⁾
New or Upgrades to Existing	External to development boundaries where the intersection does not provide	0%	100%	0%	⁽⁶⁾

Intersections - Immediate	direct access into a development boundaries, but is warranted at the time of a development.				
New or Upgrades to Existing Intersections – as warranted	External to development boundaries where the intersection does not provide direct access into a development boundaries, and is not warranted at the time of a development. Project completed as capacity warrants.	100%	0%	0%	(6)
New Traffic Signals - Immediate	Internal / External to development boundaries. External is where the intersection provides access into the development boundaries.	0%	100%	0%	
New Traffic Signals - Immediate	External to development boundaries where the intersection does not provide direct access into a development boundaries, but is warranted at the time of a development.	0%	100%	0%	
New Traffic Signals – as warranted	Internal / External to development boundaries where new signals are not warranted at the time of a development. Project completed as capacity warrants.	100%	0%	0%	
Grade Separations - immediate	Internal / External to development boundaries. External is where the grade separation provides access into the development boundaries and is warranted by City standards.	0%	100%	0%	
Grade Separations – as warranted	Internal / External to development boundaries where a grade separation is not warranted at the time of a	100%	0%	0%	

	development. Project completed as capacity warrants.				
Interchanges – immediate	Internal / External to development boundaries. External is where the interchange provides access into the development boundaries and is warranted by City standards.	0%	100%	0%	
Interchanges – as warranted	Internal / External to development boundaries where an interchange is not warranted at the time of a development. Project completed as capacity warrants.	100%	0%	0%	
Streetscaping - immediate	Internal / External to development boundaries. External is where an extension or upgrade is required to service one or more contiguous new development(s).	0%	100%	0%	
Streetscaping – as warranted	External to development boundaries, and not intended to service any one or more contiguous specific new developments, but required to be consistent with streetscape policy but required to accommodate overall growth.	100%	0%	0%	
On-Street Bikeways and Multi-Use Pathways	Internal to development boundaries.	0%	100%	0%	
On-Street Bikeways and Multi-Use Pathways	External to development boundaries. External is where an extension or upgrade is required to service one new development.	0%	100%	0%	
On-Street Bikeways and Multi-Use Pathways	External to development boundaries. External is where an extension or upgrade is required to service two or more new development(s).	100%	0%	0%	

On-Street Bikeways and Multi-Use Pathways	External to development boundaries, and not intended to exclusively service any new developments, but required to link overall growth and provide an extension of the network to existing neighbourhoods.	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%
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Parks and Recreational Facilities Infrastructure Projects⁽¹⁾					
Description	Location	Funding Split (%)			Comments
		SAF / DL⁽²⁾	Dev. ⁽³⁾	City ⁽⁴⁾	
Neighbourhood Level Parks and Facilities	Internal to new development boundaries, typically associated with the dedication of Municipal Reserve space.	0%	100%	0%	
Zone Level Parks and Facilities	New zone parks and associated recreation facilities within new development areas or capacity upgrades to existing zone parks needed to provide a similar level of service to the future population of a new development area.	100%	0%	0%	
Municipal Level Parks and Facilities	New or capacity upgrades to existing municipal level parks or recreational facilities (includes off-leash dog parks).	A ⁽⁵⁾	0%	B ⁽⁵⁾	A = (New Pop. / Total Pop.) * 100% B = (Ext. Pop. / Total Pop.) * 100%

Studies, Development Standards or Policy or Specifications, Design and Infrastructure Engineering Work					
Description	Location	Funding Split (%)			Comments
		SAF / DL ⁽²⁾	Dev. (3)	City (4)	
Studies, Serviceability, Conceptual, Functional, Pre-Design and Detailed Design	Development proponent required study or design required by the City as part of a development application.	0%	100%	0%	Studies and designs specific to advancing servicing of a new development are funded directly by the developer.
Studies, Serviceability, Conceptual, Functional, Pre-Design and Detailed Design	Internal or External to development boundaries intended to provide City regulatory guidance for water, sanitary, storm, roads, parks or recreational facility infrastructure required for growth.	100%	0%	0%	
Infrastructure Models	Internal or External to development boundaries intended to provide City regulatory guidance for water, sanitary, storm, roads, parks or recreational facility infrastructure required for growth.	100%	0%	0%	
Engineering Specifications, Standards, Policy development or update	Development driven documents which provide guidance to developers and their consultants, either new or updates to existing as the documents pertain to water, sanitary sewer system, storm sewer system or parks and open space or recreational facilities design.	100%	0%	0%	

SCHEDULE “C”

1. A person who applies for a development permit or a building permit for a proposed development in accordance with section 6 of this Bylaw on or after January 1, 2020 shall pay a development levy based on the following formula:
 - a. $\text{Net Development Area (per hectare)} \times \$361,000 = \text{Total Development Levy for residential and commercial development; and}$
 - b. $\text{Net Development Area (per hectare)} \times \$120,330 = \text{Total Development Levy for industrial development}$

calculated in accordance with the Application of Fees as described in the Administration and Calculation of Servicing Agreement Fees and Levies policy.

SCHEDULE “D”



Administration of Servicing Agreements and Development Levy Agreements Policy

Policy Title:	Applies to:		
Administration of Servicing Agreements and Development Levy Agreements	City of Regina City Planning and Development		
Adopted by:	Dates:	Total # of Pages	
City Council	Effective:	25-Jun-2018	11
	Last Review:	30-Apr-2018	
	Next Review:	As required	
Policy #: 2018-2-CPD			
Authority:	Adopted by resolution of City Council as per <i>The Planning and Development Act, 2007</i>		

1.0 Purpose

To provide for the orderly administration of Servicing Agreements for approved subdivisions and Development Levy Agreements for approved non-subdivided development by the adoption of standards and policies addressing security for performance of developers' covenants, the remittance of Servicing Agreement Fees or Development Levies in instalments, and Endeavour to Assist provisions.

2.0 Scope

This policy generally applies to both Servicing Agreements and Development Levy Agreements. It is noted in circumstances where statements apply to one type of agreement and not the other.

3.0 Definitions

Council: Means the council of the City of Regina, acting for the purposes of *The Planning and Development Act, 2007* as a municipality or an approving authority.

Developer: Means an applicant for subdivision approval who is required to enter into a Servicing Agreement pursuant to section 172 of *The Planning and Development Act, 2007*; or an applicant for a development permit or building permit who is required to enter into a Development Levy Agreement pursuant to the City's *Development Levy Bylaw, 2011* as may be amended from time to time and section 171 of *The Planning and Development Act, 2007*.

Development Area: Refers to the area shown for construction or development in schedules to a Development Levy Agreement.

Development Levy Agreement: Refers to the form of Development Levy Agreement, including Standard Conditions, adopted by the Council from time to time, and referred to in Administrative Reports respecting development applications as the City's "Standard Development Levy Agreement"; all subject to such changes as circumstances of development applications require and as may be approved or directed by Council.

Endeavour to Assist Agreement: Means the portion of the Servicing Agreement or Development Levy Agreement that addresses the methods by which the Initial Developer can recoup a proportion of the costs relating to Excess or Extended Services from developers of Future Benefitting Lands.

Endeavour to Assist Payments: Means the portion of the costs relating to Excess or Extended Services that are attributable to the Future Benefitting Lands, which are to be paid and satisfied to the Initial Developer through an Endeavour to Assist Agreement.

Engineering Submission: Means, for the purpose of this policy the following:

- A detailed engineering drawing set as per the requirements outlined in the Development Standards Manual;
- All electronic models and modeling results, analysis and calculations required for the design of water distribution, sanitary collection, and storm water systems in an acceptable format outlined in the Development Standards Manual or otherwise deemed acceptable to the City;
- Traffic Impact Analysis, Noise Studies or other requirements as outlined in the Concept Plan, Secondary Plan, Development Standards Manual; and
- Other requirements that may be deemed by the City to be relevant to subdivision.

Excess or Extended Services: Means the portion of Infrastructure Work that provides servicing and directly benefits Future Benefitting Lands other than the lands developed by the Initial Developer.

Future Benefitting Lands: Means lands to be developed in the future that would directly benefit from Excess or Extended Services constructed by the Initial Developer.

Future Developer: Means the developer who will develop the Future Benefitting Lands.

Greenfield Development: Refers to construction outside the Intensification Levy Boundary as is identified on the map in Appendix C of Policy # 2017-2-CPD as the 'Greenfield Area'.

Infrastructure Work: Has the meaning ascribed in the Servicing Agreement and Development Levy Agreement and is generally intended to refer to work or services related to streets, roads, grading and utilities to be provided, constructed or installed by a developer of an approved subdivision, excluding Landscaping Work.

Initial Developer: Means the developer who constructs the Excess or Extended Services that benefit other Future Benefitting Lands as part of the Infrastructure Work.

Intensification: Refers to the construction of new buildings or alterations to existing buildings within the Established Area that results in a higher intensity of use (e.g. developing a vacant site, increasing the number of legal residential Dwelling Units, increasing the Gross Floor Area of a commercial or industrial building).

Interest Rate: is City of Regina's indicative pricing rate plus 2 % at the effective date of the Endeavour to Assist Agreement.

Landscape Drawing Submission: Means for the purpose of this policy the following:

- A detailed landscape drawing set submitted as per the requirements outlined in the Development Standards Manual; including:
- Dimensioned recreational facilities or elements within park space.

Landscaping Work: Has the meaning ascribed in the Servicing Agreement and Development Levy Agreement and is generally intended to refer to work or services related to the establishment of parks and landscaping and/or irrigation of public lands such as municipal reserve, environmental reserve, buffer strips, floodway fringe areas to be provided, constructed or installed by a developer of an approved subdivision, excluding Infrastructure Work.

Phase(s) or Phased Development: Refers to the registration and development of a portion only of an approved subdivision.

Sanitary Trunk: Means, for the purposes of this policy, is defined as a large main generally servicing an area of 65 ha or more and 300mm or larger in diameter. Flows to it are contributed by sanitary sewer mains. Direct connections from service connections are not permitted.

Servicing Agreement: Refers to the form of Servicing Agreement, including Standard Conditions, adopted by the Council from time to time, and referred to in Administrative Reports respecting subdivision or development applications as the City's "Standard Servicing Agreement"; all subject to such changes as circumstances of subdivision or development applications require and as may be approved or directed by Council.

Servicing Agreement Fee(s) / Development Levy(ies): Refers to the charges or levies adopted by Council from time to time pursuant to Part VIII of *The Planning and Development Act, 2007*.

Subdivision: Means an overall subdivision as will have been shown in a concept plan submitted by the Developer for approval by the Council and refers to the entire area as would be locally known as that named subdivision irrespective of approval of partial plans of subdivision or phased development thereof.

Trunk Watermain (or trunkmain): Means, for the purposes of this policy, a pipe over 450 mm nominal diameter which delivers potable water within the distribution system network. Service connections to trunkmains are not permitted.

4.0 Policy

The Executive Director of City Planning and Development is authorized to prepare Servicing Agreements and Development Levy Agreements and arrange for the execution of same by the City Clerk, and thereafter administer Servicing Agreements and Development Levy Agreements, in accordance with the policies and procedures set forth in this Policy.

Part A – Financial Assurances for Completion of Work

Upon entering into Servicing Agreements, the Executive Director of City Planning and Development shall obtain securities in an approved form in the amount of 50% of the total estimated cost of the aggregate of Infrastructure Work and Landscaping Work.

The security may be varied upon the completion of Infrastructure Work and the issuance of a Completion Certificate to such effect, to an amount equaling:

- 10% of the total estimated cost of Infrastructure Work; plus 50% of the total estimated cost of all remaining Parks and Landscaping Work;
- provided that the amount of the security varied in accordance with this clause shall not exceed the original amount of security provided at the time of entering into the servicing agreement, nor shall the security be reduced to an amount less than the aggregate of 10% of the total cost of infrastructure work and 10% of the total cost of parks and landscaping work.

Upon completion of Landscaping Work and the issuance of a Completion Certificate to such effect, the security may be further reduced to;

- 10% of the total estimated cost of Infrastructure Work; plus 10% of the total estimated cost of Park and Landscaping Work.

Upon receipt of the Final Acceptance Certificate of the Infrastructure Work, the security may be further reduced to:

- 10% of the total estimated cost of Park and Landscaping Work;
- provided that a Completion Certificate for the Landscaping work has been issued. If a Completion Certificate for the Landscaping work has not been issued, the security shall remain at the aggregate of 10% of the total estimated cost of the Infrastructure Work plus the initial 50% of the estimated cost of all Parks and Landscaping Work. This security shall be maintained until a Completion Certificate for the Landscaping Work has been issued.

Upon receipt of the Final Acceptance Certificate of the Landscaping Work, the security may be released in its entirety provided that a Final Acceptance Certificate of the Infrastructure Work has been issued.

The provisions of this Part A apply to all Servicing Agreements unless the Council provides different terms in its resolution approving the relevant subdivision application or development.

Part B – Payment of Servicing Agreement Fees

For Greenfield Development

Servicing Agreements shall provide as follows in this Part B with regard to the payment of Servicing Agreement Fees in instalments.

Instalment payments on Servicing Agreement Fees will be accepted in Servicing Agreements having a Development Area of 2 or more hectares.

Instalments payments on Servicing Agreement Fees will be accepted in Servicing Agreements having a Development Area of less than 2 hectare to a limit of two Servicing Agreements per year per subdivision.

Instalments payments on Servicing Agreement Fees will be accepted in Servicing Agreements pertaining exclusively to a park having a Development Area of less than 2 hectares, to a limit of one Servicing Agreement per year per subdivision. This provision is in addition to the two Servicing Agreements per year described in the immediately preceding clause.

Notwithstanding the preceding clauses in this Part B, no instalment payments shall be allowed in any Servicing Agreement having a Development area of 0.75 hectares or less.

Instalment payments shall be as follows:

- (a) For Assessments in relation to Infrastructure:
 - 30% upon execution of the Servicing Agreement;
 - 40% upon the earlier of the issuance of a Certificate of Completion for Infrastructure Work or 9 months from the date of the Servicing Agreement;
 - 30% upon the earlier of the issuance of Final Acceptance Certificate for the Infrastructure Work or 18 months from the date of the Servicing Agreement.
- (b) For Assessment in relation to Parks and Recreation Facilities:
 - 50% upon the earlier of the issuance of a Certificate of Completion for Landscaping Work or 12 months from the date of the Servicing Agreement;
 - 50% upon the earlier of the issuance of Final Acceptance Certificate for the Landscaping Work or 24 months from the date of the Servicing Agreement.

Payment of the unremitted portion(s) of Servicing Agreement Fees shall at all times be secured by Letters of Credit in an approved form. The Letters of Credit may be reduced or surrendered, as the case may be, upon remittance by the Developer of an instalment on or payment of the balance of the Servicing Agreement Fees.

For Intensification Development

A Servicing Agreement Fee that has been imposed on a development within the established area (i.e. intensification) must be paid at the time of building permit, prior to issuance of the development permit.

If the amount owing is more than \$50,000, the Developer may opt to enter into a Servicing Agreement to facilitate payment in instalments:

- i. 34% upon application of the development permit (for the purposes of this policy, this will occur at the time of building permit);
- ii. 33% upon 12 months from the date of the application of the development permit; and
- iii. 33% upon 24 months from the date of the application of the development permit.

Payment of the unremitted portion(s) of Servicing Agreement Fees shall at all times be secured by Letters of Credit in an approved form. The Letters of Credit may be reduced or surrendered, as the case may be, upon remittance by the Developer of an instalment on or payment of the balance of the Servicing Agreement Fees.

Part C – Payment of Development Levies

For Greenfield Development

Development Levy Agreements shall provide as follows in this Part C with regard to the payment of Development Levies in instalments.

Instalment payments on Development Levies will be accepted in Development Levy Agreements having a Development Area of 2 or more hectares.

Notwithstanding the preceding clauses in this Part C, no instalment payments shall be allowed in any Development Levy Agreement having a Development area of 0.75 hectares or less.

Instalment payments shall be as follows:

- a. For Assessments in relation to Infrastructure:
 - i. 30% upon execution of the Development Levy Agreement;
 - ii. 40% upon 9 months from the date of the Development Levy Agreement;

iii. 30% upon 18 months from the date of the Development Levy Agreement.

b. For Assessment in relation to Parks and Recreation Facilities:

- i. 50% upon 12 months from the date of the Development Levy Agreement;
- ii. 50% upon 24 months from the date of the Development Levy Agreement.

Payment of the unremitted portion(s) of Development Levies shall at all times be secured by Letters of Credit in an approved form. The Letters of Credit may be reduced or surrendered, as the case may be, upon remittance by the Developer of an instalment on or payment of the balance of the Development Levies.

For Intensification Development

A Development Levy that has been imposed on a development must be paid at the time of building permit, prior to issuance of the development permit.

If the amount owing is more than \$50,000, the Developer may opt to enter into a Development Levy Agreement to facilitate payment in instalments:

- iv. 34% upon application of the development permit (for the purposes of this policy, this will occur at the time of building permit);
- v. 33% upon 12 months from the date of the application of the development permit; and
- vi. 33% upon 24 months from the date of the application of the development permit.

Payment of the unremitted portion(s) of Development Levies shall at all times be secured by Letters of Credit in an approved form. The Letters of Credit may be reduced or surrendered, as the case may be, upon remittance by the Developer of an instalment on or payment of the balance of the Development Levies.

Part D – Endeavour to Assist

Where the City of Regina has required an Initial Developer to provide Excess or Extended Services, the Initial Developer may apply to the City to enter into an Endeavour to Assist Agreement. The City will review all applications relating to Endeavour to Assist in accordance with its policies and the standards for development then in effect and will work with the Initial Developer to detail any arrangements, if any, in an Endeavour to Assist Agreement. The City reserves the right and sole discretion to determine the format of and what will qualify for an Endeavour to Assist Agreement.

Under the Endeavor to Assist Agreement, the City will agree to require the Future Developer to repay the Endeavour to Assist Payments directly to the Initial Developer or to the City as a condition of providing development approvals or

entering into a Servicing Agreement relating to the first phase of development for the area relating to the Future Benefitting Lands.

For further certainty, all amounts payable relating to Endeavour to Assist Payments shall be payable by the Future Developer as part of the first Servicing Agreement related to the subdivision containing the Future Benefitting Lands.

Where the City receives payment from the Future Developer relating to Endeavour to Assist Payments, the City will pay all applicable sums to the Initial Developer within 30 days of receiving such payment.

The cost of the Excess or Extended Services relating to Endeavour to Assist Payments shall be based on the actual unit costs that are detailed in the cost estimate included in the Initial Developer's Servicing Agreement. Only the following items shall be eligible to be included within Endeavour to Assist Payments:

- land or rights-of-way acquisition costs;
- construction costs;
- design and inspection costs for the works.

The following infrastructure types may be eligible for Endeavour to Assist:

- sanitary pump (or lift) stations
- sanitary trunks;
- trunk watermains;
- traffic signals;
- intersections;
- grade-separations; and
- any roadway where more than 50% of the roadway needs to be constructed.

No costs for Excess or Extended Services that have been paid by the City shall be eligible to be included within Endeavour to Assist Payments.

The allocation of costs relating to Excess or Extended Service amongst the Initial Developer and the Future Developer will be determined by the Executive Director of City Planning and Development or their delegate. For sanitary pump or lift stations the costs for the common components shall be allocated over a proportional land area basis that includes both the Initial Developer's lands and Future Benefitting Lands.

The Endeavour to Assist Payments shall be escalated at a rate of interest equal to the Interest Rate by inflation, with such interest payable from the date of the Endeavour to Assist Agreement until the date of payment by the Future Developer.

The term of the Endeavour to Assist Agreement shall be for 20 years; however, it will expire once all Endeavour to Assist Payments have been received. The Endeavour to Assist Agreement may be renewed by the mutual agreement of the City and the Initial Developer prior to its expiry, as initiated by the Initial Developer. No payment shall be made to the Initial Developer or required of the Future Developer after the Endeavour to Assist Agreement has expired, and the City shall have no obligation or liability relating to the collection or payment of Endeavour to Assist Payments following the termination of the Endeavour to Assist Agreement. The Initial Developer shall acknowledge that the City is not responsible for the payment of any Endeavour to Assist Payments to the Initial Developer in the event that Future Benefitting Lands do not develop within the term of the Endeavour to Assist Agreement.

Upon execution of an Endeavour to Assist Agreement an interest shall be registered on the title in favour of the City as against the Future Benefitting Lands specifying that the development of those lands is subject to the payment of an Endeavour to Assist Payment by the Future Developer.

All developers are cautioned that the standards and levels of service required by the City of Regina change from time to time. As a result, the City does not and cannot guarantee that the services provided under the Endeavour to Assist Agreement will meet the standards required at the time of subdivision approval, development permit or building permit issuance for the Future Benefitting Lands.

If the capacity of infrastructure originally intended for the Future Benefitting Lands is no longer available due to development that has occurred, then the City shall not endeavor to collect funds from the Future Developers to contribute to the Initial Developer's costs for that infrastructure.

The City may require additional Infrastructure Works when the Future Benefitting Lands develop and the Future Developer will be responsible for all such costs relating to the Future Benefitting Lands as may be applicable at that time.

Part E – Application Requirements

Prior to the issuance of a Servicing Agreement or a Development Levy Agreement, the following submissions must be made to the satisfaction of the City prior to December 31:

- Secondary Plan or Concept Plan approval if deemed required in accordance with Policies 14.23 and 14.27 of *Design Regina, The Official Community Plan Bylaw 2013-48*;
- Zoning approval;
- Application for subdivision;
- Receipt by the City of an Engineering Submission;
- Receipt by the City of a Landscape Drawing Submission;

- Formal written request to enter into a servicing or development levy agreement.

Any amendments to the above submission requirements may be considered and approved at the discretion of the Manager of Development Engineering.

Upon confirmation that the above submissions have been received to the City's satisfaction, the City will assign a Servicing or Development Levy Agreement number to the application.

The development proponent will have six months from the date the Servicing or Development Levy Agreement number is assigned to enter into the Servicing or Development Levy Agreement with the City of Regina.

In the event that the development proponent fails to enter into a Servicing or Development Levy Agreement within six months from the date the Servicing or Development Levy Agreement number is assigned, the Servicing or Development Levy Agreement will be deemed invalid and the Servicing Agreement Fee or Development Levy Rate and Policy in effect at the date the Servicing or Development Levy Agreement number was assigned will no longer be in effect.

5.0 Roles & Responsibilities

The Executive Director of City Planning and Development, when reviewing subdivision applications, shall attempt to identify aspects of the subdivision application which may require any departure from approved Servicing Agreement forms and policies. The intent of this requirement is to provide the council and its commissions, boards and committees with sufficient information to identify and adopt specific resolutions authorizing the departure from practices and procedures identified in this document.

Development Levy Agreements will be approved as described in *The Planning & Development Act, 2007*.

All Servicing Agreements and Development Levy Agreements shall be executed by the City Clerk, and one original executed copy thereof shall be maintained in the Office of the City Clerk. The City Clerk shall not execute any Servicing Agreement or Development Levy Agreement unless an original executed copy thereof has been approved as to form and content by the City Solicitor.

All Financial Securities taken under the terms of Servicing Agreements shall be deposited in the vault maintained by the Director of Finance.

The Executive Director of City Planning and Development shall, when retrieving original securities for reduction or return to the Developer or the issuing institution, provide the Director of Finance with a statement which identifies the payments received or the certificates issued by the Executive Director of City

Planning and Development which condition the release or the reduction of security, and which further identifies the accounts to which any payment shall be credited under the requirements of *The Planning and Development Act, 2007*.

6.0 Revision History

Date	Description of Change	(Re)- Approval Required (y/n)
16-Dec-1996	Initial Release (Report CR96-311).	Yes
24-Mar-1997	Revised by Resolution of City Council (Report CR97-81)	Yes
29-Sep-2010	Revised by Resolution of City Council (Report CR10-105)	Yes
14-Dec-2015	Revised by Resolution of City Council to add Parts D and E (Report CM15-14)	Yes
30-Apr-2018	Clarified application of Endeavour to Assist policy to sanitary pump or lift stations	Yes
25-Jun-2018	Revised to reflect terms for collecting intensification levies	Yes

ABSTRACT

BYLAW NO. 2019-58

THE DEVELOPMENT LEVY AMENDMENT BYLAW, 2019

PURPOSE:	To amend <i>The Development Levy Bylaw, 2011</i> .
ABSTRACT:	The proposed amendment will describe how servicing agreement fees and development levies will be charged and collected for development that results in intensification within established areas of the city.
STATUTORY AUTHORITY:	Section 169 of <i>The Planning and Development Act, 2007</i> .
MINISTER'S APPROVAL:	The Minister's approval is not required pursuant to subsection 170(3) of <i>The Planning and Development Act, 2007</i> .
PUBLIC HEARING:	A public hearing is required pursuant to subsection 207(2) of <i>The Planning and Development Act, 2007</i> between the first and second reading of this Bylaw.
PUBLIC NOTICE:	Public notice is required pursuant to subsection 207(3) of <i>The Planning and Development Act, 2007</i> . An advertisement for this bylaw appeared in the Leader Post on November 9, 2019 and November 16, 2019.
REFERENCE:	Finance and Administration Committee, November 5, 2019, FA19-17.
AMENDS/REPEALS:	Amends <i>The Development Levy Bylaw, 2011</i> .
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	Planning and Development Services
INITIATING DEPARTMENT:	City Planning and Community Development

Bob Hughes, Advocate
Saskatchewan Coalition Against Racism
PO Box 33022, Cathedral PO
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Cell- 639-997-4698

Topic: Motion re: Board of Police Commissioners

I am appearing here today to express my support for the City Councillors' proposal to amend the Board of Police Commissioners and also to raise my concern about police accountability in the city.

I am a long-time community advocate and community mental health nurse, working with people in our inner-city for more than 40 years. From my experiences in this work, I have come to know that we must be open to hearing criticism if we are going to do our jobs well in meeting the needs of the citizens of our city. I have had to work at making myself open to hearing criticism because it is the way that I learn and make positive changes in my work. We need to always be open to criticism. When complaints and criticism cease, we have a serious problem in our community for citizens and police. A truly accountable police force will be one that welcomes criticism, and that has rarely been the history of this police force.

I admit that I have been a vocal critic of police when needed because I work in the inner-city community and listen when people raise concerns. Many are concerns that can be challenging to hear, but we must be willing to hear them if we are going to have a dialogue and be accountable.

I realize that police have faced a lot of criticism lately, and that it can be hard to hear and it often makes us defensive. However, if we can take a step back and listen to what is being shared, it can help bring about much needed changes. I know that it is hard work, but it is necessary if police are going to be accountable to the public that they serve.

So, I am saying that today, because I am raising a concern and criticism of the Board of Police Commissioners. I am here because I am deeply disappointed with the state of affairs that we find ourselves in today.

I have two main concerns:

(2)

1) We have a Board of Police Commissioners that is not challenging police when they need to be challenged. The Board is made up mostly of members of City Council. You are elected officials who represent our interests on that Commission so I am asking you to take responsibility for being more proactive in police management and accountability. We have officers who have been convicted of assault on our police force which is unacceptable. I don't know that adding a few people to the Board will fix this problem.

2) If there are to be changes to the Board's structure, I ask that you consider not just adding a few more people, but that you consider WHO those people are. For example, it is not enough to reserve one spot for an Indigenous member on this Board. And what about the growing population of newcomers to our city. It is important that we have a Board that is representative of the community that police serve. The present Board is made up mostly of Caucasian men such as me. That doesn't represent the demographics of our city.

I will close by thanking the Councillors' for their recognition of a problem with the Board of Police Commissioners and for responding to criticisms that were raised to them about the assault on a 13 year-old child by officer Magee. It is important to listen to our citizens, and we are here as citizens asking for much needed reform of this Commission. I hope that this is part of a much larger change in policy. Until then, we will have a police force that is out of touch with a large portion of the city's population with no effective mechanism to hold the force responsible. Thank you.

Comments on proposal to amend the composition of the Board of Police Commissioners

Author: Dr. Michelle Stewart

For City Council Meeting on Monday, November 25, 2019

I would like to start by thanking Councillors Bresciani and Stevens for drawing attention to the need for more police accountability in our city and province.

While I represent myself at this event, I do speak as a subject matter expert who works in the area of police practices, social justice, disability, and justice reform; I speak as someone that writes, researches and publishes at the regional, national and international level. As such, I bring with me my concerns as a private citizen who lives in Regina as well as an expert versed in evidence-based practices. **Taken together, I believe: we do not have have independent police oversight or accountability in our city or our province.** I say this in honour of the many people who have not been given equal access to justice and equitable investigations including Nadine Machiskinic and Haven Dubois. This is something that their families continue to live with as they have lost their loved ones and have been involved in years-long battles as they navigate the mechanisms of accountability in our province that are woefully inadequate.

I will speak in favour of parts of the motion but with an overall note that this is but ONE step of many that needs to happen if we want to see true oversight and accountability in this province. My comments are divided into two areas: (1) The Importance of Independent and Robust Oversight; (2) Reforming the Board of Police Commissioners.

The Importance of Independent Oversight

I will start with the big picture: The Police Act of 1990. Section 27 of the Police Act outlines the role and governance for a Board of Police Commissioners. Within the legislation is information about Board composition as well as role and scope. The current composition of the Board of Police Commissioners is in keeping with the legislation. The proposed change in composition would also be in keeping with the

Legislation with the noted indication that increase in number impacts quorum. That said, I think it is important to note that the proposed change in composition does not address the fundamental issue of police accountability. At this time, accountability is managed through the Ministry of Justice as the Public Complaints Commission (PCC) is managed through this Ministry of Justice¹. The PCC is understood to be the agency responsible for accountability and the agency that manages complaints—and this is often pointed out the public when they raise concerns with the Board of Police Commissioners at the meetings. However, a review of the Terms of Reference for Board of Police Commissioners² indicates that the Board is “responsible for the delivery of policing services within the municipality; and for providing; general direction, policy and priorities; and developing long-term plans for the police service.” This means that the Board is responsible for oversight and accountability as well. Moreover, a review of the Regina Police Services website indicates that the “Board of Police Commissioners is the governing body of the Regina Police Service and the vital link between the community and its police.”³ And so while the Board appears to be a mechanism of accountability, I would argue that in practice it is not. I say this as someone that attends Board meetings regularly in our city. This is a bureaucratic space in which crime statistics are delivered and budget decisions are rendered. This is not a space of rigorous engagement. So, I appreciate that the City Councillors brought forward a proposal to amend the Board as it is an opportunity to look at broader issues.

Reforming the Board of Police Commissioners

Councillor Lori Bresciani and Stevens submitted their proposal with what I believe are three goals: (a) implementing more diversity in the composition of the Board of Police Commissioners; (b) creating a Board structure that is comparable to other

¹ For a clear demonstration one can review any of the Annual Reports of the Public Complaints Commission (PCC) and note that they are indicated to be “Ministry of Justice and Attorney General Public Complaints Commission Annual Report.” The PCC is said to be an independent panel but it is government appointed and housed in the Ministry of Justice and Attorney General. There is a need for complete independence.

² This information is available on the City of Regina website: <http://reginask.iqm2.com/Citizens/Board/1026-Board-of-Police-Commissioners>

³ See: <http://reginapolice.ca/about-us/board-of-police-commissioners/>

municipalities; (c) addressing concerns arising from Constable McGee's recent conviction for his on-duty assault of a 13 year old child in custody. I believe they want to secure more accountability in policing. If we are going to truly address civilian oversight we need to reform the Police Act. Civilian oversight means taking the accountability mechanisms OUT of the Ministry of Justice; it means populating Boards of Police Commission and Public Complaints Commissions with independent civilians and subject matter experts. What Council can do is reform the Board of Police Commissioners. With that in mind, I offer the following comments:

1) The Board needs more than a change in composition. It needs to review its mandate and take on a new role that pushes for accountability. I will share with you an excerpt of my recent correspondence with the Board that is pointing out the need to have space for feedback:

"As has been the case for years, the only place to engage in concerns emerging between meetings is to speak in the Letters of Appreciation and Social Media agenda item. To be frank, this is a strange standing item as it is a curated selection of items from social media. While it is my understanding the Board sees this as a morale booster for the Regina Police Service, I would caution that the Board of Police Commissioners has clear Terms of Reference ... The Terms of Reference do not indicate a need to boost the morale of the Regina Police Service by collecting praise on social media. ... To that end, I am formally requesting that beginning January 1, 2020 that the Board of Police Commissioners start to accept items for the agenda from the public. I am also requesting that there is a standing item on the agenda which is "Feedback from the Public" which can either replace the Letters of Appreciation and Social Media or it can stand alone. This will start the process of better linking the community to its police and will broaden the scope of feedback that is available to both the Board and Regina Police Service."

This the state of things with the current Board of Police Commissioners. Once a month the Board meets with police and there are a few reports read aloud and the Board moves forward an agenda that includes social media posts praising the police. This is selective hearing at its best and I would like to propose that City Council undertake a broader review of the Board and its role in connecting police and community. For a truly accountable police force, we need independent civilian oversight. We do not have that at this time. If the composition of the Board is changed perhaps this can be one of their first acts: to review their role and to figure out how to make the monthly meetings a conduit for meaningful dialogue. Until then we continue to

struggle to understand how it is that RPS keeps individuals convicted of serious offences (like assault) on its payroll. And we will continue to ask how much more time the Board will spend on accepting agendas that include letters of appreciation instead of asking tough questions about the police practices including the investigations and ongoing calls for justice for Haven and Nadine.

NOTICE OF MOTION

November 25, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Re: Increasing Civilian Members on the Board of Police Commissioners

WHEREAS the Board of Police Commissioners is solely responsible for overseeing, the provision of policing services within the City of Regina and exercises all the powers, authority and duties as provided in *The Police Act*;

WHEREAS the Board of Police Commissioners is a vital link between the community and its police service;

WHEREAS section 27 (4) of *The Police Act* stipulates that the Board of Police Commissioners is to consist of at least three members appointed annually by City Council;

WHEREAS the Board of Police Commissioners Bylaw, Bylaw No. 8261 established the current composition of five members as being comprised of the Mayor and four other persons, two of whom are members of Council and two of whom shall be citizens of the City of Regina, with one citizen member being an Indigenous person;

WHEREAS the Board of Police Commissioners could benefit from the addition of community-based policing and justice experts;

WHEREAS unlike Saskatchewan, legislation in other Canadian jurisdictions typically requires that the majority of members of a police board are not municipal councillors;

WHEREAS Saskatoon's Board of Police Commissioners has seven members, comprised of the Mayor, two councillors and four citizen members;

WHEREAS Calgary, Edmonton, Winnipeg and Vancouver have Boards of Police Commissioners with 11, 9, 7 and 8 members, respectively and all with a majority of citizen members; and

WHEREAS Regina is among the last major Canadian city to have more elected officials than citizen members on its Board of Police Commissioners;

THEREFORE BE IT RESOLVED:

That Administration prepare a report for Executive Committee in Q1 of 2020 on the following:

1. The process for expanding the membership on the Board of Police Commissioners by two citizen members, resulting in a total membership of seven;
2. A comparison with other major Western Canadian cities respecting:
 - a. the ratio of citizen members to elected members on Boards of Police Commissioners; and
 - b. of criteria that aligns with City Council's Policy Statement respecting Strengthening Eligibility and Diversity Requirements which represents our community.

Respectfully submitted,



Lori Bresciani
Councillor - Ward 4



Andrew Stevens
Councillor – Ward 3

November 14, 2019

Written Submission by Ronni A. Nordal in Support of
Notice of Motion MN19-21 – Community Safety and Wellbeing

This brief is submitted in support of Motion MN 19-21 and to encourage the Regina City Council to follow the path cleared by other municipalities such as Lethbridge, Alberta and our neighbour, Saskatoon, by taking a community approach to Community Safety and Wellbeing.

The saying “nothing about us – without us” should be applied as no level of government, be it municipal, provincial or federal to unilaterally determine what the citizens of Regina need. The voices of the community need to be heard, and listened to.

There is no question but that there is a crisis in Regina, as in other communities. Many residents of our community are facing numerous challenges, including, but not limited to:

- Homelessness
- Poverty
- Trauma
- Racism
- Stigma
- Addiction

These are some of the root causes which manifest in behaviours that put the safety and wellbeing of Regina residents at risk. These are also some of the social issues MN 19-21 is intended to address.

My focus has been on addiction – more accurately on changing the conversation from a “problem focus” to a “solution focus” – which is Recovery. Recovery occurs when individuals are provided the appropriate resources and support to deal with the root causes. Individuals need hope; strength and the ability/opportunity to seek recovery, in whatever form that may be for them. Individuals need to develop “Recovery Capital”.

“Recovery Capital” includes social capital such as healthy connections and relationships; material capital such as housing and food security; human capital such as mental and physical health, training and skills and employment opportunities; and cultural capital such as being able to live and practice your values, beliefs and traditions.

“Recovery Capital” is defined by Granfield and Cloud as:

“The breadth and depth of internal and external resources that can be drawn upon to initiate and sustain Recovery from alcohol and other drug problems.”

The Recovery process is a spectrum and needs to include whatever services and support are required to keep an individual healthy and safe while they address the issue(s) that have led them to substance use. While my personal goal of Recovery is abstinence, I fully recognize the position of privilege I come from, and live in, that allows me, and my family, to see abstinence as an attainable goal of Recovery. I recognize that abstinence is not the goal for everyone, nor is it attainable for everyone. Whether or not abstinence is likely to occur is not a legitimate consideration, nor is it a valid measure, for determining if support should be provided. Support and resources are necessary for EVERYONE – no matter the path that brought them to where they are today; no matter the path they are on today; and no matter the path they will take tomorrow. We need to meet people where they are at – and stop expecting them to be where we think they should be.

Just over a year ago, I facilitated a meeting regarding the Addiction/Opioid Crisis in Regina & Area. From a single email sent from my desk to community and public organizations and other stakeholders, including, most importantly, persons with lived experience, a group of more than 55 people gathered to share their thoughts, opinions and ideas. At the meeting people who experience substance use disorder¹, whether in recovery (whatever that means for them) or not,

¹ I ask that Regina City Council take note of the fact that language used in relation to addiction is often value based and judgemental and/or is open to such an interpretation. People with addiction/substance use problems are more than addicts; they are human beings who have an illness. My son identifies as an addict. Therefore, that is a term I use without any judgement and with no stigma attached – however, it is not a label and it is an individual's decision how they want to self-identify, not how someone else perceives.

and service providers spoke. The service providers indicated they were doing their best, with the resources available. All were clear that it is not enough, as the crisis is growing, and service providers are suffering from burnout. We also heard from community organizations who see the need but do not have the resources to meet all of the needs, and we heard from families who have been affected by their loved one's substance use – including seeing the barriers to treatment and/or support and to finding and maintaining Recovery.

In 5 short hours this grassroots group came up with ideas that could be the basis for a true action plan. However the grassroots group's will is not enough. Through numerous meetings and connections I have had with politicians, community groups, peer support persons and people with lived experience, it is clear that the lack of collaboration, continuity and co-ordination is hindering (and perhaps stopping) the good work that could be occurring.

A Regina Community Action Committee, working with the assistance of a coordinator and/or facilitator can develop a plan to address the safety and wellbeing of all Regina residents, by looking at many issues, some of which could be:

housing, employment, nutrition, education, personal resources, mental, spiritual and emotional health; knowledge, coping skills, personal well-being and physical health and wellbeing

changing community attitudes, reducing stigma, having visible, accessible, culturally appropriate and diverse sources of support and recovery role models; addressing early intervention and prevention, respecting personal choice and that there are a multitude of pathways to recovery and all have a role and all should be respected

Motion MN 19-21 proposes actions toward making a difference by requesting the development of a Community Safety and Wellbeing Report. While I am in support of this motion – I believe that much of the work has already been done and that there is opportunity for the timely establishment of a Regina Community Action Committee. The Regina Community Action Committee should be formed and could be a part of establishing the requested report on the items set out in the motion as #1 to #7. If the Saskatoon model is followed, the cost to the City of Regina is only \$25,000 and I would hope that the Regina Board of Police Commissioners and

Saskatchewan Health Authority would join in and contribute the remaining \$25,000 each to cover the cost of establishing the Regina Community Action Committee.

My October 16, 2019 letter to Regina's Mayor and City Councillors provided information regarding the Saskatoon Safe Community Action Alliance including a copy of the SCAA Charter. I have attached that letter (and attachments) to this Brief as well as a copy of the Community Drug Strategy from the City of Lethbridge and two reports prepared through the collaborative and community efforts of the City of Lethbridge being their April 2019 Needs Assessment Report and Strategic Plan.

I believe Regina can become a Recovery Community – and that a first step is the development of a Regina Community Action Committee. Almost all of the work that would be required has already been done by the cities of Saskatoon and Lethbridge and by information gained through our grassroots meetings. What is now required is support from Regina City Council to move good intentions into action.

It is said that Addiction equals Isolation and Recovery equals Connection. We have the opportunity to connect as a Community --- Recovery equals Community.

Ronni A. Nordal, Q.C.

[REDACTED]
[REDACTED]

October 16, 2019

Office of the Mayor
and City Councillors
City of Regina
PO Box 1790
Regina, SK S4P 3C8

Dear Mayor Fougere and City Councillors:

Re: Request for Consideration by Regina City Council
Making Regina a Recovery Community -
Formation of a Regina Community Action Committee

I write to request that Regina City Mayor and Council consider following in the footsteps of Saskatoon City Council with the formation of a Regina Community Action Committee. While the focus of my advocacy work has been regarding the addiction crisis, it is clear to me that addictions cannot be addressed in isolation and that a wholistic approach is required. Solutions must come from the Community and be put into action by the City and Province.

While some Council members may be familiar with Saskatoon's Safe Community Action Alliance I will provide a fair bit of background, which is based on my understanding of the matter. I believe the groundwork has been done and it would not be difficult to establish a Regina Community Action Committee which could be a significant resource in improving the lives of all of Regina's citizens and most importantly of our most vulnerable citizens.

History of Saskatoon Safe Community Action Alliance:

In 2012/13 – Saskatoon City Council, by motion, created a non-profit corporation “Safe Street Commission” with the intent of addressing community based issues. The Commission was not particularly active and did not meet after 2014.

In 2017 Saskatoon's Mayor requested a proposal on how to bring together Community Based Organizations. Shan Landry was hired by the City as a consultant and Dwight Percy was appointed by the Board of Police Commissioners to prepare a proposal. Shan and Dwight conducted interviews, etc. and prepared a report with recommendations including the creation of the Safe Community Action Alliance (**report attached**). The Safe Community Action Alliance was then created.

Shan and Dwight were originally the joint co-ordinators of the newly created Safe Community Action Alliance (“SCAA”) for the purpose of putting the recommendations into action. Saskatoon City Council was kept informed of the work being done but there was no motion re: SCAA. SCAA is not a legal entity (it is not a non-profit) – it is simply a group of organizations working together – with each organization maintaining its own autonomy.

There is a tripartite agreement between City of Saskatoon, Saskatchewan Health Authority (SHA) and Saskatoon Fire & Police – under which each contributes \$25,000.00 to the cost of the SCAA Co-ordinator and there is an agreement to do so for 3 years. As SCAA is not a legal entity the contract is with the City of Saskatoon and the expectation is after 3 years if the SCAA continues the contract would move to one of the other partners.

The SHA has utilized some of its own funding to provide necessary funding to people with lived experience to ensure they can participate.

There either recently was, or will be, a motion considered by the City of Saskatoon to formally end the Safe Street Commission with the understanding the SCAA is replacing.

The SCAA has a Charter agreed to in October 2018 (**Charter attached**). The SCAA meets quarterly and had decided to focus on housing and crystal meth and there are 2 smaller working groups that then report back to the SCAA.

A new Community Safety and Wellbeing Partners group (CSWB Partners) has been developed which consists of senior leadership of organizations/governments whose approval is required to implement recommendations from the SCAA and to support the work of the SCAA. Shan Landry has moved to be the Co-ordinator of the CSWB Partners Group and Bonne Heilman is the new Co-ordinator of the SCAA.

Request for formation Regina Community Action Committee

I attach a copy of a report prepared after an informal meeting occurred in October, 2018 regarding the Addiction/Opioid Crisis in Regina & Area. Almost all of the report including “root causes” and “solutions” apply to other issues in our Regina community. Almost all of the work that would be required to form a Regina Community Action Committee has been done. What is required now is support from Regina City Mayor and Council, and others to support the initiative.

I am certainly willing to meet to discuss and/or to present to City Council.

Yours truly,



Ronni Nordal
306-522-3995
Ronni@nordallaw.ca

cc. Scott Livingstone, Saskatchewan Health Authority
cc. Chief Evan Bray, Regina Police Service

BEYOND SAFE STREETS:

Working towards community safety and wellbeing for all citizens

SASKATOON AUGUST 2017

Where we started:

In early 2017 Saskatoon City Council set ten strategic priorities for our City. One of those directions was Community Safety and Wellbeing. How do we as a community respond to the needs of all citizens to have a sense of safety and strong connections and relationships with one another? Can our community connect and integrate our efforts and achieve better results? Can we build on and renew the work of the former Safe Streets Commission and other initiatives, to create collaboration and action towards a vision of a safe and vibrant community for all citizens?

To find some answers to these questions, Shan Landry and Dwight Percy, at the request of the office of the Mayor and the Board of Police Commissioners respectively, undertook a summer interview engagement process. The interviews were designed to ask questions of decision makers, who are connected to the day to day work of agencies closest to the problems and issues that challenge our vision: a safe community that supports the wellbeing of every citizen.

Interviews with 32 people (representing a cross section of 28 business and community service agencies) confirmed a common desire for greater connection and linkages amongst service providers. Also highlighted was a need for a new process to collaborate with each other about good work that is being done, and an assumption that we might make more progress if we set priorities together. Responding to the ideas of Integration, Information Sharing and Strategic Action the individuals were frank and decisive. Common thoughts and ideas were reflected by many if not all of those who participated. As identified below in the summary of comments and ideas, a model for ongoing collaboration has emerged: to create the **Safe Community Action Alliance**.

What Was said:

A new process:

Most of those who were interviewed recognized that during the past 5 years good work had been done by the Safe Streets Commission, the Action Accord, the Street Activity Steering committee and the City Centre Issues group among others. However, they suggested that we might be better served if we were to pull together in a renewed manner capturing the best of those pre-existing groups. People interviewed identified that the integration work and the opportunity to compare notes and become more familiar with other service providers and their

successes has diminished since the demise of the Regional Intersectoral Committee in 2016. There was further agreement when it was posed that the current or past groups could potentially be set aside and a new table with specific for more “information then action” be convened to replace them.

Efficiency:

Although there was support for a new forum coming together, it was stressed that any new process would absolutely have to be designed to be efficient eliminating the need for too many meetings with the same groups of people dealing with slightly different agendas. One agenda, one meeting and one focus on safety and wellbeing was wholeheartedly supported.

Resources:

There was much discussion about the fact that many organizations spend a great deal of time trying to survive to find ways to make inadequate resources go further. It was understood that no one mechanism can be designed to do all advocating, but people agreed that participating in a forum sharing their frustrations about lacking resources could occur and where new strategies and opportunities for maximizing efforts would result. This would be welcomed. It was understood that each organization would continue to “fight their own battles” for funding, but agreed that sharing experiences about those battle, coupled with collaborative strategies developed to support one another would be crucial for good working relationships.

“Sometimes we need to form partnerships to accomplish things together that one agency cannot do on its own”. Much mention was also made of new ideas and service developments that might be *“...in the works, but we only hear snippets of gossip or information and only hear about them when we are surprised by a formal announcement of a done deal! We could do so much better supporting each other if we all knew about where and what developments were underway.”*

Information Sharing:

There was recognition that most organizations have not only direct data about their own activity levels and profiles of service delivery needs, they also have ideas about what are emerging as trends and new problems or concerns arising in the community. For example, many mentioned the burgeoning crisis around use of Methamphetamines. *“We know that Crystal Meth is our biggest driver of crisis situations”* said one participant, *“but we’re not sure all the other organizations are seeing what we’re seeing with that problem.”* It was emphasized that currently we are lacking the evidence that might point the way to new priorities and make a solid business case for developments in social service and crisis programs. Most groups talked about collecting their own information and monthly data, but currently are not sharing that info beyond their own boards and staff.

Many pointed out that if we are collecting specific information, especially if we roll it together into one activity data profile for the community, then some assistance in analysis can also come

from broader sources of which there are several in the province: Health Quality Council, the Social Innovation Hub, CSKA, and other analytics groups that might work in conjunction with us. Templates for information sharing agreements are already used by several groups and would be easily adaptable to a new table of participants.

Systemic Challenges:

There was common agreement that there is an issue of inadequate resources to do the work, and inadequate mechanisms to get changes created at the government or administrative levels. There was agreement that some of the action areas of a new process would need to be focused on *"practices and/or policies, not just funding. Identifying systemic issues will need to be part of the agenda."* Subsequently, there was acknowledgement that concrete actions need to be taken to reduce those systemic challenges when they are identified.

Communication with Decision makers and the public:

Much mention was made about the need to develop solid channels of communication both to the government, other potential funders and the public. Many said that a collaborative approach to discussions with funders and policy makers might achieve more concerted action and change. However, there was agreement that perhaps a smaller group of influential leaders could be tasked with taking the messages and priorities forward on behalf of the larger group rather than the entire table attempting to serve together as spokespersons. The concept of a smaller 'executive' to create strategy was proposed. In addition, those consulted said, there needs to be regular communication with the public so they are reassured that, while there are problems, there are also many people working on good programs and services to address those problems. *"Education of the public in the good solid strength of our community resources for social issues is a must. Many are woefully ignorant and believe only the headlines of bad news like crime rates, that are reported. We need to inform them regularly about what we're doing to reduce crime and bring better quality of life to people."*

Reconciliation:

All of those interviewed, to a person, emphasized that the current Reconciliation actions in Saskatoon are important to highlight and thread into any new working model of integration. It was agreed that support for the "bigger picture" and linking arms with Reconciliation efforts was critical. While we do need a more formalized process for meeting together just to review the day to day issues of delivering coordinated immediate care and service, we must never lose sight of how to *"deal with the root causes and develop perspectives to see the world through others' eyes."* There was an emphasis that any community table must contribute to healing from colonization and share knowledge about different approaches to wellness. There was acknowledgement that we do not all see the problems and the solutions through the same world view. Everyone recognized the need to embrace indigenous perspectives and continue to seek reconciliation as we work together. A suggestion of linking with Wicihitowin initiative could be explored as an important bridge.

Short Term Harm Reduction, Long term root causes:

Although there is complete agreement that the wellbeing of Saskatoon citizens is important to keep at the forefront, there is an urgent need to tackle the integration of some of the crisis and short-term efforts to “stem the bleeding”. Often the interviewees mentioned the concept that it is important to address the immediate needs of the individuals who are needing a safe place to stay for the night beyond police cells, but acknowledged that all the short-term solutions to get the individuals temporarily safe wouldn’t be success. All recognized that a business-as-usual table of talking about uniting our day to day activity was not the only way to go. *“We cannot just keep creating more of the same services or we will keep getting what we’ve got – probably worse! Eventually we will have to give up because we can’t keep up with the numbers of problems!”* All questioned how to contribute to the larger “upstream prevention” efforts that are necessary without stopping their own crisis responses in the immediate present. *“Harm reduction is great to a point”* said one interviewee, *“but we can make a big mistake simply running to keep up with all the problems after they’ve developed. We need to address the longer-term solutions like poverty reduction and homelessness and residential schools and sixties scoop legacies that are the shadow cause of many of our clients’ issues.”* In addition to this, some spoke about the fact that some intensive support and very long-term connection with their clients was required because just meeting short term safety needs are only one step. The Housing First model that recognizes individuals’ needs for immediate safe housing and then ongoing support to change their lives or STr8Up and their intensive work with individuals who need long term development support for changing their lives outside of gang membership were good examples of the short, medium and long-term balance that is required to be successful.

Preserving and Valuing What works now:

As the interviews proceeded there was growing support for the idea of harm reduction focus, but also on linking that focus to the broader work on prevention and bigger community initiatives. All the interviewees mentioned that the Poverty Reduction working groups should continue to function as should the Saskatoon Homelessness Strategy under SHIP. Individuals also mentioned faith-based organizations and *Up-Stream* with the work of these groups being linked to this new table not as members but as acknowledged partners in the community looking to find long term ways to address the social determinants of health and wellbeing. The United Way continuing to be a catalyst for convening issue specific problems was also mentioned.

Evaluation and Measurement

To ensure that a new process is not just talk and comparing of notes and data with no real goals, those interviewed also stressed that each year the group should be challenged to find ways of measuring its own effectiveness, and showing results that point towards improvements in community safety and wellbeing.

An Emerging Idea:

The culmination of the interview process has resulted in a new model being proposed. It is recommended that the Mayor's office with the support of the Board of Police Commissioners, create a new **Safe Community Action Alliance**.

A Safe Community Action Alliance would focus on:

Integration

The new SCAA will be responsible for integrating some of the important work that is being done to serve those who are most unsafe on our streets and to examine the past practices that may have achieved success, but were done in a way that may be disconnected, resulting in duplication and competition amongst groups for funding. This refers mostly to services that are provided to the most vulnerable, who have immediate needs for shelter and crisis response or support for surviving because of dangerous life-threatening addictions, serious mental health concerns, gang involvement and chronic homelessness. There was recognition that our problems as a city are growing and our response to those in crisis and beyond are not always meeting the needs as well as not being coordinated with one another.

Information Sharing

As there was an identified need for better sharing of information and data to unite into a profile or picture of activity levels and trends in Saskatoon that speak to safety and wellbeing the SCAA will also play this role. SCAA will serve to clarify and reveal what each of the organizations are seeing as the biggest needs and arising issues and how this compares with each other's perspectives? It was immediately recognized that the first step of any integration of work would be to focus on the systems we have for crisis management and short term intensive intervention that are not well coordinated with one another. Only after the immediate response system is coordinated, the much harder to deal with medium and long-term solutions for issues like poverty and inequity, racism, ongoing daily life support and the need for reconciliation can be addressed more effectively. A new process to integrate some of the frontline crisis work was not seen as the only answer, but certainly a potential step in the right direction.

Strategic Action

To unite our community efforts for safety and wellbeing, SCAA must convene a forum not just to talk about need, but to agree on priorities and take deliberate action to make change. Identifying the greatest needs and proposing steps towards meeting those needs will require concerted effort. A smaller group of influential leaders of larger human service organizations could translate the messages from the larger SCAA table. Then speaking as an influential more focused voice, this group could appropriately hold the community and funders accountable to

create change and improvements related to the greatest needs in the short term, and begin to address the root causes. Prevention would be the ultimate goal.

What Comes Next?

This section of the report addresses the issue of the next steps that could, or should, be taken. As background to the following recommendations and questions, the following represent a summary of agreed points, as determined by the one-on-one meetings held during the summer of 2017:

- There is wide spread agreement that there is a need for greater integration of efforts.
- There is strong agreement with the intent, and the potential, of establishing a more effective network.
- There is great willingness to develop an integrated, systematic approach that includes improved data gathering, information sharing and strategic focus.

An important element of the SCAA approach is that its focus is on relatively immediate health and safety / street level / stabilization issues. It is important to differentiate the central tenets of this initiative from the much broader / more deeply rooted / systemic issues such as poverty, education, systemic racism, economic engagement, and others. These two sets of issues are clearly related. And it is highly likely that some issues identified by SCAA will be part of this broader picture. However, it is vital to acknowledge that the SCAA initiative is clearly designed to focus on more immediate issues at hand. This is based on the philosophy that it is preferable to “tackle the doable” through this initiative. A clear focus is key to success.

With the above broad principles in mind, there was also general agreement around the following operating processes:

- The group should meet quarterly.
- Prior to each meeting, quarterly data should be gathered from groups that have agreed to provide this information.
- As well, prior to each meeting, participants should also be asked to identify what they see as the top priorities for the community as well as the top trends each sees emerging, based on what they have been seeing over that quarter.
- The data and the list of priorities are recommended to be the drivers of the agenda for the quarterly meeting.
- Once the data is reviewed and the priorities identified by the full group, a strategy group should be tasked with accessing the resources with which to deal with the identified priorities.

- The subgroup should also report back on status and progress in accessing the identified resources and undertaking the agreed actions.

In order to address the agreed principles, and in keeping with the recommended operating processes above, the following are suggested as initial steps:

1. As most of the participants have already agreed, the group will hold its inaugural meeting on September 26, 2017 from 11:30 to 2:00 p.m. An agenda will be developed and distributed prior to the meeting along with this report to provides background and recommendations.
2. A charter for signing by participants will be presented at the meeting with the request that each of the participant organizations take it back, after any amendments as agreed at the September meeting, to their own organization requesting approval to have it signed before the end of 2017 as a participating organization.
3. The first quarterly meeting of the group will take place in approximately late January 2018. About three weeks prior to this meeting, participants will be asked to supply the agreed data as well as to identify the top two or three trends being witnessed by their organization as well as the top priorities for the group, again based on the observations and opinions of each group.
4. The data gathered, and the issues identified, in the prior step will be compiled and returned to all participants at least one week prior to the January 2018 quarterly meeting so that all participants have the opportunity to review the data and list of identified priorities.
5. An agenda will also be sent to each participant prior to the quarterly meeting. The agenda will be driven by the data collected and the priorities identified.
6. At the quarterly meeting, the group should, using the information gathered, identified the overall top priorities that will be recommended as "action items", with the intent that these action items become the primary focus of activity in the upcoming quarter of the year.
7. It is expected there will also be a discussion on current initiatives that are in place and working to address these identified top priorities. This information sharing is intended for two purposes – first, to ensure that the wide consortium of groups around the table is aware of ongoing initiatives, and second to ensure that the group which will be tasked with taking action is also aware of these existing initiatives.

8. The “action items” will become the responsibility of senior influencers / “strategy group”, which is proposed to ensure that after the top priorities are identified, that sub-group will hold the responsibility for engaging in the required discussions with agencies that have the needed resources, with advancing the cause of the targeted priorities, and then reporting back to the full group on progress and status of each item.
9. A communications strategy will need to be developed and executed. This strategy can have a benefit internally (for the use of each of the groups by having the progress points captured, thereby increasing the level of buy-in back at each of the organizations. This part of the strategy should focus on the integrated and strategic approach being undertaken. It will also enable the full group to have common statements about the purpose, intent, structure and outcomes of this process. Finally, this strategy can identify successes achieved as this process is launched and as it operates.

If the above recommendations are adopted, there does remain a list of questions and issues that still need to be addressed by the group as it forms and operates. These issues include:

1. Defining the administrative and co-ordination roles required to ensure this process maximizes the value of the volunteers.
2. Determining the source of the resources required to provide the above administrative and co-ordination services once the process is up and running.
3. Further defining the components and intended outcomes of a communications strategy.
4. Finalizing the Charter that signifies the formal engagement of each participating organization.
5. A decision process to address the issue of additional organizations wishing to, or being asked to, participate.
6. Information sharing agreements to address data sharing and analysis.
7. Creation of reference group(s) to provide guidance and wisdom about Indigenous perspectives.

To summarize, this proposal is designed to – take action - as a community – in a coordinated manner – to achieve measurable results – with maximum effectiveness.

Thank you for your direction in developing this systematic and integrated approach!!!

Summer Interviews:

Heather Trischuk

DeeAnn Mercier

Randy Grauer

Lynn Lacroix

Shannon Hanson

Lesley Prefontaine

Shirley Isbister

Brent Penner

Sandra Stack

Darla Lindjberg

Heather Miller

Craig Nyrifa

Randy Pshebylo

Paul Gauthier

Keith Martell

Mike Hoeft

Cynthia Block

Hilary Gough

Laurie O'Connor

Dr. Cory Neudorf

Shaun Dyck

Rita Field

Sgt. Darren Pringle

Insp. Randy Huisman

Chief Clive Weighill

Brent Hills

Shaun Dyer

Shane Partridge

Alex Munoz

Don Windels

Leanne McIntyre

Shannon Friesen

CHARTER

Safe Community Action Alliance

The Safe Community Action Alliance signifies the intent and commitment of Saskatoon's community agencies and organizations, Saskatoon City Council, government representatives and local business interests to work together to create positive change and take actions that support safety and wellbeing for all citizens in Saskatoon.

The participants in SCAA will work together based on the shared beliefs that:

All citizens of Saskatoon have the right to life, dignity safety, security of person and fundamental justice;

We are all Treaty people and commit to reconciliation and Treaty implementation;

Saskatoon has a strong network of community based organizations and agencies responding to citizen's needs;

The incidence of crime and the presence of substance abuse/addiction-related disturbances and challenges points to a need for ongoing collective action;

The root causes of such challenges are complex and solutions can only be found with collective effort;

Services and programs need to be aligned, responsive and coordinated to provide immediate care and service and also linked with actions to address systemic issues; and

Saskatoon City Council has adopted a strategic plan that includes specific direction for moving towards safety and wellbeing for all;

SCAA will support the principles of:

Collaboration amongst all participants with

Information Sharing as a foundation of decision-making, focusing on short and long term

Strategic actions

The Safe Community Action Alliance participant group as at January 30, 2018:

Brief Detoxification Unit

Broadway Business Improvement

City of Saskatoon

Community Support Officer Program

CUMFI

Downtown Saskatoon BID

Friendship Inn

Greater Saskatoon Chamber of Commerce

HUB

Riversdale Business Improvement District

Salvation Army

Saskatoon Catholic School Division

Saskatoon City Council

Saskatoon Food Bank & Learning Centre

Saskatoon Health Region

Saskatoon Housing Initiative Partnership

Saskatoon Mobile Crisis Intervention

Saskatoon Police Service

Saskatoon Public Schools

Saskatoon Tribal Council

Str8Up

Saskatoon United Way

The Lighthouse Supported Living Inc.

YWCA Crisis Shelter & Residence

THE ADDICTION/OPIOID CRISIS IN REGINA & AREA

**October 18, 2018
Brainstorming Session
Summary Report**

Notes of October 18th meeting compiled by Michelle Duncan
Summary Report created by Elaine Costescu and Ronni Nordal

The Addiction/Opioid Crisis in Regina & Area
October 18, 2018 Brainstorming Session – Summary Report

Background:

On October 18th individual and organizational stakeholders gathered for a brainstorming session regarding the Addiction/Opioid Crisis in Regina & Area. Over a 5 hour period more than 55 people shared their thoughts, opinions and ideas in areas:

- 1) Is there a Crisis and if so, what is the Crisis?
- 2) What are the major problems/causes giving rise to the Crisis?
- 3) What are possible solutions (without worrying about whether they are attainable)?

Before starting with the report, we ask readers to take specific note of the fact that language used in relation to addiction is often value based and judgemental, or is open to such an interpretation. People with addiction/substance use problems are more than addicts; they are human beings who happen to have an addiction. Addiction may be viewed in many different ways but the common factor is that an individual, and his/her family and friends, are being harmed by addiction. In other words, society as a whole is being harmed by addiction.

A document has been prepared containing all comments/ideas mentioned on October 18th. The following is a compilation of the opinion and ideas raised in each of the areas. The session encouraged open and frank discussion with no judgement on the ideas brought forward. All ideas have been noted and shared. In each case the ideas and/or opinions are set out in random order.

Is there a Crisis and if so, what is the Crisis?

There was, and is, no question but that there is an Addiction crisis in Regina & Area.

Provincially, there is a lack of data collection regarding cases of overdoses requiring intervention, and death due to overdose and/or ingestion of substances. The absence of this data may contribute to the lack of acknowledgement on the part of decision makers that there is a crisis, or the extent of the crisis. The experience of persons who are addicts and have struggled to find recovery and/or to maintain it; of service providers who are doing their best with the resources available but express it is not enough and they themselves are suffering from burnout; of community organizations who see the need but do not

have the resources to meet the need; of families who have been affected by their loved ones addiction, including seeing the barriers to the addict seeking treatment and/or finding and maintaining sobriety; and of bereaved families who have lost loved ones to addiction strongly confirm that we are in the midst of a crisis.

Contributing factors to the crisis, and indications of the extent of the crisis include the following:

1. Increased misuse of opioid and other addictive substances:
 - a. Increased use of crystal meth which requires longer treatment time; has serious long term negative consequences; and has increased risks to user and others.
 - b. Increased contamination of substances with fentanyl and car-fentanyl that may result in unintended overdose or lethal consequences. Increasing use of fentanyl resulting in the escalating addiction of persons who initially consume controlled substances for recreational use
 - c. Ease of access of drugs on the street – “dial a dope” (technology facilitates easy access to drugs); profit driven involvement of gangs in selling drugs; increased risk of street supply
 - d. Over prescription of opioids. Many health professionals are still lacking in education, understanding and empathy and may not understand opiate addictions and inadequately assess and monitor “at risk” patients. (Due to privacy requirements, youth (14 - 18) can be prescribed opioids without parental consent or knowledge.
2. Inadequate resources/options for addiction treatment:
 - a. Lack of availability in terms of timely access, geography; access in remote and rural locations, culturally appropriate options
 - b. Lack of available long term treatment programs
 - c. Lack of coordination of services – service providers function in silos, lack of communication between service providers; all of which contribute to difficulties navigating the system
 - d. Lack of treatment programs specific for youth
 - e. Lack of treatment options and lack of individualized treatment options
 - f. Need harm reduction through supervised consumption sites
 - g. Lack of dual diagnostic services and mental health support
 - h. Lack of system navigation to support people through treatment and recovery
 - i. Overtaxing of service providers resulting in burnout
 - j. Lack of services/access to services for addicts still using (ongoing moral judgement)
 - k. Lack of treatment for the entire family
 - l. Service provider burnout

3. Lack of services/supports to transition from active addiction to an substance free life:
 - a. Availability of affordable housing
 - b. Availability of "drug free" social networks (of connections and community)
 - c. Meaningful employment opportunities
 - d. Ongoing stigma and moral judgement
 - e. Lack of access to ongoing personal counselling,
 - f. Lack of programs and strategies to integrate addicts back into the community (transition); lack of follow-up and lack of support in the community
4. Ongoing stigma arising from the following:
 - a. Criminalization of substance misuse resulting in jail rather than treatment
 - b. Language and labels associated with addiction, ie. junkies, druggies, meth head, safe injection sites (as compared to supervised consumption site)
 - c. Addiction seen as a "moral failing" or personality defect and/or as a personal choice
 - d. Shaming of persons with addictions and their families resulting in "isolated suffering"
5. Lack of resources dedicated to "preventative measures" including;
 - a. Educating youth and parents regarding drugs and addiction. People who start using drugs or drinking in early adolescence are at a much higher risk of becoming addicted.
 - b. Lack of early identification of children at risk, and programs targeted to overcome risk factors.

What are the major problems/causes giving rise to the Crisis?

Factors that contributed (or caused) individuals to use the substance(s), ultimately resulting in addiction include:

1. Personal Trauma, including childhood trauma and inter-generational trauma:
(Note: The traumatic effects of colonialism, residential schools, the sixties scoop and other social policies adversely affecting First Nations people significantly contribute to the high rate of addiction in First Nations' communities.)
2. Stigma and fear associated with speaking up and asking for help
3. Hereditary/genetic disposition
4. Pre-natal exposure
5. Systemic oppression including poverty, homelessness and lack of affordable housing
6. Lack of a sense of community; lack of connections and low self-esteem; lack of social engagement
7. Unmanaged mental health problems (including self-medicating for anxiety, depression, PTSD, etc.)
8. Lack of early detection, intervention and education of individuals more at risk

What are some of the possible solutions (without considering at this stage what is attainable):

Please note that the following list contains ideas from a wide variety of stakeholders and there was often not agreement or consensus on whether an idea was an appropriate solution. What there was agreement on was the fact there are solutions available – there just needs to be a will to implement solutions. The possible solutions are set out in no particular order:

1. Increased and dedicated public funding for an array of treatment options and education programs
2. The Province of Saskatchewan implements the 10-Year Mental Health and Addictions Action Plan developed in 2014.
3. Decriminalize all drug, and recognize addiction is a health issue, not a justice issue
4. Implement harm reduction strategies such as supervised consumption sites and medication assisted treatment (or medication assisted detox)
5. Establish an array of treatment options that seamlessly facilitate easy and immediate access, coordination of services, individualized treatment, treatment of dual diagnosis, and provide post treatment support and outreach services. Recognize that peers are the best situation to help peers.
6. Enhance coordination and communication between all service providers and increase visibility of all services.
7. Develop evidence based policies and explore and follow the experience of other successful programs and initiatives. Involve those with personal experience and knowledge in policy development.
8. Destigmatize addiction through increased education and health promotion. Focus on social connections and community engagement.
9. Increase education programs for elementary and middle school children and parents regarding drug and alcohol use and addiction. Equip children and youth with the tools to say “no”, and not be seduced by the glamour of “drug use”.
10. Better regulate and educate health professionals about the risks of addiction, and need for caution in prescribing opiates; as well as the proper way to deal with addiction and addicts.
11. Better data collection to assess what the current situation is, and program effectiveness, including compiling proper statistics of overdose/drug related deaths.
12. Provide support and transition programs for individuals leaving the corrections system who have/had addiction issues.
13. Provide sufficient training and resources to service providers, including first responders to avoid burnout and negative consequences to those working in the field.

Conclusion:

The Addiction/Opioid Crisis exists in Regina & Area and is only increasing in its intensity.

In 5 hours this grassroots group of individuals came up with ideas that could be the basis for a true action plan. As with anything though, words, or a plan, is not enough – there must commitment and action to make a difference.

The question is now whether those in the positions of power have the political will. In addition to various stakeholders and stakeholder groups who participated on October 18th, leaders from all political parties and all levels of government as well as leaders from the Saskatchewan Health Authority are invited to attend this next meeting “Taking Action Against the Addiction/Opioid Crisis in Regina & Area”.

This meeting will be held on Monday, November 26, 2018 from 8:30 a.m. to 12:30 p.m. at māmawēyatitān centre, 3355 6th Avenue, Regina, SK (Scott Collegiate). It is a privilege to have Scott Collegiate Grade XII students and their teacher in their “Mental Health & Addictions” class joining the meeting to listen to the discussions and to witness first-hand the work being done by community members and community-based agencies to begin addressing the addiction/opioid crisis in our community.

From 8:30 to 10 a.m. stakeholders will develop a more focused plan highlighting the immediate response(s)/action(s) needed. Politicians and leaders are welcome to participate in the first session, but most importantly we are asking you to attend and participate in a discussion starting at 10:30 a.m. regarding what can, and will, be done. The intent being to end the morning with a commitment to a concrete ‘next step’.

Any organization wishing to send representatives, or any individuals wishing to attend, should contact Ronni Nordal by email at ronni@nordalleblanc.ca; phone at (306)522-3995(w) or text (306) 731-7573 (c) as soon as possible, as attendance may need to be limited due to space. When registering please identify the stakeholder group/view you are representing and provide a contact email. Attendance will be confirmed with participants at a later date at which time you will be advised of the meeting room and any additional information.



CITY OF
Lethbridge

Community Drug Strategy



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Community Drug Strategy

Substance use in our community is a vast, far reaching and complex issue with implications for all sectors of society. It will require flexible, multifaceted solutions to address the associated harms. Time, insufficient evidence and funding, and until now, the lack of a coordinated Community Drug Strategy, are challenges to preventing and reducing the harms associated with substance use in our community.



Despite these challenges, the outlook for the City of Lethbridge is positive. With a strong capacity to respond, a deep reservoir of genuine good will, and a willingness to work collaboratively to achieve a collective impact, existing partnerships and a diversity of service providers, we are well poised to move forward.

Community Drug Strategy

Vision

A community working together to improve the health, safety, and well-being of all individuals, families, neighbourhoods, and communities in the City of Lethbridge by reducing the incidence of drug use and creating a society increasingly free of the range of harms associated with substance use.

Mission

Partner with key stakeholders to create and implement a collaborative, community-based drug strategy to reduce the harm (violence, injury, chronic disease, death, fear of crime, crime) caused by substance use and addictions in Lethbridge.



A Balanced and Comprehensive Approach

Lethbridge needs a coordinated strategy that addresses the drug issue. A four-pillar model identifying practical, effective and sustainable community actions to reduce the harm caused by substance use and addictions in Lethbridge.



These include:

- Education & Prevention
- Treatment
- Harm Reduction
- Enforcement

Education & Prevention

Interventions that seek to prevent or delay the onset of substance use as well as to avoid problems before they occur. Prevention is more than education. It also includes strengthening the health, social and economic factors that can reduce the risk of substance use. This includes access to health care, mental health supports, stable housing, education and employment.

Effective programs start with the very young and extend through all life stages. They use a range of health promotion strategies and target policy and legislative change.



Education and Prevention

City of Lethbridge

- ELCOU - Executive Leaders Coalition on Opioid Use
- Syringe Management Task Force
- Lethbridge Asset Mapping Project (LAMP)
- Downtown BRZ and Clean Sweep Program

McMan Youth, Family, And Community Services Association

- Mobile Addiction
- T.H.R.I.V.E.
- YouthHUB
- Youth Outreach Program

Canadian Mental Health Association (CMHA)

- Diversion Outreach Team
- Community Links
- HomeBASE

Al-Anon

- Narcotics Anonymous
- Alcoholics Anonymous
- Cocaine Anonymous

ARCHES

- Referrals
- Training

PEAK Vocational & Support Services

- R Space Program

5th on 5th
Youth
Services

Alberta
Health
Services

Boys and
Girls Club

Family Centre

Family Ties
Association

Government
of Alberta

Government
of Canada

Quest
Support
Services

Neighbourho
od Watch
Associations

My City Cares

Mothers
Against
Drunk Driving
(MADD)

Lethbridge
Shelter and
Resource
Centre (LSRC)

Lethbridge
School
District #51

Lethbridge
Community
Network

Southern
Alcare Manor
(SAM)

Alberta Addicts
Who Educate and
Advocate
Responsibility
(AAWEAR)

Holy Spirit Roman
Catholic School
District

Opokaa'sin Early
Intervention
Society: Indigenous

Sik-Ooh-Kotoki
Friendship Society:
Indigenous

Streets Alive
Mission

YMCA

YWCA

Womanspace
Resource
Centre



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Treatment

Interventions that seek to improve the physical, emotional and psychological health and well-being of people who use or have used substances through various psychosocial and psychopharmacological therapeutic methods. Their goal is to abstain from or to manage their use of substances.



Effective treatment is evidence-based, easily accessible and has the active involvement of the person (and sometimes family) being treated.

Detox

Medical Detox:

- **Chinook Regional Hospital (8 beds in Fall 2018)**
- **Medicine Hat Recovery Centre**
 - Medical Detox (also has 28 day treatment program but separate facility even though same building). 3-5 week wait

Social Detox:

- **None in Lethbridge**
- **Foothills Detox Centre (Fort Macleod)**
 - 16 detox beds (11 detox beds, 5 remain unused)?
 - 6 transitional beds (4 funded, 2 remain unused) to hold them until they can go to a treatment centre
 - 2-7 day wait on average
 - Has pre-treatment beds they can wait at until treatment date

OATs (Opioid Agnus Therapies)

- **Prairie Treatment Clinic**
 - Opioid Addiction Clinic (Methadone/Suboxone)
- **ACT Clinic**
 - Opioid Addiction Clinic (Methadone/Suboxone)

Alberta Health Services

- **Chinook Regional Hospital**
- **Lethbridge EMS**
- **Addictions & Mental Health**
- **Primary Care and Chronic Disease Management**

Treatment

Treatment

- **South Country Treatment Center**
 - 21 residential bed non-medical facility treating substance addictions for 28 days. Clients must be 5 days sober prior to admission. Intake can take a few days then admission is subject to funding which can take up to 1.5 weeks (\$40/day) (anywhere from 2-10 weeks admission)
- **Medicine Hat Recovery Centre**
 - 28 day recovery center- hard to get into (2-5 month wait). Will often apply for treatment, then when date is picked, go to detox there prior to admission just to avoid wait between.
- **Lander Treatment Centre (Claresholm)**
 - 18-24 day residential addiction treatment program. Abstinence period required (can be on methadone or suboxone)

Recovery/Aftercare

- **Southern Alcare Manor (SAM)**
 - functions as aftercare or transitional housing
 - 25 residential bed recovery treatment facility for 90 days (AHS and Sol Gen. funded). Clients must be 5 days sober prior to admission. (post treatment residential)
 - Informal counselling
- **Streets Alive Mission**
 - Segue Home for Women
 - Sober Living Home, abstinent based, faith based
 - Parkside Home (functions as aftercare or transitional housing/crisis unit)
 - 16 room home (safe and secure living) with Christian environment
- **YWCA**
 - Harbour House

Referrals/General

- **ARCHES**
 - Addictions Counselling and referrals
- **McMan Youth, Family & Community Services Association**
 - Mobile Addiction Outreach
- **Addiction and Mental Health (AHS)**
 - Counselling, psychiatrist referrals

Recovery/Aftercare

- **Wood's Homes (Youth)**
- **McMan Youth, Family & Community Services Association**
 - Parkside Group Home
 - 6 bedroom 24 hour facility to support youth
- **Al-Anon**
 - Narcotics Anonymous
 - Alcoholics Anonymous
 - Cocaine Anonymous
- **ARCHES**
 - Indigenous Recovery Coaching Program- peer-to-peer, culturally informed, supports clients undergoing opioid antagonist treatment, counselling, detox referrals
- **Native Counselling Services of Alberta**



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Harm Reduction

Interventions that seek to reduce the harms associated with substance use for individuals, families and communities. It can include, but does not require, abstinence. The focus is on the individual's behaviour, not on the substance use itself.



Effective harm reduction approaches are pro-active, offer a comprehensive range of coordinated, user-friendly, client centered, flexible programs and services within a supportive, non-judgmental environment.



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Harm Reduction

ARCHES

- Supervised Consumption Site service
- Needle Distribution Program
- Naloxone kit distribution and training
- Needle Pick-up Hotline

City of Lethbridge

- Needle Collection Boxes
- Playground Sticker Initiative
- City of Lethbridge Staff Needle Pick-up (Parks, Facilities, EMS)
- Clean Sweep Program/ Downtown BRZ

McMan Youth, Family, And Community Services Association

- T.H.R.I.V.E.
- Parkside Group Home
- FASD Lifespan Program

Canadian Mental Health Association (CMHA)

- Diversion Outreach Team
- HomeBASE

Housing First Supports

- Lethbridge Furniture Bank
- Wood's Home's
 - Youth Shelter
 - Youth Stabilization Units
- Downtown BRZ Clean Sweep Program

Lethbridge Shelter and Resource Centre (LSRC)

- Intox
- Housing

YWCA

- Harbour House

Family Ties Association

- River House (PSH) Managed Alcohol Program

Alberta Health Services

Lethbridge Police Service

Blackfoot Family Lodge Society

Chinook Regional Hospital

Food Banks

Lethbridge Correctional Centre

Lethbridge Housing Authority

Wood's Homes

Streets Alive

Quest Support Services

Peak Vocational and Support Services

Lethbridge Soup Kitchen



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Enforcement

Interventions that seek to strengthen community safety by responding to the crimes and community disorder issues associated with the importation, manufacturing, cultivation, distribution, possession and use of legal and illegal substances. Enforcement includes the broader criminal justice system of the courts, probation and parole.



Effective enforcement also means being visible in the community understanding local issues and being aware of existing community resources.

City of Lethbridge

- **Lethbridge Police Service**

- PACT- Police and Crisis Team
 - An LPS officer and mental health therapist working together to divert individuals away from the criminal justice system
- New Initiatives

ARCHES

- Private security (Paladin) for 2 block radius of SCS

Enforcement

Alberta Justice

Blood Tribe Police

**Lethbridge
Correctional
Centre**

**Lethbridge John
Howard Society**

**Lethbridge Legal
Guidance**

**Lethbridge
Probation
Community
Corrections**

**RCMP –
Lethbridge
Corridor Victim
Services Unit**



CITY OF
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The Process of Creating and Implementing a Community Drug Strategy

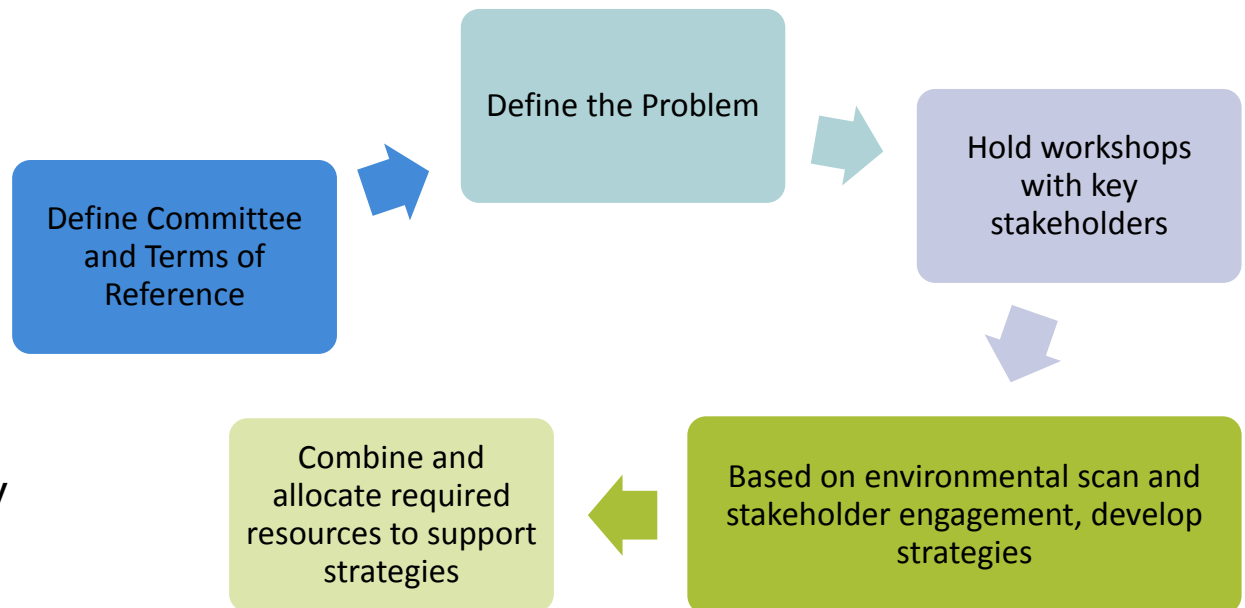
- Define Committee and Terms of Reference

- Define the problem*

- Hold workshops with key stakeholders**

- Based on environmental scan and stakeholder engagement, develop strategies***

- Combine and allocate required resources to support strategies (all stakeholders)



* Define the problem

- Conduct an environmental scan to define substance abuse problem



- ✓ Substance abuse in Lethbridge (who, how much, what, where, etc.)
- ✓ Criminal activity relating to substance abuse (crime stats)
- ✓ Other negative behaviours resulting from substance abuse
- ✓ Substance abuse relationship/impact with surrounding communities

** Hold workshops with key stakeholders

- What is working in our community
- What is not working in our community
- Potential solutions

*** Based on environmental scan and stakeholder engagement, develop strategies to address:

- Strategic priorities with action items
- Focus on all 4 pillars



Allow for quick wins to occur during entire process (don't wait until strategy is complete)



CITY OF
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Key Components for Success



- Services – how people interact with the continuum of services ranging from harm reduction, to treatment and recovery and how agencies interact with each other

- Funding – securing adequate resources for the drug strategy and related projects. This is a community problem, thus requires support from all corners of the community, not just government



- Justice – how the justice system interacts with people who use substances (local, provincial, federal)



Key Components for Success



- Education – creating learning opportunities to reduce substance use
- Community – educating and engaging the entire community in the drug strategy



- Roots – reduce the root circumstances that lead to substance use

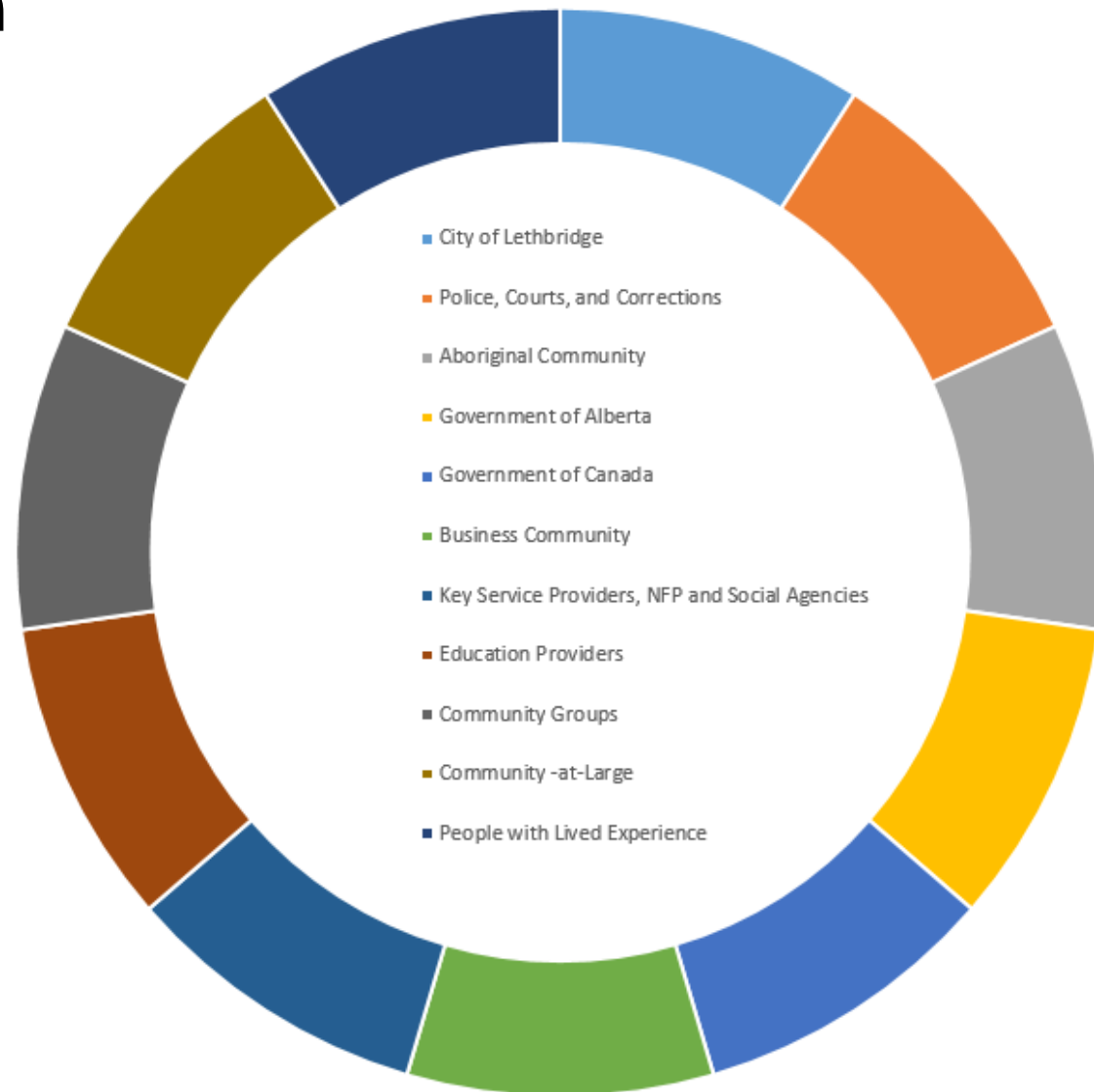


- Recognizing Cultural Diversity – interconnection of mental, physical, spiritual, and emotional behaviours – purpose, hope, meaning, and belonging of different cultures



CITY OF
Lethbridge

A Community Problem requires a Community Solution



A Community Problem requires a Community Solution

- City of Lethbridge (Council, admin, staff)
- Police, courts and corrections
- Aboriginal community (urban and local reserves)
- GOA (AHS, Justice, Community Services etc.)
- GOC (various departments)
- Business community (Chamber of Commerce, key businesses)
- Key service providers, non-profits and social agencies (Streets Alive, ARCHES, Lethbridge Family Services, Treatment Centres etc.)
- Education providers (secondary and post-secondary schools, specific services providers)
- Community groups (church groups, associations, clubs)
- Community at large
- People with lived experience





CITY OF
Lethbridge



LETHBRIDGE

COMMUNITY WELLBEING

STRATEGIC PLAN:
Towards Collective Impact

City of Lethbridge
Community Social Development

APRIL 2019





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ACKNOWLEDGEMENTS

The development of the Lethbridge Community Wellbeing Needs Assessment Report was led by Dr. Alina Turner of Turner Strategies in collaboration with Kimberly Lyall, CSD Strategic Planning Ad Hoc Committee, City administration and members of the community. We extend special thanks to all our stakeholders for their participation in consultations and their invaluable contribution to our Needs Assessment.

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INTRODUCTION

The City of Lethbridge's Community Social Development (CSD) department completed a comprehensive process to develop its 5-year Strategic Plan grounded in research, data analyses, best practices, and community engagement.

As part of this effort, a Needs Assessment was completed that brought together findings from available data, public engagement and consultations, information from other initiatives, and social asset mapping to discern priority social challenges in Lethbridge.

It became very clear as the community engagement progressed that an intentional collective effort was needed across stakeholders working on social issues. Stakeholders strongly supported an effort to pull together the diverse efforts underway and ensure maximum impact. There was significant alignment from the research and consultations for the development of a fulsome Community Wellbeing & Safety Strategy that would address high-level priorities and help move community efforts in the same direction with clear accountabilities and timelines.

Through this process, it also became apparent that the City's role is to act as convenor and support the coordination of diverse efforts to create and implement the Community Wellbeing & Safety Strategy (CWSS). Building on the emerging directions of the proposed CWSS, the CSD Strategic Plan is premised on the City's support for this community-based direction.

Moving forward, the City proposes to act as the backbone support for the creation of the Community Wellbeing & Safety Strategy in partnership with key stakeholders.



1.1 NEEDS ASSESSMENT KEY FINDINGS

The Needs Assessment Report outlined trends and issues impacting wellbeing in Lethbridge that directly shaped the strategic directions for CSD moving forward. The diverse perspectives and sources of information analysed converged on several key priority social issues and demographic groups requiring tailored responses. The Executive Summary of the Needs Assessment is included in the Appendix section of this report.

Figure 1: Dominant Social Issues & Priority Populations

DOMINANT SOCIAL ISSUES

- » Mental health & addictions supports
- » Balancing prevention & crisis responses
- » Community safety measures
- » Interpersonal violence prevention/ intervention
- » Homelessness response
- » Poverty & inequality measures
- » Enhancing resilience and coping skills
- » Coordinating support services
- » Education, employment, training

PRIORITY POPULATIONS

- » Indigenous peoples
- » Youth & young adults
- » Seniors
- » Immigrants and refugees
- » Women fleeing violence
- » Families with children
- » People with disabilities
- » Those facing mental health, addictions
- » Low income households

BUILDING A RESILIENT, GROWTH-PROOF SOCIAL INFRASTRUCTURE

In some respects, the social challenges Lethbridge is facing are those brought on by urbanisation as the community grows from a town into a city. For this growth to be sustainable and beneficial across demographics, it will require social infrastructure adjustments and transformations.

The City's role as a convener on social issues is to spur action across diverse assets and initiatives to set Lethbridge up as an inclusive city long-term where everyone has the opportunity to thrive. The way forward will require strategic and intentional leveraging of community assets both locally and regionally.

The growing population pressures associated with urbanisation are associated with social challenges, particularly housing affordability/homelessness, population health, poverty, and strains on existing infrastructure. The community will have to consider how to best leverage and align current assets and efforts, especially in light of the relatively high proportion of seniors and children in the community.

LEVERAGING AND MAXIMISING COMMUNITY ASSETS TO RESPOND TO COMPETING PRIORITIES

The fact that Lethbridge continues to attract migration means that inclusion and belonging are essential to support successful settlement. The high numbers of Indigenous and immigrant migrants into the City means that tailored approaches for these groups will continue to be essential. The increasing number of people with disabilities, both developmental and/or physical, will require supports to be healthy and to belong.

The uneven impacts of social and material deprivation on Indigenous communities are concerning across Canadian communities. The overrepresentation of Indigenous people in the homeless population, those struggling with addictions and mental health and poverty, means that a cultural lens will continue to be a priority for Lethbridge.

The opioid crisis has hit Lethbridge particularly hard; overdoses, police calls, and supervised consumption use trends are highlighting the devastating impacts experienced by those directly and indirectly affected. The impacts of the crisis are felt city-wide; thus, solutions will need to address the challenges holistically across stakeholder groups.

While safety and immediate crises responses are essential, recognising and continuing to prioritise prevention cannot be understated. The spike in domestic violence in the City is telling us that families are under extreme strain. Mental health diagnoses and prescription rates are indicating as well that vulnerabilities are impacting more than what we immediately see in our crises response. We have to recognise and prioritise prevention, so that the cycles of trauma and poverty can be challenged long term.

DEFINING THE ROLE OF THE CITY AS CONVENOR OF COMMUNITY IMPACT EFFORTS

The fact that significant resources are in place, yet reportedly strained and uncoordinated, points to the need for a more effective community-based response system as well. While \$700M/year in charitable revenues are in place, there is still consistent reporting that more investment is needed to address the aforementioned challenges. Given the need for better leveraging and coordination, it is incumbent that effective and efficient use of these resources is achieved particularly in a climate where social spending is strained.

The City's role within the wellbeing space should also be clarified appropriately. With its direct investment being very limited to provincial and federal flow-through funding of services, the value add of the City's involvement is that of convener among willing stakeholders working on safety and wellbeing. Moving forward, it is essential that the City consider how best to maximise its limited investment to influence the broader \$700M community social asset value for best outcomes for the community.

CONFIRMATION OF THE NEEDS ASSESSMENT FINDINGS

To gauge community feedback on the Needs Assessment and emerging strategic directions, the City convened key community leaders together to provide feedback and discuss the possibilities of future collaborative work on community wellbeing and safety January 31, 2019. From this dialogue, the City prepared a draft CSD Strategic Plan and received community support to begin convening key stakeholders to develop a Lethbridge Community Wellbeing & Safety Strategy over the course of the year.

Feedback from the stakeholder session confirmed the research and consultation input, particularly the focus on enhanced integration of diverse initiatives towards common objectives.

Stakeholders noted that balancing crisis responses and prevention will be essential moving forward.

The priority needs and populations were confirmed as well – with an emphasis on mental health and addictions, disabilities, poverty, and violence. The participants noted that the needs of priority populations will need to be taken into account holistically: pointing out that the priorities are interconnected and cannot be done in isolation of one another. A fulsome approach is needed to move the community in a coordinated manner.

The stakeholders also noted how interrelated and overlapping identities are at the individual level: someone may identify as LGBTQIA2S+, and be a senior and Indigenous. Thus, a person-centred approach will be essential to meet the person where they're at, rather than crafting program-centric models that place artificial boundaries on complex realities.



1.2 EMERGING ALIGNMENT FOR A COMMUNITY WELLBEING & SAFETY STRATEGY

Stakeholders on January 31, 2019 expressed that enhanced integration of efforts will ultimately be needed, paving the way forward to address common priorities collectively. To this end, most (87%) agreed to develop a Lethbridge Community Wellbeing & Safety Strategy (CWSS). Those who did not agree with the direction noted that it may not be possible to align efforts due to fear over losing funding, lack of trust, or ability to agree on common goals.

For a collective approach to be successful long-term, a common understanding of intent, roles and responsibilities is needed. Each partner must be respected for what they can contribute, and operational realities such as funding, individual mandates, capacity, jurisdictional issues, and willingness must be acknowledged.

The primary areas of focus for the future CWSS based on the Needs Assessment findings discussed/affirmed by stakeholders were:

1. Systems Planning & Integration

– focused on the need to improve integration of diverse services, efforts, and resources towards the creation of a person-centred social safety ecosystem.

2. Safe & Resilient Communities

– focused on prevention/intervention measures to mitigate vulnerability to addictions, abuse, violence, trauma, etc. and enhance resiliency for individuals and communities to be safe and to thrive.

3. Basic Needs

– focused on ensuring the basic necessities of life are adequate and accessible, including shelter, food, transportation, as well as access to education, recreation, employment, and training.

4. Social Inclusion

– focused on engagement and building strengths to create welcoming communities, social cohesion, and belonging.

Stakeholders also noted that an overarching coordinating body is needed to lead these efforts, ensuring communication, resource coordination, joint outcomes measurement, and clarity of direction. This aligns with the Collective Impact concept of the ‘backbone organisation’ – to be explained in the next section – tasked to convening and leading community efforts. There was agreement that the City should continue to convene stakeholders to develop the Community Wellbeing & Safety Strategy with the understanding that the eventual role of the City in this work would be determined over the course of this next phase of work.

Based on this community feedback, CSD proposes a Strategic Plan to Council that focuses on supporting this direction as per stakeholder feedback. The CSD Strategic Plan will align with the emerging priorities identified in the Needs Assessment and the proposed directions of the CWSS. As highlighted in the community sessions, there is a will to work together, improve outcomes, and maximise impact. What is needed is a coordination vehicle to discern how best to achieve integration among diverse stakeholders.



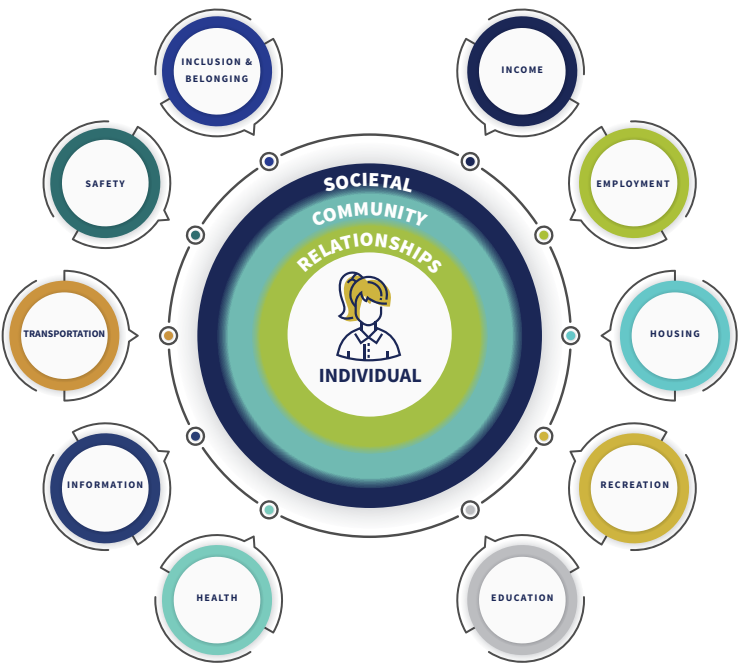
KEY CONCEPTS

INDIVIDUAL WELLBEING

There are various interrelated domains impacting wellbeing, including basic needs like housing and income, and beyond – such as education and recreation. These domains are impacted by relationships, community, and societal contexts.

An integrated safety net ecosystem will need to work across these domains to achieve the desired impact and overcome the current siloed approach.

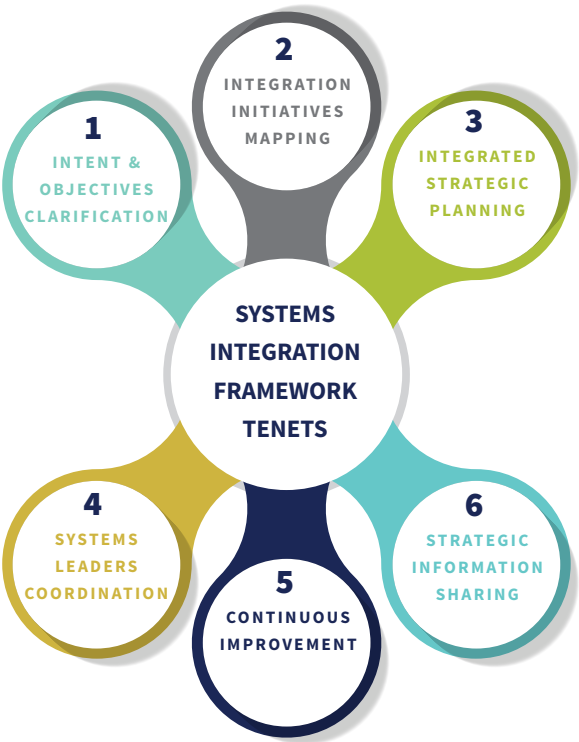
Figure 2: Dimensions of Wellbeing through a Prevention & Strengths-based Lens



SYSTEMS INTEGRATION

A fully-integrated safety net ecosystem has mechanisms in place that bring key public and community decision makers together in an ongoing process to ensure efforts are effective, aligned, and mutually-reinforcing towards shared objectives. This is, in turn, aligned with efforts across frontline service delivery in respective organisations.²

Figure 3: Key Tenets of Systems Integration



COLLECTIVE IMPACT

As described by FSG Consulting¹, Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem. In order to create lasting solutions to social problems on a large scale; organisations – including those in government, civil society, and the business sector – need to coordinate their efforts and work together around a clearly-defined goal.

Collective Impact is a significant shift from the social sector's current paradigm of 'isolated impact' because the underlying premise of collective impact is that no single organisation can create large-scale, lasting social change alone. There is no 'silver bullet' solution to systemic social problems, and these problems cannot be solved by simply scaling or replicating one organisation or program. Strong organisations are necessary, but not sufficient, for large-scale social change.

Not all social problems are suited for collective impact solutions. Collective Impact is best employed for problems that are complex and systemic rather than technical in nature. Such initiatives are currently being employed to address a wide variety of issues around the world, including education, healthcare, homelessness, the environment, and community development. Many of these initiatives are already showing concrete results, and reinforcing the promise of Collective Impact in solving complex social problems.

For Collective Impact to be successful, five conditions should be met:

- 1. Common Agenda among key stakeholders,***
- 2. Shared Measurement to assess impact,***
- 3. Mutually Reinforcing Activities aligned to priority objectives,***
- 4. Continuous Communication among stakeholders to maintain trust and alignment; and***
- 5. Backbone Organisation Supports to coordinate and convene partners.***

See Appendix A for more on Collective Impact.

COMMUNITY GOVERNANCE

It is essential that governance of Collective Impact initiatives is delivered by the full range of stakeholders that it involves; as such, to be effective the CWSS must be delivered through Community Governance.

Community Governance as a key concept refers to a community ownership and co-creation of the mechanisms used to deliver a set of core accountabilities for the CWSS:

Key Accountabilities

- 1 Strategy implementation oversight***
- 2 Strategy outcomes monitoring and performance management***
- 3 Coordination of diverse funding streams***
- 4 Data collection, information sharing and reporting***

To ensure fulsome representation, the membership could include the following groups working together. Since this model would need to be cocreated with partners, this would become part of the City's role to support as backbone to the Collective Impact work ahead.

IMPACT

- » Follows a Collective Impact model – with City as backbone organization
- » Community governance and decision making
- » Collaboration & input from key external organizations, groups and the community
- » Coordinated delivery of programs, services and responses to common issues
- » Coordinated funding (consolidation of criteria and processes for funding)
- » Information sharing to promote best-practices
- » Community wide outcomes and measurement
- » Coordinated messaging and streamlined communication across entire community



To support this direction the City can enhance its internal integration across departments to align efforts and impacts on safety and wellbeing. This can be an initial phase while the community governance is being cocreated with key stakeholders.



FOUNDATIONAL VALUES

It is important to articulate the values underpinning the CSD Strategic Plan: what they are, and what they are not.

This section summarises values that emerged during the consultation process, review of community information, and the needs assessment analysis.

PREVENTION over intervention.

Where possible, our work will continue to prioritise early intervention and prevention measures, rather than waiting for issues to become crises before we intervene.

PERSON-CENTRED over system- or program-centred.

We will strive to build services, policies, and processes grounded in what individuals and families tell us they need, as opposed to what systems or programs perceive the needs and solutions to be.

AGILITY over tradition.

We will prioritise being flexible, adaptable, and quick-to-act rather than business-as-usual mentalities as this is essential to meeting the fast-pace of change in our community.

SUSTAINABILITY over deficit.

We will work to maximise value for taxpayers and develop financially-sustainable models, rather than assuming constant growth of expenditures will resolve social challenges.

COMMUNITY-LED over government-led.

We see communities and citizens as essential assets in our social infrastructure with the role of government and institutions as supportive rather than directive.

INTEGRATED over fragmented.

We are committed to building seamless and accessible supports for those who need them, and will continue to challenge disparate efforts out of alignment with our community's priorities.

STRENGTHS-BASED over deficit-based.

We will build on what works with a lens on promoting the strengths and resilience of individuals, families, and communities rather than solely focusing on what is going wrong and what is broken.





EMERGING STRATEGIC DIRECTIONS

To honour and align CSD’s work with the strategic directions that emerged from community input towards a future Community Wellbeing & Safety Strategy, we will align our internal priorities to the same key themes identified during the Needs Assessment consultation process, particularly the January 31, 2019 session.

The following four directions were confirmed as priorities by the community for all of Lethbridge stakeholders to work towards. To this end, CSD’s Strategic Plan aligns with these directions as well to ensure movement towards an aligned community-based direction.

Of note, these directions are not listed in order priority – and we recognise their interrelatedness in practice.

Figure 4: Strategic Directions



For each of the Strategic Directions, the body of the document will tell a story about the theme area and focus on CSD’s role to advance this priority. Each section will outline:

- 1. Context**
- 2. Recommendations**
- 3. Community Input**
- 4. CSD Key Actions**
- 5. Timeframe (Short-term: 1 year; Medium-term: 2-3 years; Long-term: 4-5 years)**

Community Social Development staff will develop an annual business plan, pending the approval of the Strategic Plan, outlining key steps, resources, timelines, and core collaborators.

1. SYSTEMS PLANNING & INTEGRATION

CONTEXT

Lethbridge has a rich social services sector, engaged health, justice, and education systems, and caring businesses, faith, and volunteer communities. In fact, **over 400 programs and organisations are currently operating in the community funded by over \$700M annually.** Yet these assets are not streamlined into a coordinated system of care as well as they could be.

Hundreds of millions of dollars have been spent to fund programs and services to address community safety and social wellbeing such as homelessness, poverty, mental illness, drug and substance abuse, domestic violence, poor health, and trauma. A plethora of public, non-profit and private organisations provide social programs, healthcare, and justice services to the vulnerable populations.

Significant time, effort and dollars are spent developing and implementing specific organisational strategies, and even more money is spent on governance through various boards, committees, and layers of administrative processes and measures.

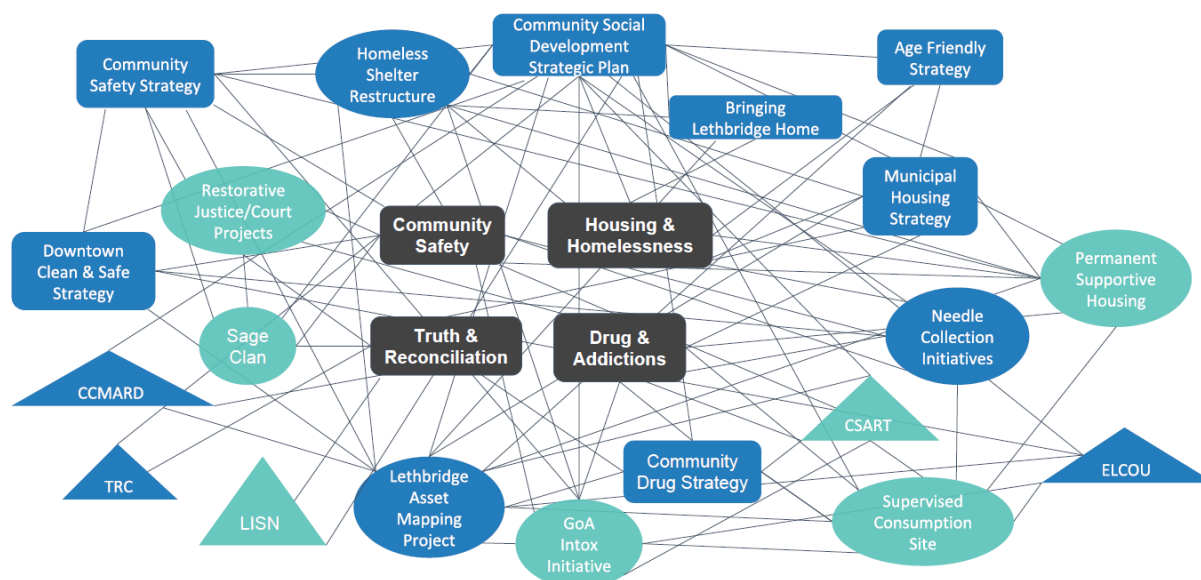
City-led initiatives, programs, or projects coexist with many others provincial, federal, or community-based initiatives such as:

- » Alberta Health intox program
- » Supervised consumption services
- » Medical and social detox programs
- » Community Substance Abuse Awareness Resource Team (CSART)
- » Lethbridge Early Years Coalition
- » Lethbridge Indigenous Sharing Network
- » Lethbridge Local Immigration Partnership
- » Refugee resettlement programs

In addition, the City of Lethbridge is one of many organisations that fund community safety and social wellbeing initiatives; others include the Governments of Canada and Alberta; the United Way of Southwestern Alberta; the Community Foundation of Lethbridge & Southwestern Alberta; private donors; and faith groups. Finally, through our social asset mapping project we have determined there are approximately 400 different organisations and services delivering social wellbeing programs in Lethbridge.

All of the following efforts are occurring concurrently in the community, spurring questions regarding how these initiatives fit together. The lack of clear coordination among these efforts has led to confusion on how they intersect and align.

Figure 5: Wellbeing Initiatives Underway & their Interconnections



It is critical to highlight that these social challenges are full community challenges – not solely the City’s responsibility or purview to resolve; it will take all of us pulling in the same direction to move the needle and tackle root causes.

The City is proposing to develop a more strategic approach to coordinate and align such initiatives internally, and to further play a leadership role in convening community discussions and integration externally.

We have to look for ways to better integrate these services, invest in what works, and ensure key services are in place to support those in need. We believe there is great potential to do this work better together as a community.

COMMUNITY INPUT

Community leaders indicated on January 31 that this emerging priority resonated, and that systems-level planning and integration must be practical, relevant, accessible, and user-friendly. The flexibility and adaptability of funding should allow for full engagement of all people involved – front line, lived experience, subject experts, families, all sectors, etc.

There should be freedom to take services to the client rather than force the client to come to services.

Since systems are all interconnected, buy-in from all partners is paramount. Transparency and strong communication will be critical to success. Leadership, funding coordination, and governance were suggested; however, it was also cautioned that additional bureaucracy and barriers should be managed to prevent roadblocks in sharing information.

Groups indicated that collaboration needs to be based on building trusting relationships that recognise and respect differences, yet are focused on common goals. Clients and their user-experiences must guide decisions with accessibility for all. Regional approaches and relationships should be encouraged, particularly with the Blood Tribe.

This direction was also confirmed in meetings with the University of Lethbridge, the Government of Alberta, school districts, other local funders, First Nations partners, and Reserves representatives.

All engaged agreed that the best path forward was through a community-wide strategy and aligned efforts.



RECOMMENDATIONS

We will build on the support demonstrated at the January 31, 2019 Community Leaders Session for a community-based overarching strategy on wellbeing and safety, and support its co-development and implementation. This will leverage the diverse efforts already underway and create a community-based model for strategically advancing common objectives.

Building on Collective Impact concepts, a community-based governance model would entail the creation of a process and coordination mechanisms among community stakeholders to achieve shared objectives around wellbeing and safety. This can take the form of disassembling our current committee structure and introducing an overarching Steering Group made up of representatives and supported by the City to work on a common agenda, tracking progress and impact, and mutually reinforcing activities.

Based on stakeholder support, the City can act as the Backbone Organisation coordinating actions to support the strategy implementation and collective movement across stakeholders. The Backbone Organisation can assist in coordinating service delivery, fostering collaboration and engagement, and increasing linkages across agencies/systems. It can also improve accountability, coordinate funding, and ultimately keep the stakeholders aligned and focused on the vision.

In its role, the City would act as convenor, collaborator, and catalyst for funding, and establish a streamlined, integrated system of care.

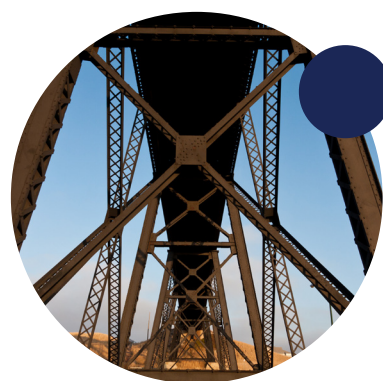
The Backbone Organisation's key roles include:

- » **Funding Coordination:** Able to bring partners together to coordinate investment in highest impact activities, and to ensure a complementary approach.
- » **Capacity Building:** Bring up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures and best practices.
- » **Partnerships & Innovation:** Build partnerships across sectors to support Strategy goals; this will include exploring social finance innovation, financial, and land trust management.
- » **Leadership & Accountability:** Report to the community on stakeholder engagement, research and continuous improvement, policy advocacy to keep homelessness a priority, and knowledge dissemination.
- » **Systems Planning:** Enhance system-level coordination for service providers to support the Strategy goals regardless of funding source. Can coordinate with diverse departments, governments, donors, etc. Moving forward, significant capacity building will be needed to ensure the sectors at all organisational levels are informed and trained on their role in implementation. This includes consistent and ongoing training on innovative programming that follows best practice.

TO SUPPORT THIS DIRECTION, SEVERAL ACTIONS ARE NEEDED INTERNALLY WITHIN THE CITY OF LETHBRIDGE:

Internal alignment across City funding and initiatives related to community wellbeing and safety (such as Municipal Housing Strategy, Community Safety Strategy, Community Drug Strategy, Clean and Safe Downtown Strategy, Social Asset Mapping, etc.). This integration will support capacity building within the City of Lethbridge and the development of a Community Wellbeing & Safety Strategy with community stakeholders, while aligning various ongoing and emerging initiatives.

Although all stakeholders are important, there are key organisations that either provide significant funding for or lead considerable efforts to address social wellbeing and community safety. These include (but are not limited to) the Government of Alberta, United Way of Lethbridge and SW Alberta, the Community Foundation of Lethbridge and SW Alberta, post-secondary institutions, school districts, First Nations groups, and private/faith groups. We will continue to bring these key partners together to discern common outcomes, funding models, and integrated service delivery approaches that maximise our resources for best impact. Internally, we will refine/integrate our internal approach to social issues, relevant policies, funding, and committees to support this direction with Council's support and leadership.



ACTIONS

TIMELINES

1.1	Advance the co-development of a Lethbridge Community Wellbeing & Safety Strategy (CWSS) with community partners to align efforts towards common objectives.	SHORT
1.2	Work with key funders, system partners, and service providers to develop a community-based governance model to deliver Lethbridge CWSS priorities in a coordinated and strategic manner. An option is adapting Calgary's Community Systems Integration Table that brings decision makers together to align respective strategies to shared objectives.	SHORT
1.3	<p>Encourage City Council to support community-based governance and integrated service delivery through a review and realignment of the Social Policy and current committee structure to the proposed direction emerging from the CWSS. This would include realigning the City's various funded and led initiatives on safety and wellbeing internally using a common framework. This includes coordination of current and future committees and initiatives such as:</p> <ul style="list-style-type: none"> » Bringing Lethbridge Home » Reconciliation Implementation Plan » Family and Community Support Services (FCSS) » Social Housing In Action (SHIA) » Age-Friendly Lethbridge » Municipal Housing Strategy » Community Drug Strategy » Community Safety Strategy » Needle Collection Strategy » Clean Sweep Program » Diversion Outreach Team » Executive Leaders Coalition on Opioid Use (ELCOU) » VIBRANT Lethbridge (poverty initiative) » Coalition of Municipalities Against Racism and Discrimination (CMARD) » Downtown Clean & Safe Strategy 	MEDIUM
1.4	Enhance regional collaboration with surrounding communities beginning with relationship and trust building, particularly the Blood and Piikani Reserve, across organisational/decision-making levels to support regional systems planning efforts. This includes collaboration with rural communities and the County.	LONG
1.5	Assess and align current City of Lethbridge policies, practices, and funded services with Reconciliation Calls to Action and the Local Health Integration Network Welcoming Communities Framework.	MEDIUM
1.6	Review City of Lethbridge internal systems and structure to ensure effective development and implementation of the CWSS as part of an ongoing business transformation process.	SHORT
1.7	Align internal City funding portfolios and initiatives to assess and report impact using a common Performance & Funding Framework in alignment with Council priorities and the CWSS.	SHORT
1.8	Work with system and community partners to develop and deliver capacity building and training on trauma-informed care, integrated service delivery, harm reduction and person-centred services across frontline responders and services.	MEDIUM
1.9	Work with key funders and service providers to develop approaches to better care for frontline staff, particularly around the challenges of vicarious trauma, burnout, and working with addictions and mental health.	MEDIUM

2. SAFE & RESILIENT COMMUNITIES

CONTEXT

Community safety, mental health, and substance use are resoundingly Lethbridge's top-of-mind social challenges. The opioid crisis and its reverberating impacts for individuals, families, and entire communities are challenges faced internationally and have manifested in the Lethbridge context over the last two-to-three years.

There is no doubt of the commitment of health, first responders, and social service providers to address the drug crisis and safety challenges it has contributed, yet community concerns and data confirm that more needs to be done.

This indicates a need for a balanced approach to health and safety that ensures options are in place along a fulsome prevention and recovery continuum that provides the right options at the right time from a person-centred lens.

This means we also acknowledge and address community concerns over safety, and ensure measures are in place to mitigate these. It also means we have to ensure that we are not simply band-aiding the symptoms of much more complex issues that spur addictions and mental health issues, and that we take proactive steps to support evidence-based measures to address current and future crises.

Beyond the visible challenges we face, the data and consultations are showing us that the stress on families and children is manifesting in increased domestic violence and intergenerational trauma. Here we have to pay attention to over-representation amongst populations affected by trauma, and develop tailored interventions particularly for Indigenous peoples and refugees. Vulnerable seniors, children and youth, lone parents and people with disabilities are also consistently among this population and have diverse needs, reaffirming the need for a person-centred approach.

At the community level, we will support approaches that enhance safety and the perception of safety across city neighbourhoods. We will also pursue innovative approaches to restorative justice, addictions treatment, and mental health supports.

COMMUNITY INPUT

On January 31, 2019 community stakeholders noted that multiple approaches are needed to address safety at multiple levels. Participants noted that perceptions of safety need to be addressed, and that safety is subjective.

To this end, restorative justice and a measured law enforcement approach are needed, particularly highlighting culturally-competent programming. Safety from violence and building resilience in both children and parents were also noted as a priority.

RECOMMENDATIONS

Lethbridge is a community that cares; we have a strong frontline sector, volunteers, faith, and business sectors that support one another. Consistently, we heard that the time for talk is done, and we have to move to action:

“Imperfect action trumps perfect planning.” - Harry Truman

Already, the City and community partners have rolled out diverse safety measures and are working to introduce more around supporting addictions recovery and complex needs. Yet there are significant gaps in the current service continuum that will need to be addressed: this includes a lack of supportive housing for those with complex needs, treatment options for polysubstance users, and safe shelter options for intoxicated and not intoxicated individuals and those fleeing violence. These are gaps we need to address in Lethbridge, but also regionally, given the data and consultation input on these challenges. We have to work with our Indigenous community partners to support healing approaches that are culturally-appropriate and recognise the intergenerational trauma and interpersonal violence at the root of substance use and mental health issues.

Importantly, we will work at the prevention and intervention levels, recognising that these challenges will ultimately never be addressed without healthy children and families. Here our ethnocultural communities, education system, and faith sector can play important roles in enhancing the natural and community-based supports for vulnerable groups as well.



ACTIONS

TIMELINES

2.1	Support a balanced law enforcement approach that is focused on community safety and crime reduction from a prevention and intervention lens. This includes supporting community safety measures (i.e. Diversion Outreach Team, Ambassadors, Crime Stoppers, Blockwatch, Community Peace Officers) across neighbourhoods reporting increase in crime or decrease in safety perception.	SHORT
2.2	Work with health and housing partners in government and community to advance the creation of Permanent Supportive Housing, intoxication and inpatient/outpatient treatment options identified in the Community Drug Strategy.	SHORT
2.3	Explore the potential of restorative justice, community court, and drug/Fetal Alcohol Spectrum Disorder court models in Lethbridge with Police, First Responders, and justice partners particularly for addictions/mental health related issues that may be better served in treatment or community service rather than incarceration.	MEDIUM
2.4	Integrate domestic violence responses into the broader community systems of care model ensuring those fleeing violence are supported immediately, and those perpetuating violence have appropriate consequences and access to resources to stop future violence.	MEDIUM
2.5	Work with health partners to increase maternal/infant health to increase successful childhood/parenthood outcomes. Support awareness on brain development and adverse childhood experiences (such as Building Brains) and best practices to enhance mental health across the community system of care.	LONG
2.6	Work with community, child intervention, and education partners to streamline early screening and intervention approaches, such as home visitation, with families experiencing vulnerability to promote and ensure health and safety. This includes supporting those with diagnosed/undiagnosed developmental disabilities including Fetal Alcohol Spectrum Disorder (FASD).	LONG
2.7	Build common initiatives to advance wellbeing in partnership with educational institutions and supports, including childcare, preschools, schools, post-secondary, and adult/continuing education.	MEDIUM
2.8	Enhance capacity of helpers including teachers, family doctors, religious leaders, counsellors, etc. to make appropriate referrals to those looking for help using the HelpSeeker platform. Explore the potential creation of peer navigators and mentors for vulnerable groups to increase access to appropriate resources and supports.	MEDIUM
2.9	Work with Indigenous partners locally and regionally to develop tailored supports to address the healing needs of Indigenous peoples struggling with mental health, trauma, and addictions.	MEDIUM
2.10	Work with newcomer communities and services to support the mental health needs of immigrants, refugees and refugee claimants, particularly those who experienced trauma and violence through culturally- and linguistically-appropriate approaches.	MEDIUM

3. BASIC NEEDS

CONTEXT

We cannot expect people to thrive as full participants in our community if their immediate, basic needs are not met. The lack of shelter, housing, food, transportation and income are critical, basic needs of any individual. The United Nations Declaration of Human Rights references these basic needs as intrinsic and inalienable, rather than earned benefits.

When basic needs are not met, the health and safety of individuals and communities is affected.

In fact, income disparities are associated with poorer economic outcomes. Greater remediation of such disparities will in turn contribute to better educational attainment, employment, health and wellness outcomes, and decreased negative interactions with public systems.

Despite our efforts to support vulnerable populations struggling with basic needs, the Community Social Development Needs Assessment highlighted significant issues across Lethbridge neighbourhoods, including a spike in homelessness, ongoing core housing needs, and a lack of transportation and affordable food – especially for newcomers, seniors, and Indigenous people living in poverty. Some families and lone parents are struggling in our community to meet their day-to-day needs, which in turn will impact their own, as well as our community's, long-term health and wellbeing.

COMMUNITY INPUT

Community input on January 31 centred on defining what constitutes basic needs with suggestions ranging from different types of housing, to physical and mental health basic needs, transportation, and food security. Stakeholders noted that how people access basic needs, and the barriers created by the current system, need to be challenged.

Assessing needs from a person-centred lens – not what “we” think they need – is important, as it recognises needs of the front line as well as needs of the client.

RECOMMENDATIONS

We know that considerable work is needed to create a seamless system of care for those looking for help.

We have a strong homelessness and housing sector, diverse food security programs, and financial assistance programming in place.

We propose to enhance and coordinate these efforts within our capacity, such as directing FCSS, OSSI, and HPS funds, but also through partnerships with Government of Alberta partners and other funders.

We will create space for innovation and creative solutions as well, particularly looking to enhance employment opportunities for vulnerable groups, sustainable housing models, food access/quality, and transportation. We will engage “unusual suspects” – including those with lived experience and socially-minded entrepreneurs – as partners to challenge our current approaches.

Aligning efforts to address poverty and income inequality and a social innovation agenda can enhance our community's collective impact beyond the City's immediate role in funding initiatives, particularly given that we are a relatively small part of the greater safety net creating these basic needs. We will work with our provincial and federal government, community, and private sector partners to enhance access and appropriate levels of housing, income assistance, employment, and education opportunities, food/clothing, and transportation options for Lethbridge citizens.

ACTIONS

TIMELINES

3.1	Implement recalibration of homelessness services to align to proposed CWSS priorities, ensuring alignment with the Municipal Housing Strategy to enhance housing affordability, accessibility, and diversity in Lethbridge.	SHORT
3.2	Support activities to better coordinate access to affordable housing and rent supports across providers (including social housing, rent-geared-to-income units, assisted living, seniors' housing, long-term care, permanent supportive housing, transitional housing, etc. to integrate waitlists and enhance flow-through as appropriate.	LONG
3.3	Explore creative strategies to reduce energy costs and enhance energy efficiency with private sector and government partners.	LONG
3.4	Work with financial institutions to develop strategies to enhance banking access and financial products for low-income residents.	LONG
3.5	Explore innovative food security initiatives including Community Food Centres, redistribution strategies to reduce food waste, social enterprises, urban agriculture, and food/nutrition knowledge targeting vulnerable groups.	MEDIUM
3.6	Ensure recreation opportunities are accessible to low-income groups through reduced user fees.	LONG
3.7	Work with private sector, community, and government partners to explore strategies to increase financial asset building, employment/training options, and financial literacy for vulnerable groups as part of a Community Economic Development Strategy.	LONG
3.8	Support low-income residents' access to subsidised transit passes and innovative transportation social enterprise pilots such as car shares, car pools, rent-a-bike.	MEDIUM



4. SOCIAL INCLUSION

CONTEXT

A sense of belonging and positive connections to one's family, friends, and community are essential building blocks to one's wellbeing. We all have the right to be accepted and live without fear from discrimination based on religion, ethnicity, age, sexual orientation, ability, or gender. We all also have the right to be and feel safe in our homes and neighbourhoods. When we are facing life difficulties, we should have the ability to get the right support we need at the right time to manage these challenges.

While our community has been fraught with considerable challenges in recent years, the drug crisis and our response to it have become divisive among residents – we have to acknowledge these tensions and build a path forward together based on mutual respect and a common vision where everyone thrives and belongs.



At the heart of these tensions is our relationship with our colonial past and its ongoing manifestations and repercussions. Part of our work in truth and reconciliation includes understanding the relationships between intergenerational trauma and systemic discrimination, effects of the 60s Scoop, and residential schooling. Because of the overrepresentation of Indigenous people and their visibility among the Supervised Consumption Site (SCS) and shelter, racial tensions have been reaffirmed – further exacerbated by crime and safety concerns in the downtown near these facilities.

By no means does this mean that all SCS users or shelter users are Indigenous; rather, it is an acknowledgement that this is a perception reported in the consultations and the public survey that attributes safety issues to Indigenous people that we have to recognise and address.

The documented and self-reported migration among Indigenous people from nearby reserves has added to the complexity of these tensions a political dimension on whose responsibility it is to care and support a group with complex needs.

We have to acknowledge and challenge the stigma and discrimination implied in these perceptions. At the same time, we cannot ignore the pleas of those who are concerned with the long-term sustainability of their business, and residents who have been victims of crime and no longer perceive their community as safe. Neither is acceptable, and we can do better. The business community has indicated clearly that they are committed to being part of solutions and are keen to participate in current and future efforts. Leaning on their expertise and passion for our community will be essential to our collective success.

COMMUNITY INPUT

January 31 participants highlighted the essential role of community engagement and public education on social issues and tackling stigma. Lethbridge volunteerism was identified as a key leverage point to build on to enhance a sense of belonging and civic pride as well as a way of tackling social isolation amongst some groups – such as seniors.

Participants also recognised that technology has significantly changed the way people interact, reducing face-to-face contact and connections. Connection is essential to the prevention of social issues and the development of individual and community resilience; thus, intention and creative efforts to connect people to each other and their community are needed.

Moving forward, a focus on person-centred policy and system design can be leveraged to develop innovative ways of connecting people, raising awareness about social issues, and supporting vulnerable groups.

RECOMMENDATIONS

We have a rich history of volunteerism and community building rooted in our agrarian past and our emergence as a service centre in Southern Alberta. The 400 diverse services we have enlisted in HelpSeeker point to a strong social service sector further supported by voluntary, faith, and informal supports.

The diverse consultation and initiatives to address safety and opioids in our community point to our willingness to do better and find solutions.

We are motivated to take action and make our community the best it can be; we care for our vulnerable neighbours and are willing to take risks to find innovative approaches to emerging challenges.

We will build on our common will, and continue to enhance the coordination of supports and awareness of services leveraging new technologies and data. We will call on our community and regional partners to support activities that enhance inclusion and challenge stigma. We will also lean on those with lived experience to co-develop and co-lead this work as partners in solutions rather than receivers of service.



ACTIONS

TIMELINES

4.1	Continue to build on the Lethbridge Asset Mapping Project (LAMP) leveraging HelpSeeker to assess resource capacity and user trends in real time, and enhance transparency of services in the community; this should be integrated into the operationalisation of the Community Wellbeing & Safety Strategy.	SHORT
4.2	Explore the expansion of Coordinated Access & Assessment beyond the homeless-serving system to include other key services identified in Lethbridge's asset map, leveraging the HelpSeeker platform system occupancy and capacity functionalities.	MEDIUM
4.3	Work with community and government partners to explore the potential of Community Hubs, Situation Tables, and Community-Wide Coordinated Access models to streamline triage and matching of clients to services across Lethbridge.	MEDIUM
4.4	Support efforts to develop a Social Impact Lab in Lethbridge to foster innovation and solve complex real-world problems.	SHORT
4.5	Invite business partners in a dialogue on innovative solutions to common issues and explore potential partnerships, including social entrepreneurship and co-sponsoring a Social Innovation Fund to test high leverage/high potential pilots using an agile development approach.	SHORT
4.6	Enhance the role of those with lived/living experience in the design and operations of the system of care by supporting the creation of a Lived Experience Circle to support City and the implementation of the Community Wellbeing & Safety Strategy.	SHORT
4.7	Work with Indigenous partners locally and regionally to support a cultural centre in Lethbridge that recognises and celebrates the contributions of Indigenous people in our community. This centre can be enhanced with cultural supports for healing and support community engagement and education as part of our response to the Truth and Reconciliation Commission (TRC) Calls to Action.	LONG
4.8	Develop innovative community engagement and public education strategies and campaigns aimed at reducing stigma and promoting understanding regarding mental health, substance use, crime and safety, racism, and discrimination. This will also include ongoing awareness on HelpSeeker as an entry-point to services.	MEDIUM
4.9	Support community activities and initiatives that enhance residents' sense of belonging to and pride in Lethbridge. Targeted activities for seniors, youth, newcomers, and Indigenous people should be explored.	MEDIUM
4.10	Implement regular monitoring of community perception of safety and wellbeing to gauge impacts and trends using standardised public questionnaires and consultation session. Ensure ongoing targeted engagement with business, faith, lived experience, and service providers is built into this approach.	SHORT
4.11	Develop an annual report to the public on the current state of safety and wellbeing in Lethbridge and highlight learnings, emerging challenges, future directions, and course corrections.	MEDIUM

**A LETHBRIDGE
WHERE**

EVERYONE

**BELONGS AND
THRIVES.**

SUMMARY & NEXT STEPS

This report summarises the City of Lethbridge's Community Social Development (CSD) department's 5-Year Strategic Plan grounded in research, data analyses, best practices, and community engagement. This Plan is grounded in a comprehensive Needs Assessment that synthesised available data, public engagement and consultations, information from other initiatives, and social asset mapping to discern priority social challenges in Lethbridge.

The CSD department built this Plan in alignment with community stakeholders' strong support for the development of a fulsome Community Wellbeing & Safety Strategy that would address high level priorities and help move community efforts in the same direction with clear accountabilities and timelines.

This process highlighted the role of the City of Lethbridge as a convenor to support the coordination of diverse efforts to create and implement the Community Wellbeing & Safety Strategy. As highlighted in the community sessions, there is a will to work together, improve outcomes, and maximise impact. What is needed is a coordination vehicle to discern how to best achieve integration among diverse stakeholders. Building on the emerging directions of the proposed CWSS, the CSD Strategic Plan is premised on the departments support for this community-based direction providing the department with the mandate to move forward in this direction.

The Community Wellbeing & Safety Strategy will provide the blueprint to achieve this collective will in practice. It will be developed and implemented by the community, for the community, acting as a boat in which everyone holds an oar and pulls in the same direction:

A LETHBRIDGE WHERE EVERYONE BELONGS AND THRIVES.



APPENDIX 1 — ELEMENTS OF EFFECTIVE COLLECTIVE IMPACT

COMMON AGENDA:

- » All participants to have a shared vision for change
- » Common understanding of the problem and a joint approach to solving it through agreed-upon actions » Differences discussed and resolved
- » Participants agree on the primary goals for the collective impact initiative as a whole
- » Funders play an important role in getting organisations to act in concert

SHARED MEASUREMENT SYSTEMS:

- » Shared measurement systems are essential to collective impact
- » Agreement on ways success will be measured and reported
- » Collecting data and measuring results consistently on a short list of indicators at community level across all participating organisations
- » Common systems for reporting performance and measuring outcomes

MUTUALLY REINFORCING ACTIVITIES:

- » Diverse group of stakeholders working together
- » Coordination of their differentiated activities through mutually reinforcing plan of action
- » Each stakeholder takes on specific set of activities where they excel in a way that supports/is coordinated with others

CONTINUOUS COMMUNICATION:

- » Trust among non-profits, corporations, and government agencies
- » Several years of regular meetings to build up enough experience with each other
- » Monthly or biweekly in-person meetings among the organisations' CEO-level leaders
- » Creating a common vocabulary takes time, essential to shared measurement systems
- » Time to see interests treated fairly, decisions made on evidence and best possible solution to problem, not to favouritism

BACKBONE ORGANISATION:

- » Coordination requires supporting infrastructure
- » Separate organisation/staff with specific set of skills
- » Ongoing facilitation, technology and communications support, data collection and reporting, logistical and administrative details
- » Embody principles of adaptive leadership: focus people's attention, create a sense of urgency, apply pressure without overwhelming, frame issues as opportunities and difficulties, mediate conflict
- » Highly structured process that leads to effective decision making

APPENDIX 2 — SCAN OF WELLBEING & SAFETY INITIATIVES

This document offers an overview of initiatives focused on various aspects of wellbeing of relevance to the City of Lethbridge's work to support the creation of a Community Wellbeing and Safety Strategy.

These initiatives have been grouped in four Strategic Directions outlined in the CSD Strategic Plan. The scan summarizes examples of policies or strategies across Canada to add further context to Lethbridge's efforts in this area.

CSD STRATEGIC DIRECTIONS

SYSTEMS PLANNING & INTEGRATION

Focused on the need to improve integration of diverse services, efforts and resources towards the creation of a person-centred social safety ecosystem.

SAFE & RESILIENT COMMUNITIES

Focused on prevention/intervention measures to mitigate vulnerability to addictions, abuse, violence, trauma etc. and enhance resiliency for individuals and communities to be safe and thrive.

BASIC NEEDS

Focused on ensuring the basic necessities of life are adequate and accessible, including shelter, food, transportation, as well as access to education, recreation, employment, and training.

SOCIAL INCLUSION

Focused on engagement and building strengths to create welcoming communities, social cohesion, and belonging.

SYSTEMS PLANNING & INTEGRATION

This priority for the achievement of wellbeing refers to the need of improving integration of diverse services, efforts, and resources towards the creation of a person-centred social safety net ecosystem.

Issues | Location | Focus group

Poverty, Housing, Food | Calgary | All

Enough for all. Unleashing Our Communities' Resources to Drive Down Poverty in Calgary. Offers a snapshot of poverty in the City of Calgary, describing the roots of the problem and propose a number of policy initiatives needed to successfully reduce poverty in the city.

It suggests redirecting resources rather than adding new ones, to build on existing initiatives, and integrate these into existing structures and operations. As the report states, Calgary currently has a social service network consisting of 1,200 agencies providing over 10,000 services across the city to people affected by poverty. Lack of coordination of services is a key challenge with Calgary's social service delivery system, which depends on a multitude of local organizations with different locations and services.

The Calgary Poverty Reduction Initiative aims to address the challenges people face in accessing the right supports, services, and resources by providing a common access point, and improving access to information. This initiative understands the importance of having integrated services aiming to provide a suite of inter-connected actions that together build a web of resilient relationships.

To this end, the strategy includes the creation of Community Hubs to facilitate connections and services among residents of the same neighbourhood. Community Hubs would provide programs and services including childcare, community gardens, mobile health services, civic services, justice services, library services, food trucks, recreation and arts programming, community kitchens, financial literacy, social services, youth and seniors programming, immigration services, and information service kiosks.

Source:

<http://enoughforall.ca/wp-content/uploads/2016/03/Enough-for-All-Strategy.pdf>

Integration | Calgary | Immigrants

Local Immigration Partnerships (LIP). The Calgary LIP began in 2008, and there are currently 77 LIPs across the country, 10 of which are in Alberta. LIPs are made up of employers, school boards, health centres and networks, boards of trade, levels of government, professional associations, ethno-cultural and faith-based organizations, and the community and social services sectors. These key players meet periodically aiming to systematize local engagement of service providers and other institutions in newcomers' integration process, support community-level research and strategic planning, and improve coordination of effective services that facilitate immigrant settlement and integration.

Even though LIPs do not provide direct service clients, they provide a collaborative framework to facilitate the development and implementation of sustainable solutions for the successful integration of newcomers that are local and regional in scope. The overall objective of the LIPs initiative is to enhance collaboration, coordination, and strategic planning at the community level in order to foster more welcoming and inclusive communities, and improve settlement and integration outcomes.

Source:

http://www.calgary.ca/_layouts/cocis/DirectDownload.aspx?target=http%3a%2f%2fwww.calgary.ca%2fCSPS%2fCNS%2fDocuments%2fImmigrants-Newcomers-Refugees%2fCLIP-Local-Settlement-Strategy-2018-to-2020.pdf&noredirect=1&sf=1

<https://www.calgarylip.ca/>

Poverty, Integration, Housing, Safety, Exploitation, Mental Health | P.E.I | Seniors

Promoting Wellness, Preserving Health Action Plan. Provincial Action Plan for Seniors' Living. For its development, a number of public and private organizations gathered in consultations to provide their inputs for an actionable and achievable first-ever plan for seniors in the province.

To this end, an Executive Advisory Committee, comprised of officials from the Departments of Health and Wellness and Family and Human Services, with a community seniors' representative, was established with the purpose of designing and overseeing an effective action plan development process, and writing the action plan based on the information collected. Similarly, an Advisory Network of seniors, near-seniors, caregivers, and representatives from various care groups – including mental health and addictions, long-term care, home and community care, primary care, acute and emergency care, and palliative care – conducted over 25 stakeholder engagements to gather content for the action plan.

As a result of the involvement of different actors in the developing process of the plan, the need of a progressive change was evident to support aging-in-place, and to create a more holistic, upstream, and coordinated system of supports and services that help seniors now and in the future. Part of the recommendations of this plan aim to create partnerships within the sport and recreation sector and other community organizations, as well as promote early integration of palliative care, life-prolonging therapies, and advanced care planning.

Source:

https://www.princeedwardisland.ca/sites/default/files/publications/dhw_promoting_wellness_preserving_health_action_plan.pdf; <https://www.princeedwardisland.ca/en/information/health-and-wellness/seniors-health-and-wellness-action-plan>

Mental Health | Vancouver | All

Vancouver's approach to the overdose crisis is a response to the public health emergency declared in 2016. This approach has considered a “Coordinated City Response” that has included a number of public and private organizations for its implementation, namely the City Council, Vancouver Coastal Health (VCH), BC Housing, Vancouver Fire and Rescue Services (VFRS), Vancouver Police Department (VPD), and academic partners.

The report notes that a more coordinated and aligned effort at the local, provincial, and national levels is needed to better address this crisis. To this end, the Vancouver City Council recommended a federally-led, multi-sectoral Task Force to provide advice to the Government of Canada on the design and implementation of a new legislative framework relating to personal possession of illicit substances. This suggested Task Force would consult with the public, all levels of government, and experts in relevant fields, including but not limited to: criminal justice, public health, harm reduction, law enforcement, addictions medicine, substance use research, and people with lived experience of substance use.

Source:

<https://council.vancouver.ca/20180417/documents/rr1b.pdf>

<https://council.vancouver.ca/20170726/documents/pspc11-Presentation.pdf>

Violence | Canada | Women, Immigrant, Indigenous

Strategy to Address Gender-Based Violence. This federal strategy considers that no organization or government alone can eradicate violence against women and, therefore, allocates resources among agencies to promote coordinated actions in different levels of governments.

The strategy aims to fund agencies such as:

- » Status of Women Canada for a Gender-Based Violence Knowledge Centre, data collection and research, and programming;
- » Public Health Agency of Canada to support implementing and testing ways to prevent GBV, including child maltreatment and teen dating violence;
- » Public Safety Canada to enhance efforts to address online child exploitation;

- » Department of National Defence to increase funding for Family Crisis Teams, to support members of the Canadian Armed Forces and their families affected by violence;
- » Royal Canadian Mounted Police for cultural competency training for federal law enforcement officers; and
- » Immigration, Refugees and Citizenship Canada to enhance the Settlement Program.

Source:

https://www.canada.ca/en/status-women/news/2017/06/it_s_time_canadasstrategytopreventandaddressgender-basedviolence0.html

Integration | All Provinces | All

Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD). The CCMARD is a network of municipalities that wants to improve their policies against racism, discrimination, exclusion, and intolerance. Currently, 51 municipalities have joined the Coalition in an attempt to improve their practices to promote social inclusion, establish policies to eradicate all forms of racism and discrimination, and promote human rights and diversity.

Being a member of this network has brought different benefits to the communities they represent. In particular, municipalities agree on experiencing benefits such as:

- » Community life: A welcoming and inclusive community is one in which all citizens feel able to actively participate in the economic, social, and cultural aspects of the community without encountering barriers due to discrimination. This involvement from diverse community members leads to an enriched, safer, and more cohesive life in the municipality.
- » Economic life: Municipalities that are committed to creating a welcoming community by combating racism and other forms of discrimination are in a better position to attract and retain immigrants, Aboriginal peoples, and underrepresented populations in the workforce.
- » Response: Municipalities that have devoted time and attention to address issues of racism and other forms of discrimination in their community are better prepared and more effective in their response should an incident of discrimination occur.
- » Efficiency: Improved efficiency due to reduced racism and discrimination in a municipality includes improved service delivery, fewer complaints to Council, and reduced liability in the event of complaints on the basis of discrimination.

Source:

<https://en.ccunesco.ca/networks/canadian-coalition-of-municipalities-against-racism-and-discrimination>

Canadian Coalition of Municipalities Against Racism and discrimination

Homelessness | Canada | All

Cross-Site At Home/Chez Soi Project. National Final Report. This report is a snapshot of the homelessness reality in Canada with an estimated cost of seven billion dollars. The At Home/Chez Soi Project was a pilot project aiming at the implementation of a Housing First approach in the Canadian context to deal with serious mental illness and homelessness as opposed to the traditional “treatment then housing” model. The pilot was designed to identify what works, at what cost, for whom, and in which environments; it was implemented as a randomized controlled trial of the Housing First model in Vancouver, Winnipeg, Toronto, Montréal, and Moncton.

Among its findings, the initiative demonstrated that Housing First can be effectively adapted according to local needs, including rural and smaller city settings and communities with diverse mixes of people (e.g., Aboriginal or immigrant populations). Similarly, the study found a significant impact on housing stability during the two-year study period, as well as an important shift in the use of crisis services to community services, with important cost reductions in services such as psychiatric hospital stays, general hospital stays (medical units), home and office visits with community-based providers, jail/prison incarcerations, police contacts, emergency room visits, and stays in crisis housing settings and in single-room accommodations with support services.

This study also emphasizes the need for strong leadership and partnerships across departments, sectors, government, and communities to build bridges across fragmented systems and programs. Effective coordination of actions among homelessness

service providers helped participants to achieve important results, and is demonstrated to be key in the planning and implementation of effective Housing First programs. In fact, as the study concludes, “the many service and housing providers who worked on At Home/ Chez Soi developed new skills and increased the capacity in their communities for the delivery of recovery-oriented services”.

Source:

https://www.mentalhealthcommission.ca/sites/default/files/mhcc_at_home_report_national_cross-site_eng_2_0.pdf

Homelessness | Calgary | All

Together to Zero. Charting Calgary’s Path to the End of Homelessness. This report offers a strategic framework by which key social institutions in the public systems and organizations – such as the homeless-serving agencies, the public, corporations and partners – can better align efforts and initiatives in order to best meet the needs of vulnerable Calgarians who are at risk of or experiencing homelessness.

To that end, a number of lessons of a decade of working towards ending homelessness in Calgary are mentioned in the Report and expected to take into account for future actions. Some of these lessons are:

- » Housing First does not equal housing only, and many people may require wrap around supports to help them be successful.
- » The true causes of homelessness come from external macro factors, and prevention must predominantly occur in the primary public systems.
- » While the goal of a true Absolute Zero end to homelessness remains as a collective aspirational goal, it is important to realize that this is not realistic in practice without significant changes within our primary systems. - It makes more sense to focus on achieving what is now known as Functional Zero – whereby efforts are concentrated on reaching a point where there are enough services, housing, and emergency shelter beds for everyone who needs them.

Source:

https://www.ihearthomeyyc.com/wp-content/uploads/2018/12/TogetherToZero_FINAL_2018_12_07_web_2up.pdf

Poverty | Medicine Hat and Region, Alberta | All

Ending Poverty in All its Forms, Ensuring Wellbeing for All. This strategy recognizes that the response to poverty and wellbeing needs to be multi-dimensional at the individual, family, community, and system/policy levels. Thus, a poverty strategy aiming to increase the wellbeing of all should not simply focus on basic needs such as income, food, or housing. Rather, it should emphasize in the prevention of it for which a coordinated action among diverse agencies, government, and social and economic systems is key.

This strategy calls for strategic and targeted policies aiming at addressing all the root causes of poverty. Moreover, it is relevant to build systems that support and provide the opportunity for community members to thrive with dignity, respect, and compassion.

This strategy calls for a coordinated action in at least 13 priority areas:

- » Leadership and systems change
- » Community systems planning
- » Income security
- » Business innovation
- » Energy poverty
- » Affordable housing
- » Homelessness
- » Food security
- » Transportation

- » Health and wellness
- » Learning and literacy
- » Resilient families
- » Community safety

Source:

<https://www.thrivemh.ca/>

SAFE & RESILIENT COMMUNITIES

Safe and resilient communities should be another relevant theme to include in policies aiming at improving wellbeing. In particular, this priority refers to prevention/intervention measures to mitigate vulnerability to addictions, abuse, violence, trauma, etc., and enhance resiliency for individuals and communities to be safe and thrive.

Issue | Location | Focus group

Violence, Abuse | Alberta | Women, Children, Youth

Alberta has made a government-wide commitment to prevent sexual violence and improve support for survivors. This commitment brings together community organizations and ten government ministries to deliver a coordinated, province-wide response to sexual violence in Alberta. It was developed through extensive consultation with frontline providers, advocates, and survivors.

To prevent sexual violence and mitigate the vulnerability of individuals, Alberta provides programs aiming at shifting to a culture of consent in which education about consent, gender equality, and healthy relationships are relevant, and men and boys are key to promoting respectful relationships, positive gender roles, and equality.

As for intervention actions, the province has prioritized measures to improve the response to sexual violence and harassment by supporting sexual assault centre and agencies, providing training and resources to police to improve their response and investigation, developing guides for law enforcement officials, funding sexual response teams, and increasing access to the legal system for survivors.

The province works closely with service providers to improve access to sexual assault services in rural and remote communities, and recognized the need to increase funding for women's shelters, make it easier for survivors of family violence to leave dangerous situations, implement the Action Coalition on Human Trafficking Alberta, provide new occupational health and safety rules, and provide free legal advice to survivors of sexual violence.

Source:

<https://www.alberta.ca/commitment-to-end-sexual-violence.aspx#p86>

Mental Health, Addictions | Canada | All

The Canadian Drugs and Substances Strategy is a comprehensive, collaborative, compassionate, and evidence-based approach to drug policy. It provides a variety of services, information, and resources to prevent, treat, and address illegal production and trafficking of drugs. From the prevention side, the government provides resources to educate Canadians, particularly youth, about the risks of drug and substance use with the goal of increasing awareness and knowledge about the risks of problematic substance use, and reducing the desire and willingness to obtain and use drugs. In turn, the treatment initiative aims to support for improved treatment and rehabilitation services for those with substance-use disorders. To this end, the government funds evidence-based treatment options, improvements to treatment systems, programs and services, and initiatives working with others and sharing knowledge about new approaches to treatment and recovery. The enforcement of this strategy aims to enhance the capacity of the criminal justice system to investigate and prosecute offenders, identify and control new and dangerous psychoactive

substances, and reduce the possibility for controlled substances to be diverted from otherwise legal activities such as from pharmacies. This strategy is the result of coordinated efforts from federal agencies such as Health Canada, Public Health Agency

of Canada, Public Safety Canada, Royal Canadian Mounted Police, Department of Justice, Global Affairs Canada, Canadian Institutes of Health Research, Canadian Institute for Health Information, Canada Border Services Agency, FINTRAC, and Indigenous Services Canada.

Source:

<https://www.canada.ca/en/health-canada/services/substance-use/canadian-drugs-substances-strategy.html>

Mental Health, Addictions | Vancouver | All

The City of Vancouver implements its **drug strategy based on four pillars** such as harm reduction, prevention, treatment, and enforcement. The prevention pillar includes strategies and interventions that help prevent harmful use of alcohol, tobacco, and both illegal and prescription drugs. The treatment pillar includes a range of interventions and support programs that encourage people with addiction problems to make healthier decisions about their lives. The principles of harm reduction require not doing any harm to those suffering from substance addiction, and focus on the harm caused by problematic substance use, rather than substance use per se. The enforcement pillar of Vancouver's four pillars strategy recognizes the need for peace, public order, and safety in the Downtown Eastside and other Vancouver neighbourhoods.

The implementation of these pillars has counted on the support and constant involvement of police, health services, and other agencies that link drug users to immediate medical care, withdrawal management (detox), treatment, and other counseling and prevention services.

Source:

<https://vancouver.ca/people-programs/four-pillars-drug-strategy.aspx>

Bullying | Ontario | Children, Youth

The Bullying Prevention and Intervention program, outlined on the Policy/Program Memorandum No. 144 (2018), provides direction to school boards in Ontario to develop policies and guidelines relating to bullying prevention and intervention. To this end, the Memorandum emphasizes the need of having a positive climate that exists when all members of the school community feel safe, included, and accepted, and actively promote positive behaviours and interactions. It also offers relevant definitions of bullying, cyberbullying, aggressive behaviour, and harm for the purposes of bullying prevention and intervention strategies.

The memorandum also stresses the need to including the views of students, teachers, principals, and other staff of the board, volunteers working in the schools, parents of the students, school councils, and the public. Similarly, the memorandum reminds about the requirement of consulting bullying prevention and intervention plans with their Special Education Advisory Committee, their Indigenous Education Advisory Council, social service agencies, mental health agencies, and other appropriate community partners.

Source:

<http://www.edu.gov.on.ca/extra/eng/ppm/144.pdf>

Homelessness | Canada | All

A New Direction: A Framework for Homelessness Prevention. This study answers the question: what it will take to stop homelessness before it starts, to avoid its often-traumatizing effects? To this end, the study summarizes successful examples of homelessness prevention around the world, and proposes a prevention framework on which local and federal policies can base their homelessness programs and plans. The report highlights the need to move onto a homelessness approach that not only focuses on dealing with homelessness, but that also prevents it from happening in the first place.

As the study argues, homelessness occurs as a result of a combination of structural, systematic, and individual/relational factors. Addressing the multiple causes of homelessness through a coordinated effort will improve housing stability and reduce the risk of homelessness overall. Moreover, the study emphasizes the idea that homelessness cannot be prevented by the homelessness sector alone; ministries and departments in health, education, child protection, criminal justice, housing, employment and training, etc. have a role to play. In fact, successful homelessness programs should include models of structural prevention and systems prevention in their attempt to eradicate homelessness. Thus, a plan to effectively end homelessness should include:

- » Structural prevention
- » Systems prevention
- » Early intervention
- » Eviction prevention
- » Housing stability

Source:

<https://www.homelesshub.ca/sites/default/files/attachments/PreventionFramework-Summary.pdf>

Safety | Red Deer, Alberta | All

Toward a Vision for a Safety Red Deer. This strategy, the first local strategy for community safety and crime prevention in Red Deer, is the result of a joint effort between individuals, agencies, and organizations interested in building on existing community assets while recognizing the challenges that cannot be solved in isolation. This report summarizes collective views of what is going well in Red Deer, what needs to improve, and recommendations for what should be done moving forward. It also includes community feedback, significant local data, and research on effective principles of practices in community safety and crime prevention.

This strategy offers a different way to look at safeness in communities going from a policing approach to broader understanding of the community safety issues. Thus, although this report recognizes the importance of policing and enforcement as crucial components of community safety, it also acknowledges that to promote safety over time, coordinated actions on education, prevention, and intervention can complement enforcement measures towards a safety goal.

Thus, the focus areas of this Strategy are:

- » **Education:** Initiatives designed to increase awareness, understanding, accountability, and action.
- » **Prevention:** Proactive initiatives designed to encourage safety and reduce harmful behaviours.
- » **Intervention:** Initiatives designed to respond to existing harmful behaviours.
- » **Enforcement:** Actions designed to respond to criminal activity and minimize the effects of crime.

Source:

<http://www.reddeer.ca/media/reddeerca/about-red-deer/social-well-being-and-community-initiatives/Community-Safety-Strategy.pdf>

BASIC NEEDS

No successful wellbeing policies can be designed and implemented without taking into consideration to basic needs: adequate and accessible, including shelter, food, transportation, as well as access to education, recreation, employment and training.

Issue | Location | Focus group

Mental Health, Poverty, Integration, Housing, Safety | Ontario | Seniors

Aging with Confidence: Ontario's Action Plan for Seniors. This plan offers a description of the seniors living in Ontario and offers some insights to better support the aging population while helping them to remain independent, healthy, active and socially connected.

To this end, the plan identifies the need of improving the transportation options for seniors, as well as the access to information and the establishment of more age-friendly communities with more accessible and inclusive services for seniors. Similarly, this plan proposes taking action towards expanding consumer protection programs, preventing elder abuse, reducing the wait for long term care, protecting vulnerable seniors, building affordable housing, and increasing the network of seniors' active living centres.

Source:

https://files.ontario.ca/ontarios_seniors_strategy_2017.pdf

Food | Ottawa | Children, Youth

Increasing Access to Healthy Food for Children and Youth – Where They Live and Learn: A “Stone Soup” Approach. This policy project aims to increase access to healthy and nutritious food for children and youth in Ottawa. It provides recommendations to actions towards improving existing successful policies, and breaking the barriers to get food to vulnerable, low-income children and youth.

Source:

<https://www.spcottawa.on.ca/access-to-basics/food-atlas>

Food, Poverty, Health, Employment, Education, Homelessness | Canada | All

Dignity for All. A National Anti-Poverty Plan for Canada. This plan formulates a number of recommendations to the Canadian government to improve the Canadian strategy to fight poverty. As the study argues, poverty must be addressed in Canada by focusing on six different realms:

Income security: 1) Reform income assistance programs, such as Employment Insurance, to better reflect labour market realities and other gaps in the system; 2) Increase the National Child Benefit to \$5,600 annually for eligible families (and index it to the cost of living).

Housing and homelessness: 1) Develop and implement a coordinate National Housing Strategy based in human rights; 2) Increase funding by no less than \$2 billion per year in new money to implement housing strategies that meet the strategy targets.

Health: 1) Recognize in the legislation of an anti-poverty plan the social determinants of health – including income, employment, food security, early childhood education and care, and housing; 2) Commit to a new ten-year Health Accord including a National Pharmacare Program.

Food security: 1) Develop – in collaboration with all levels of government, food producers, community stakeholders, and food insecure people – a National Right to Food Policy; 2) Increase federal investment to address the very high levels of household food insecurity among First Nations, Inuit, and Métis peoples in a manner that respects cultural, community, and gender considerations and Aboriginal land sovereignty.

Early childhood education and care: 1) Develop a high-quality, universal, publicly-funded and managed early childhood education and care program for children aged zero to five years and for school-aged children up to age 12, to be phased in by 2020; 2) Dedicate federal transfers of \$1 billion, \$1.6 billion, and \$2.3 billion over each of the next three years with the ultimate goal of achieving the international benchmark of spending at least 1% of GDP on childhood education and care by 2020.

Jobs and employment: 1) Set national wage standards above the poverty line; 2) Provide employment incentives for youth and other groups underrepresented in the workforce.

Source:

https://www.cpj.ca/sites/default/files/docs/files/DignityForAll_Report-English-FINAL.pdf

Poverty | Alberta | Children, Youth

One in Six is Too Many. Alberta Child Poverty Update. This report offers a snapshot of the child poverty in Alberta. This study recognizes that children and youth are particularly vulnerable to the deleterious effects of poverty throughout their lifespan. Similarly, the report outlines how the poverty has negative physical, psycho-social, and academic effects on children and youth, including abuse, neglect, school incompleteness, behavioural and emotional problems, physical illness, and developmental delays.

Child poverty is even more disproportionately experienced in families that are Indigenous, racialized, affected by disability, recent newcomers to Canada, and lone-female parent-led.

To alleviate the issue of poverty and its implications on children and youth, the report recommends to the Government of Alberta, among others:

- » Implement actions to address the significant shortage of annual tax revenue;
- » Change reduction rates associated with AISH, Alberta Works, the Alberta Child Benefit, and the AFETC to incentivize families to increase their employment income;
- » Implement a universal childcare system that improves accessibility, affordability, and quality such as expanding the ELCC;
- » Continue to improve the minimum wage in order to cover the cost of living for working families; and
- » Create and implement a provincial poverty-reduction strategy with targets and timelines.

Source:

<https://edmontonsocialplanning.ca/index.php/resources/digital-resources/a-espc-documents/a06-newsletters/a06g-reports/1059-alberta-child-poverty-report-2018/file>

Housing, Safety, Health, Food, Education, Employment | Canada | Immigrant (Refugees)

Government-Assisted Refugees Program. This is one of the refugee programs currently in place in Canada. Through this program, the government assists Convention Refugee Abroad in their resettlement process in Canada aiming at helping refugees to become participating members of Canadian society as quickly as possible. It offers support that can last up to one year from the date of arrival in Canada, or until the refugee is able to support himself or herself, whichever happens first.

This support is entirely funded by the Government of Canada or Quebec and delivered by non-governmental agencies. This support may include:

- » accommodation;
- » clothing;
- » food;
- » help in finding employment and becoming self-supporting; and
- » other resettlement assistance.

Convention refugees are also entitled to support such as:

- » meeting at the airport or port of entry;
- » a temporary place to live;

- » help finding a permanent place to live;
- » basic household items; and
- » general help with life in Canada.

Immigration loans are also available to convention refugees and are used to cover the cost of transportation to Canada and additional settlement costs, if needed, while in Canada. These loans are expected to start being paid after 12 months of living in Canada.

Source:

<https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/help-within-canada/government-assisted-refugee-program.html>;

<https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/help-within-canada/financial.html>

SOCIAL INCLUSION

The following documents are examples are focused on engaging and building strengths to create welcoming communities, and to enhance social cohesion and belonging.

Issue | Location | Focus group

Poverty, Integration | Calgary | All

Community Hubs Strategy. Community Hubs are welcoming neighbourhood gathering places that local residents visit to connect with each other and their community. The ultimate goal of Community Hubs is to provide residents with a central access point for a range of health and social services. This includes social, cultural, recreational, and green spaces that promote a strong and vibrant community. Currently in Calgary there are seven Community Hubs in five neighbourhoods across the city. Although each of them provide tailored services according to specific needs of the community, Community Hubs usually offer programs, activities, and services to residents such as:

- » Newcomer programs
- » Language programs
- » Free tax clinics
- » Community activities and programs
- » Free and accessible space for community groups
- » Food security initiatives and opportunities
- » Recreation

Source:

<https://www.calgaryunitedway.org/impact/communities/community-hubs#thehubs>;

<http://www.calgary.ca/CSPS/CNS/Pages/Strong-Neighbourhoods/Community-Hubs.aspx>

Integration | Wood Buffalo, Alberta | All

Diversity and Inclusion in Wood Buffalo: A community Plan 2017-2022. This plan outlines the strategies that the community of Wood Buffalo, Alberta will base their diversity and inclusion work on in the near future. To that end, the plan recognizes ten dimensions of the diversity present in the community:

- » Children and youth
- » Socio-economic
- » Ethno-cultural
- » Indigenous and rural
- » Religion
- » Gender
- » Seniors
- » Language
- » Health and mobility
- » Sexual orientation

Similarly, the program emphasizes six priorities key to enhancing diversity and inclusion in the community:

- » Effectively communicate information to and within the community
- » Identify, involve, and engage diverse voices
- » Promote a sense of community by recognizing and celebrating diversity
- » Increase understanding through education
- » Foster trust and collaboration between groups and individuals
- » Reduce barriers to resources and services

Source:

<http://www.rmwb.ca/Assets/Departments/Community+Services/Diversity+Plan+2017-2022.pdf>

Integration, Inclusion | Toronto | Black People

Toronto Action Plan To Confront Anti-Black Racism. Describes the context in which anti-Black Racism is present in Toronto – the most diverse city in the world. As the report argues, this form of racism is embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, prejudice, stereotyping, and/or discrimination that is directed at people of African descent and is rooted in their unique history and experience of enslavement and colonization in Canada. Similarly, the report offers 22 recommendations and 80 actions to confront anti-Black racism in Toronto, particularly in five issue areas:

- » Children and Youth Development
- » Health and Community Services
- » Job Opportunities and Income Supports
- » Policing and the Justice System
- » Community Engagement and Black Leadership

This report aims to help ensure that municipal services, spaces, and policies become fully inclusive and accessible to Black

Torontonians in both intent and in practice. To this end, some of the recommendations of this plan are:

- » Build a more transparent, accountable, and effective police oversight system to better serve Black Torontonians, and to strengthen community trust in police;
- » Increase opportunities for Black Torontonians to participate in City decision making;
- » Make city spaces more accessible and welcoming to Black Torontonians;
- » Provide public education on issues of anti-Black racism in Toronto;
- » Increase access to high-quality programs for Black children and youth;
- » Improve the quality and effectiveness of health and community services for Black Torontonians; and
- » Improve shelter and housing conditions to better support Black Torontonians

Source:

<https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-109127.pdf>

Inclusion | Manitoba | All

Manitoba Government Diversity and Inclusion Strategy. This strategy aims to build a diverse and inclusive civil service in Manitoba, reflective of the population it serves. With this objective, this strategy has established three main goals:

- » **Inviting Diversity:** To recruit from a diverse, qualified group of potential applicants to build a representative workforce at all levels of the organization.
- » **Opening the Door to Diversity:** To identify and remove employment barriers to enable the full participation of all employees.
- » **Embracing Diversity:** To cultivate a culture that motivates individuals to contribute to their full potential and build a career with a high-performing Manitoba government.

Similarly, this strategy aims at promoting equity among the civil service taking positive steps to attain a representative civil service and continue progress towards increasing the representation and retention of four designated groups at all levels of the organization. These four groups are:

- » Women
- » Indigenous people
- » Persons with a disability
- » Visible minorities

Finally, the Government of Manitoba recognizes that a diverse group of employees that represents the public often leads to understanding the issues and concerns of the citizens we serve in a more complete way. Moreover, a diverse group of employees can enable a workplace to come up with a variety of unique ideas and approaches to an issue, and it can often lead to creative, innovative solutions.

Source:

<https://www.gov.mb.ca/govjobs/government/emplequity.html>;

https://www.gov.mb.ca/govjobs/pdf/manitoba_government_diversity_and_inclusion_strategy_public.pdf

Inclusion, Integration, Participation | Vancouver | Women

Vancouver: A City for All Women. Women's Equity Strategy 2018-2028. This Strategy aims to make Vancouver a place where all women and self-identified women have full access to the resources provided in the city and opportunities to fully participate in the political, economic, cultural, and social life of the city.

The strategy identifies five priority areas in which the City of Vancouver will focus on to achieve full inclusion and participation of women. These priorities are:

- » Applying an intersectional lens to the city's strategies and plans;
- » Addressing safety, including violence against women;
- » Accessible, quality childcare;
- » Safe and affordable housing; and
- » Women's leadership and representation within the city's workforce

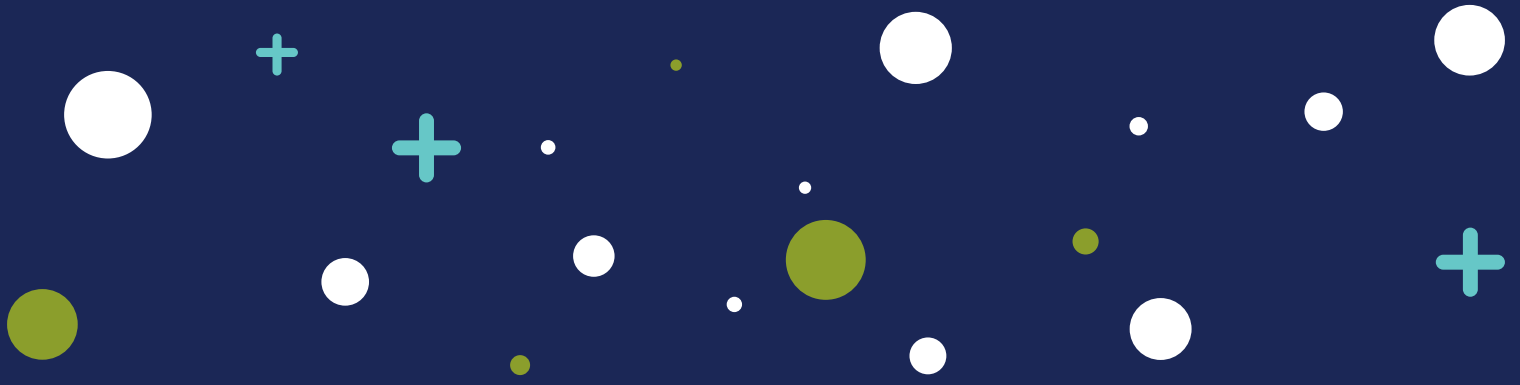
Likewise, this document outlines a number of actions that the city should undertake in key areas such as safety, childcare, housing, leadership, and representation to ensure that:

- » All citizens have equitable access, inclusion, and participation in community life;
- » Vancouver is a safe city in which all women are secure and free from crime and violence, including sexual assault;
- » Women's full participation in the workforce and engagement in public life is supported by affordable and accessible quality childcare for children;
- » A range of affordable housing choices is available for women of diverse backgrounds and circumstances, including single parents, seniors, newcomers, and those facing vulnerable conditions;
- » The city will elevate the visibility, influence, representation, and contribution of all women in the organization by providing equitable access to work opportunities, including leadership roles and other underrepresented occupations and by creating and implementing initiatives to specifically enhance their development and leadership.

Source:

<https://www.gov.mb.ca/govjobs/government/emplequity.html>;

<https://vancouver.ca/files/cov/womens-equity-strategy-2018.pdf>



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LETHBRIDGE

COMMUNITY WELLBEING

Needs Assessment Report

City of Lethbridge
Community Social Development

APRIL 2019



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ACKNOWLEDGEMENTS

The development of the Lethbridge Community Wellbeing Needs Assessment Report was led by Dr. Alina Turner of Turner Strategies in collaboration with Kimberly Lyall, CSD Strategic Planning Ad Hoc Committee, City administration and members of the community. We extend special thanks to all our stakeholders for their participation in consultations and their invaluable contribution to our Needs Assessment.

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INTRODUCTION

Lethbridge City Council has a broad mandate to provide good government, develop and maintain a safe viable community, and provide services to the community. In fulfilment of this mandate, City Council's Social Policy envisions a city in which all individuals, families, and communities have opportunities for healthy development and wellbeing.

To operationalize this direction of the Social Policy, Community Social Development (CSD) has embarked on a comprehensive process grounded in research, data analyses, best practices, and community engagement to develop the Community Social Development Strategy as part of a broader effort to inform a future Lethbridge Community Wellbeing & Safety Strategy (CWSS).

For the City, this Needs Assessment will connect the dots on various moving pieces related to social policy. The work herein is specifically focused on the CSD Strategic Plan; however, it will lay the groundwork for the broader Community Wellbeing & Safety Strategy (CWSS). The Lethbridge CWSS will provide a roadmap on what the priority social issues are, and how the community can best tackle them together. The CSD Strategy will focus on the directions for the department moving forward. In this sense, the City will have a starting point to a CWSS as well as a CSD Strategy specific to its role and accountabilities.

It is important to note that other strategic planning processes were underway concomitant with the CSD Strategy process, namely the Municipal Housing Strategy and the Community Drug Strategy. To ensure complementarity, data and learnings were shared across the three efforts throughout.



1.1 PURPOSE OF STUDY

This Needs Assessment report presents a review of relevant reports, data, and policies to gain a common understanding of trends and issues impacting wellbeing in Lethbridge. The information was then used to validate and compare to the community consultation input. This report assesses progress to date and summarises the environmental conditions in which the CSD Strategy will be implemented.

1.2 STUDY APPROACH

Needs Assessment – A number of approaches were used to generate the findings in this report:

1. Data Analysis: This study used data and information for analysis from a number of different sources, including shelter occupancy, Homeless Management Information Systems (HMIS), Canada Mortgage and Housing Corporation (CMHC), Alberta Health, Statistics Canada, and Vital Signs and other non-profit organizations in Lethbridge to assess the main themes regarding social priorities;

2. Community Engagement: The approach to this study included a series of engagement activities to gain information from residents in Lethbridge and key stakeholders in the community on priorities. Community Engagement was broken into 4 phases as part of this study.

I. Public Questionnaire

» An online questionnaire of Lethbridge residents was undertaken from October 22-November 29, 2018, which resulted in a total of 1950 responses.

II. Community Leaders Session #1

» On October 3, 2018 over 100 Social Service providers were brought together for a workshop to provide insight and information to develop the CSD Needs Assessment

III. Community Consultations

» From October 2018 through January 2019 over 300 community stakeholders were engaged through email, phone or in person consultations to share their perspective on social issues in Lethbridge and provide information and data for the housing needs assessment.

IV. Community Leaders Session #2

» On January 31, 2019 the same social service providers that were brought together on October 3 were invited to attend a follow-up workshop to give feedback on the needs assessment findings and the proposed direction of the CSD strategic plan.

3. System Asset Mapping: A new systems mapping platform, HelpSeeker,¹ has been rolled out in Lethbridge across 400 social services, and this has generated a real-time inventory and map of community resources. Using this platform, Social Asset Mapping was conducted to better understand the resources available to Lethbridge currently and assess gaps and trends. Further, a Social Service Financial Analysis explored Open Data from the Canada Revenue Agency on all charities working in Lethbridge to better understand the financial scope of services working on wellbeing.

4. Current Efforts to Address Wellbeing: The past decade has seen a collection of important documents produced by different organisations which address social needs over time. A synthesis of documented efforts in our community to address issues impacting wellbeing was undertaken to help inform current efforts and direction for the new Community Wellbeing and Safety Strategy.

Based on the findings generated from the various approaches in this initial assessment, next steps included:

1. The development of a CSD strategic plan with recommendation of potential solutions with implementation targets and timelines.
2. Proposed development of a Community Wellbeing & Safety Strategy to align efforts towards common objectives.
3. A scan on promising practises from leading communities working on wellbeing and community safety.



DATA ANALYSIS: TRENDS AND SOCIAL ISSUES

In 2016 and 2018, two broad key documents were released – “Lethbridge Community Outlook 2016 - 2023” and “Lethbridge Vital Signs 2018” – these documents providing an important snapshot of Lethbridge’s current community trends and social issues. While much of the information is encouraging, there are still some unsettling facts:

- » Low-income rates (except for seniors) are higher compared to the province of Alberta average.
- » One in ten households is unable to afford shelter that meets adequacy, suitability, and affordability norms.
- » Emergency shelter usage rates are high compared to other municipalities.

The emerging trends outlined in these reports must be duly considered throughout the development, implementation, and evaluation of the CSD Strategy. The work in this section updates selected data points from these previous key documents and adds further insight with a deeper exploration of these social and economic data trends.

In the beginning of the statements it indicates that there were several impactful events, changes, and activities directly related to community well-being initiatives that shape the current environment of Lethbridge:

- » The drug crisis (opioid and methamphetamine)
- » The opening of the Supervised Consumption Site
- » The increase in the proportion of seniors (from 2011 to 2016, it was the largest observed to date with a 20% increase)
- » The Syrian refugee resettlement
- » The purposeful movement towards Reconciliation



THE CITY OF LETHBRIDGE SOCIAL POLICY ENVISIONS A CITY IN WHICH ALL
INDIVIDUALS, FAMILIES, AND COMMUNITIES HAVE

OPPORTUNITIES FOR HEALTHY DEVELOPMENT AND SOCIAL WELLBEING



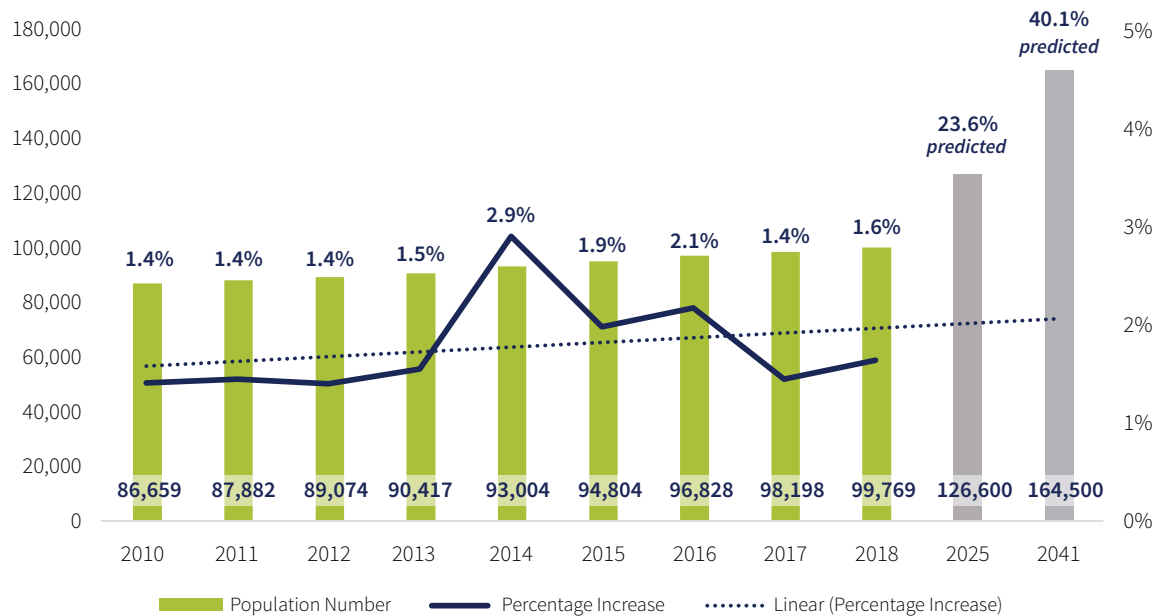
A GROWING COMMUNITY

POPULATION AND GROWTH

The City of Lethbridge conducts a census each year to provide an accurate population count for provincial and federal per capita grants. Lethbridge continues to grow with the official 2018 census results showing a population of 99,769, an average increase of 1.7% annually since the 2010 municipal census number.²

Lethbridge is projected to reach a population of over 100,000 in 2019. This is expected to continue to grow by 23.6% by 2025, and 40.1% by 2041.³

Figure 1: Lethbridge 2010–2018 Municipal Census Results

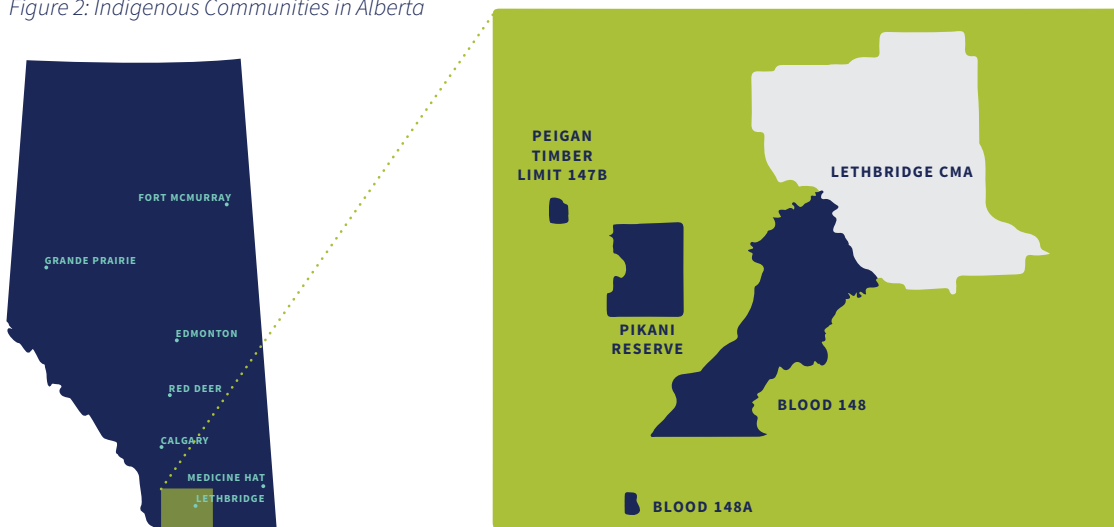


TRIBAL LANDS

The City of Lethbridge acknowledges that the community is gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people past, present, and future while recognizing and respecting their cultural heritage, beliefs, and relationship to the land. The City of Lethbridge is also home to the Métis Nation of Alberta, Region III.⁴

Blood Indian Reserve No. 148 is located directly southwest of Lethbridge and at 1,414 km² this is the largest reserve in Canada, and the third most populous with 4,570 residents.⁵ As the largest community in the vicinity next to Lethbridge, there is considerable movement by Blood Reserve members accessing Lethbridge education, health, and social services.⁶

Figure 2: Indigenous Communities in Alberta



DEMOGRAPHICS

A combination of Population and Household Data within a ten-year time frame, where possible, was used for fulsome review. Where deemed important, communities of comparative size (Red Deer and Grand Prairie) are also discussed when exploring household data.

GENDER, AGE, ETHNICITY

Recognizing the unique socio-demographic profile of Lethbridge is an important first step in understanding the needs and circumstances of its residents. The 2016 Federal Census provides the most detailed data to date at the City Level- Census subdivision.

Age groups with the highest growth are those under 15, and those between 65 and 80. This means Lethbridge has a higher population dependency than Alberta showing an added strain on working-age population and program services. Population dependency is used to measure the relative pressure on the productive (working-age) population. Dependency is measured as a ratio of dependents (those 0 to 14, and over 65) to those typically in the labour force. While Lethbridge has a similar age profile for those 14 and under, it's growing seniors' population adds to its overall population dependency.⁷

The higher percentage of older residents (65+) in Lethbridge is reflected in an average age of 39.5 years, which is nearly two full years higher than for the province (average of 37.8 years). This shift in the distribution of Lethbridge's population towards older ages has social, economic, and health implications in terms of access to specific services. For example: the housing and home care needs of an aging population will require paid and unpaid continuing care support, and spaces for seniors will require significant public and private sector investment in building the infrastructure to meet this demand.



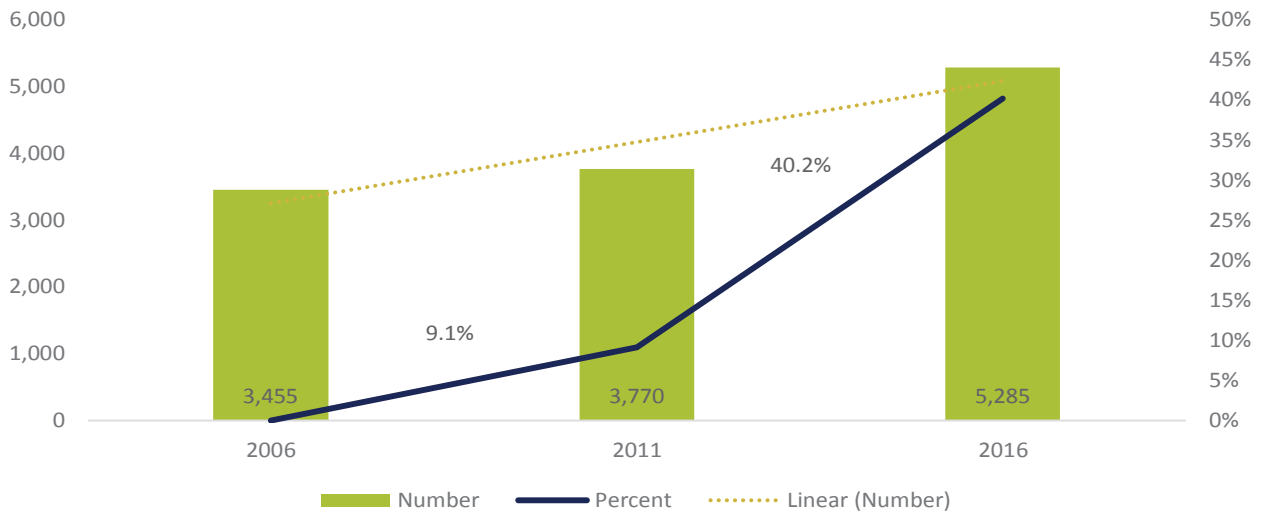
Figure 3: Lethbridge City Level- Census subdivision population profile

	LETHBRIDGE		ALBERTA	
	NUMBER	PERCENT	NUMBER	PERCENT
Census Population (2016)	92,729	-	4,067,175	-
Population change 2011–2016	-	+11.0%	-	+11.6%
Population change 2006–2016	-	+11.8%	-	+10.8%
Male	45,425	49%	2,039,410	50%
Female	47,305	51%	2,027,765	50%
<14 Years	16,125	17.4%	779,155	19.2%
15–24 Years	13,015	14.0%	501,865	12.3%
25–34 Years	14,455	15.6%	644,115	15.8%
35–44 Years	11,345	12.2%	586,710	14.4%
45–54 Years	10,945	11.8%	553,340	13.6%
55–64 Years	11,680	12.6%	501,770	12.3%
65 Yrs. & Older	15,160	16.3%	500,215	12.3%
Indigenous	5,290	6%	258,640	7%
Refugees	2,730	3%	103,785	3%
Immigrants	12,330	21%	845,220	14%
Visible Minority	11,695	13%	933,165	23%

DIVERSITY

Lethbridge is becoming more diverse as the immigrant/refugee and Indigenous populations increase. In 2016, there were 5,285 Indigenous people in Lethbridge, making up 6.0% of the population. This is an increase of 1,515 (40%) from 2011. The increase in the urban population of Indigenous peoples has been taking place for decades in Canada. This change has often been misunderstood simply as the movement by First Nations people away from reserves and into cities. In fact, the First Nations population continues to grow both on and off reserve. The urbanization of Indigenous peoples is due to multiple factors- including demographic growth, mobility, and changing patterns of self-reported identity.⁸

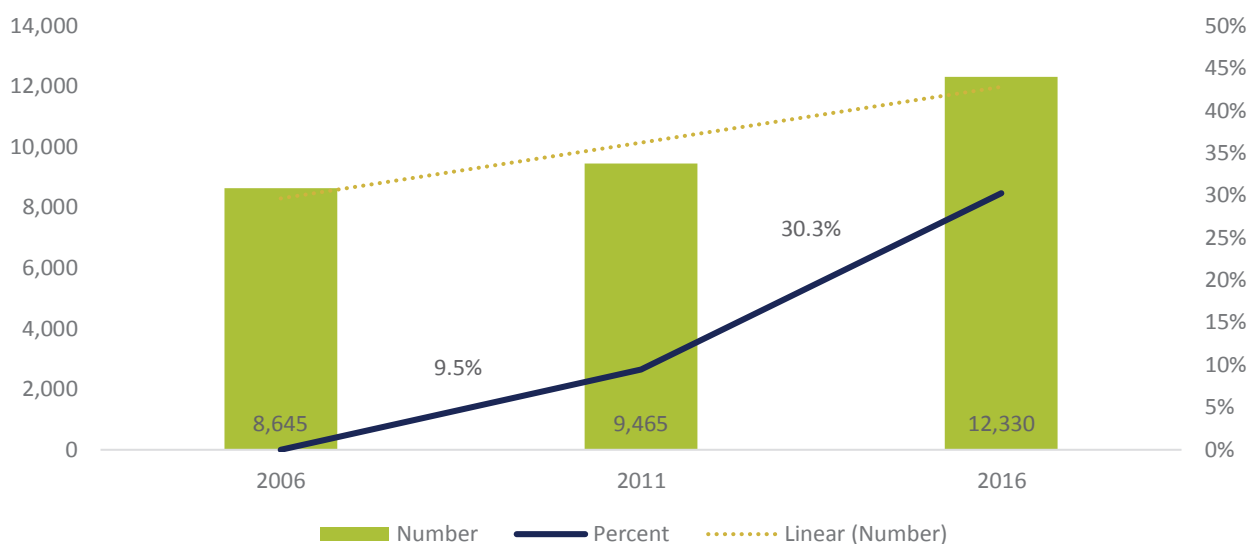
Figure 4: Indigenous Identity - Number of and Percentage Increase



In general, the Indigenous population is younger than the non-Indigenous population. The average age of the Indigenous population in Lethbridge was 28.0 years, compared with 39.3 years for the non-Indigenous population. Research suggests people are likely moving off reserve to Lethbridge for housing, further education, or work opportunities.⁹

Lethbridge's population will continue to diversify as refugees are welcomed into the city. Commencing in 2009, Bhutanese refugees began immigrating to Lethbridge. This is the largest settlement of Bhutanese in Canada. In 2016, Lethbridge also welcomed an influx of new residents from Syria. Immigration into Lethbridge has become more prevalent in recent census cycles with close to 25% of Lethbridge's total immigrant population arriving between 2011 and 2016.

Figure 5: Immigrants- Number of and Percentage Increase



Just over one in eight residents of Lethbridge is a member of a visible minority (12.6%). Ethnic diversity is reflected in residents with family roots in the United Kingdom, Philippines, USA, Netherlands and El Salvador. The implications of this growing diversity in Lethbridge are significant in terms of both Newcomer and Indigenous wellbeing, and to strengthen social cohesion for these groups. To move forward, the importance of the role of culture on wellbeing must be understood and all services or interventions must be based on evidence-informed or evidence-based, culturally-safe practices.

MOBILITY AND MIGRATION

In 2016, approximately 47% of Lethbridge's population reported having moved to a new home within the last five years. This proportion included people who had moved locally within the region, as well as those who had moved from another province or country.

Between 2011 and 2016, just over 27% of the population had changed addresses within the same city or township, while close to 11% had moved from another municipality (city or township or reserve) in the province. Those who had moved from outside Alberta, from another province or territory in Canada, made up 5% of the total population. A further 4% had come to Canada from another country.

Figure 6: Lethbridge Mobility status - Place of residence 5 years ago¹⁰

	LETHBRIDGE		ALBERTA	
	NUMBER	PERCENT	NUMBER	PERCENT
Total Population: Mobility Status	84,865	100%	150,760	100%
Non-movers	45,075	53%	85,665	57%
Movers	39,790	47%	65,090	43%
Non-migrants	22,525	27%	32,885	22%
Migrants	17,265	20%	32,205	21%
Internal migrants	13,895	16%	25,425	17%
Intraprovincial migrants	9,480	11%	18,535	12%
Interprovincial migrants	4,415	5%	6,895	5%
External migrants	3,365	4%	6,785	5%

For the Indigenous population, approximately 65% moved to a new home between 2011 and 2016. This also includes people who had moved locally within Lethbridge, as well as those who had moved from another province or country.

Twenty percent of the current Indigenous population in Lethbridge had moved from another municipality (city or township or reserve) in the province in the past 5 years. Those who had moved from outside Alberta from another province or territory in Canada made up 4% of the total population. A further 1% had come to Canada from another country.

Figure 7: Indigenous Mobility status - Place of residence 5 years ago¹¹

	NUMBER	PERCENT
Total Population: Mobility Status	4,780	100%
Non-movers	1,665	53%
Movers	3,110	47%
Non-migrants	1,900	27%
Migrants	1,210	20%
Internal migrants	1,180	16%
Intraprovincial migrants	965	11%
Interprovincial migrants	210	5%
External migrants	30	4%

HOUSEHOLD CHARACTERISTICS

Estimates of households are important for organisations concerned with issues such as health, housing, families, and social security. Public issues such as unemployment, poverty, income distribution, and housing needs are often linked with the household. For example, housing needs are better appreciated in terms of household members rather than of individual people.

2016 Household data¹²: **Total number of households in Lethbridge City: 37,575**

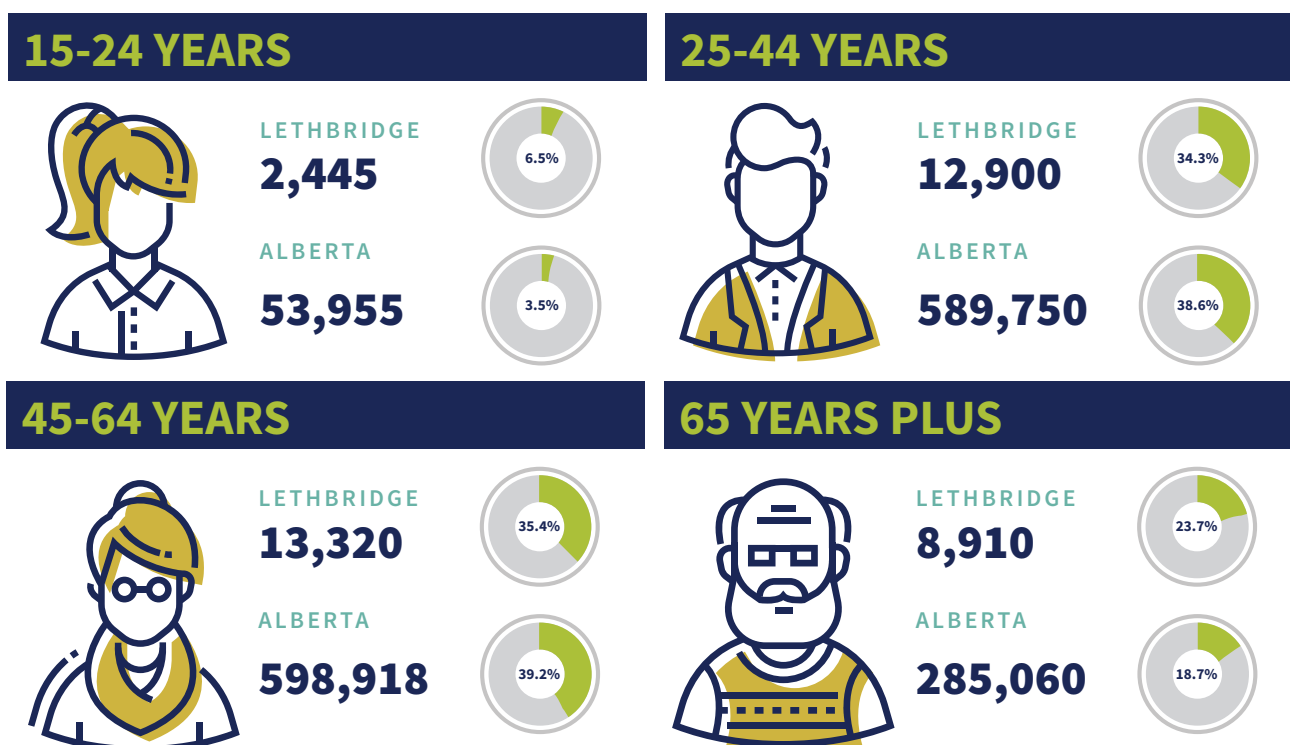
Adding to the diversity information discussed above, 15% of households are immigrants, which is lower than Alberta (23.3%). Just under 5% of households are Indigenous which is also consistent with Alberta and comparator municipalities (Grande Prairie and Red Deer).

Figure 8: Cultural characteristics of primary household maintainer

	LETHBRIDGE		ALBERTA	
	NUMBER	PERCENT	NUMBER	PERCENT
Primary maintainer has Aboriginal identity	1,685	4.5%	78,285	5.1%
Primary maintainer speaks French most often at home	90	0.2%	10,150	0.6%
Primary maintainer is an immigrant	5,630	15.0%	356,435	23.3%
Period of immigration - 2011 to 2016	815	14.5%	57,970	16.3%

Almost one quarter of households in Lethbridge are seniors (23.7%), which is more than 5% higher than Alberta and considerably higher than comparator municipalities (Grande Prairie 10.6% and Red Deer 17.5%). As health problems rise with age, seniors are more likely to report chronic conditions and accompanying poor health. Household data also provides an overview of members with a health issue.

Figure 9: Age of primary household maintainer



About 22% of households have a person reporting a disability. These households have particular needs related to health and community care, housing, income security, and transportation. For example, specialized care, specifically the presence of mental health-workers can increase wellbeing outcomes. A perceived amount of personal freedom is also related to higher wellbeing, whereas stigmatisation and depression are related to reduced wellbeing.¹³

Figure 10: Prevalence of Disability

	LETHBRIDGE		ALBERTA	
	NUMBER	PERCENT	NUMBER	PERCENT
Households with any member with difficulty hearing	1,785	4.8%	68,460	4.5%
Households with any member with difficulty seeing	2,380	6.3%	97,125	6.4%
Households with any member with difficulty walking, using stairs, using hands or fingers or doing other physical activities	3,760	10.0%	132,180	8.7%
Households with any member with difficulty learning, remembering or concentrating	2,485	6.6%	80,550	5.3%
Households with any member with emotional, psychological or mental health conditions	3,915	10.4%	129,660	8.5%
Households with any member with other health or long-term care conditions	8,110	21.6%	294,460	19.3%

2016 CENSUS DATA FOR CANADIAN DEPRIVATION INDEX: LETHBRIDGE

The Canadian Deprivation Index (DI) was created using demographic data from the 2016 Canadian Census for each dissemination area.¹⁴ The DI is a marker of social inequalities in health. It allows for monitoring of inequalities over time and space, and constitutes a useful tool for public health planning, intervention, and service delivery. Thus, its utility in developing a Community Wellbeing & Safety Strategy is recognised.

Six socio-economic indicators were selected for their known relations with health and their affinities with the two dimensions of deprivation – material and social:

- » Persons without high school diploma
- » Ratio employment/population
- » Average personal income
- » Persons living alone
- » Persons separated, divorced, or widowed
- » Single-parent families

To create the DI, the indicators were submitted to a principal component analysis (PCA) in order to summarize the available information. The PCA extracted two main components, the first grouping indicators of education, employment, and income (hereafter the material component), the second combining indicators related to marital status and family structure (hereafter the social component).



LETHBRIDGE: CENSUS AGGLOMERATIONS

(between 10,000 and 100,000 people)

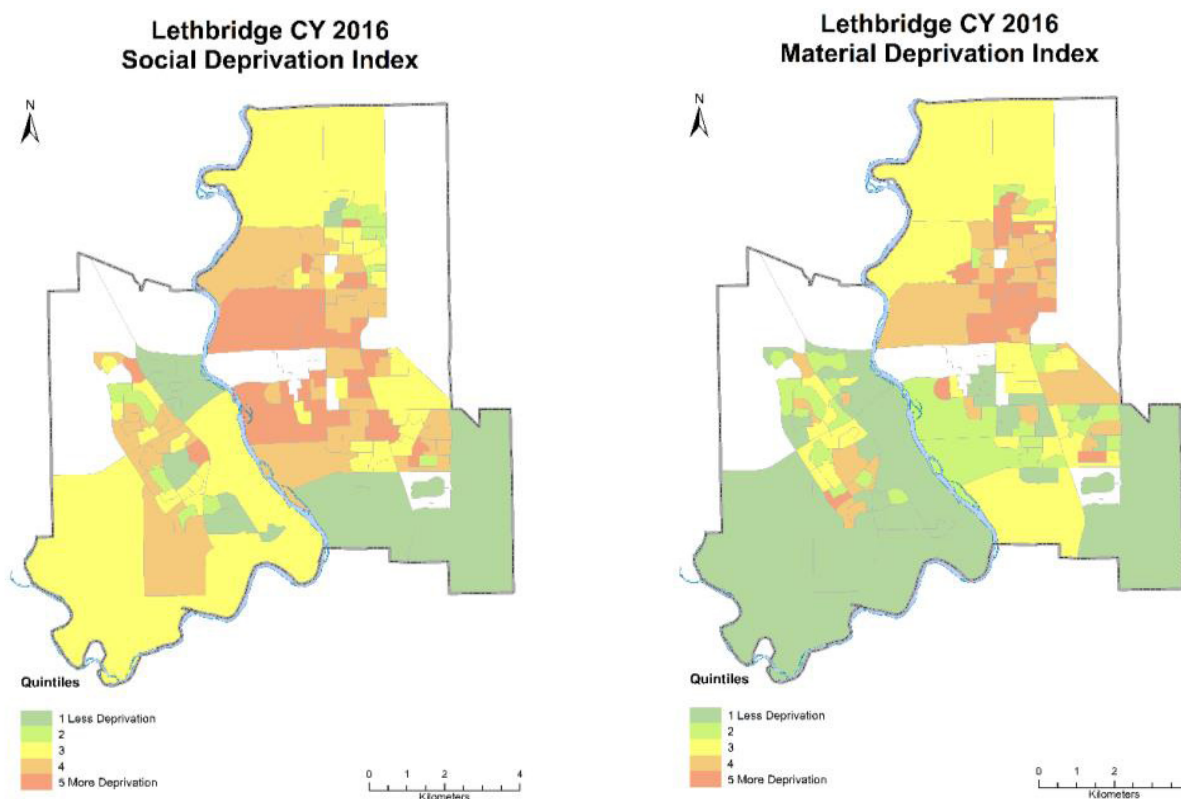
The indexes for geographic areas are the result of PCAs carried out in each region separately and a distribution of deprivation values observed in each area in quintiles (each quintile representing 20% of the population), from the most privileged (Quintile 1) to the most deprived (Quintile 5). This version makes it possible to observe the deprivation variations in each geographic area and compare the areas based on their relative variations. In other words, to compare people within each geographic area, but not between geographic areas:

1. Material Deprivation Index – reflects the deprivation of goods and conveniences. This index includes the following indicators: average household income; unemployment rate; and high school education rate (Pampalon and Raymond, 2000).

2. Social Deprivation Index – reflects the deprivation of relationships among individuals in the family, the workplace, and the community. This index includes the following indicators: proportion of the population separated, divorced, or widowed; proportion of the population that lives alone; and proportion of the population that has moved in the past five years.

Mapping this data allows for identification of “pockets” of high deprivation (or low wellbeing) that might otherwise be missed if looking at larger aggregates, such as Census Metropolitan Area (CMA) or Economic Regions. The utility of mapping enables targeting anti-poverty initiatives, or allocating resources for poverty alleviation or wellbeing regeneration.

Figure 11: Material and Social Deprivation



The DI for Lethbridge indicates residents in North Lethbridge have higher material needs (lack of everyday goods and commodities), and residents in both North and South Lethbridge have higher social needs (fragility of an individual's social network from the family to the community).

Further information on Lethbridge's Local Geographic Areas is discussed in the Health and Wellness Section of this report.



A STRONG ECONOMY

Lethbridge is in the centre of a trade area that serves over 340,000 people across parts of Alberta, British Columbia, and Montana. The city was recently ranked by Avison Young as Alberta's strongest municipal economy for 2017.¹⁵ Driven more by agriculture and food processing than by oil, Lethbridge's diversified economy will continue to enjoy steady Gross Domestic Product (GDP) growth at a rate of a 2-3% increase a year: estimated to be 2.3% in 2018.¹⁶

Figure 12: Lethbridge 2018 Gross Domestic Product



Economic indicators presented below support Lethbridge's claim as a stable market supported by a reasonable level of economic diversification.

Office Market: consists primarily of Downtown Lethbridge with new developments emerging in West Lethbridge and business parks in recent years. The business parks are located on the city's outskirts, providing more ownership opportunities for office users as well as locations with more parking.

Retail Market: Lethbridge's commercial retail sector has experienced considerable growth in recent years with many new retailers coming to the city. This past year saw the completion of the first phase of the Crossings, a new 60-acre, mixed-use development located in West Lethbridge. North Lethbridge witnessed the major redevelopment of Centre Village Mall and South Lethbridge remained steady with some movement but little growth. Steady growth is anticipated in coming years as the Crossings development continues and many new retailers open stores across the city.¹⁷

Industrial Market: The industrial market in Lethbridge continues to see significant growth as new developments emerge around the city, providing ownership opportunities and creating movement. Cavendish Farms recently announced plans to build a new processing plant in the city; at 116 hectares of land, it is the largest development ever made in the city and is expected to create significant growth in all sectors.¹⁸

Investment Market: The Lethbridge investment market saw capital market activity increase slightly in 2016. Low interest rates have kept cap rates compressed, and investor interest remains high with capital not placed in previous years. Local, private, and long-term investors have softened their hold positions due to estate planning and/or current pricing, and have begun making new inventory and portfolios available. Institutional and private investors have begun to focus on location-specific redevelopments, creating higher in-place returns. Overall demand is focused on higher-quality, core, and stabilized assets. All asset classes are trading at healthy levels in Lethbridge, and are expected to continue to offer 6% to 8% capitalization rates into the future.¹⁹

Both the pace and pattern of growth matter for wellbeing in Lethbridge. This strong economy can encourage prosperity and opportunity: growth and employment opportunities improve incentives for parents to invest in their children's education by sending them to school. This may lead to the emergence of a strong and growing group of entrepreneurs that should generate pressure for improved governance. Strong economic growth therefore advances human development which in turn promotes economic growth.

Businesses are producing and selling more products or services, and the residents have a higher income and hence are spending more. However, economic growth does not necessarily increase the prosperity of each and every income class of the city. Because Lethbridge's population is also growing, and the growth is generally associated with larger families: more dependents mean further stretching of income that contributes to greater economic inequality.²⁰ The extent to which growth also raises the living standards of low-income households depends on the degree to which these households participate in the growth process and share in its proceeds.

The challenge for a new wellbeing and safety strategy will be to combine growth-promoting policies with policies that allow the low-income households to participate fully in the opportunities unleashed, and to contribute to that growth. This includes policies to make labour markets work better, remove gender and racial inequalities, and increase financial inclusion.

JOBS & INDUSTRY

Employment rates are sensitive to Alberta's economic cycle, but in the longer term they are significantly affected by higher education and income support policies, and by policies that facilitate employment of women and disadvantaged groups. The Lethbridge-Medicine Hat regional employment rate is 63.6%.²¹

MAJOR EMPLOYERS

Public sector employment in Lethbridge accounts for nine of the top ten major employers, representing healthcare, education, and government services. Alberta Health Services remains the largest employer in the Lethbridge region according to data from the Lethbridge Major Employers Survey, Economic Development Lethbridge, Fall 2017.

Figure 13: Top Ten Employers in Lethbridge

BUSINESS ACTIVITY		STAFF
Alberta Health Services	Healthcare & Social Assistance	3,368
University of Lethbridge	Educational Services	2,431
Lethbridge School District	Educational Services	1,500
City of Lethbridge	Public Administration	1,462
Lethbridge College	Educational Services	955
Alberta Government	Public Administration	900
Holy Spirit Catholic Schools	Educational Services	779
Sunrise Poultry	Food Manufacturing	625
Covenant Health	Healthcare & Social Assistance	603
Palliser Regional Schools	Educational Services	519

Part of the stability and predictability of the Lethbridge economy can be attributed to the fact that 20% of the workforce is being paid by stable, large, public-sector organisations. Twenty-one percent, or 13,142 people, work for the ten largest employers.

LABOUR MARKET

The participation rate and unemployment rate are economic metrics used to gauge the health of the job market. The key difference between the two indicators is the participation rate measures the percentage of the working-age population who are employed or seeking employment. The unemployment rate measures the percentage currently without a job.

The participation rate has risen only slightly this year as the downturn in the Alberta economy in 2016 slowly improves. Lethbridge continues to have the second-lowest rate of unemployment in Alberta and well below the national rate at 6.0%. This also suggests a more stable economy. The latest labour force survey (unadjusted three-month moving average rate) shows the Lethbridge-Medicine Hat region with an unemployment rate in September at 4.8% – a drop from 5.1% in August. This area has seen a steady drop in the jobless rate for the last few months. One year ago, it was at 5.1%. Seasonally-adjusted employment numbers broken down by industry showed increases in construction, manufacturing, finance/insurance/real estate, public administration, and professional/scientific/technical services. There were losses in agriculture, trade, and educational services.²¹

Figure 14: 2018 Labour Market: Lethbridge–Medicine Hat Region²²

	POPULATION (000's)	PARTICIPATION RATE	UNEMPLOYMENT RATE	EMPLOYMENT RATE
2017	229.9	65.4%	5.1%	62.0%
2018	231.0	66.8%	4.8%	63.6%

The Employment Insurance (EI) program provides temporary income support to unemployed workers while they look for employment or to upgrade their skills. Current data shows a decrease in people receiving EI, indicating a strengthening economy.

Figure 15: EI Division No. 2, Alberta (map)²³

	# PERSONS				
	APR-18	MAY-18	JUN-18	JUL-18	AUG-18
All types of income benefits	3,150	2,710	2,560	2,700	2,620
Regular benefits	1,770	1,300	1,190	1,300	1,220

The importance of a strong economy to wellbeing is twofold. At the microeconomic level, increases in income have been associated with improvements in other dimensions of wellbeing, such as life expectancy, educational attainments, etc. At the macroeconomic level, economic resources allow communities to invest in education, health, security, etc.²⁴

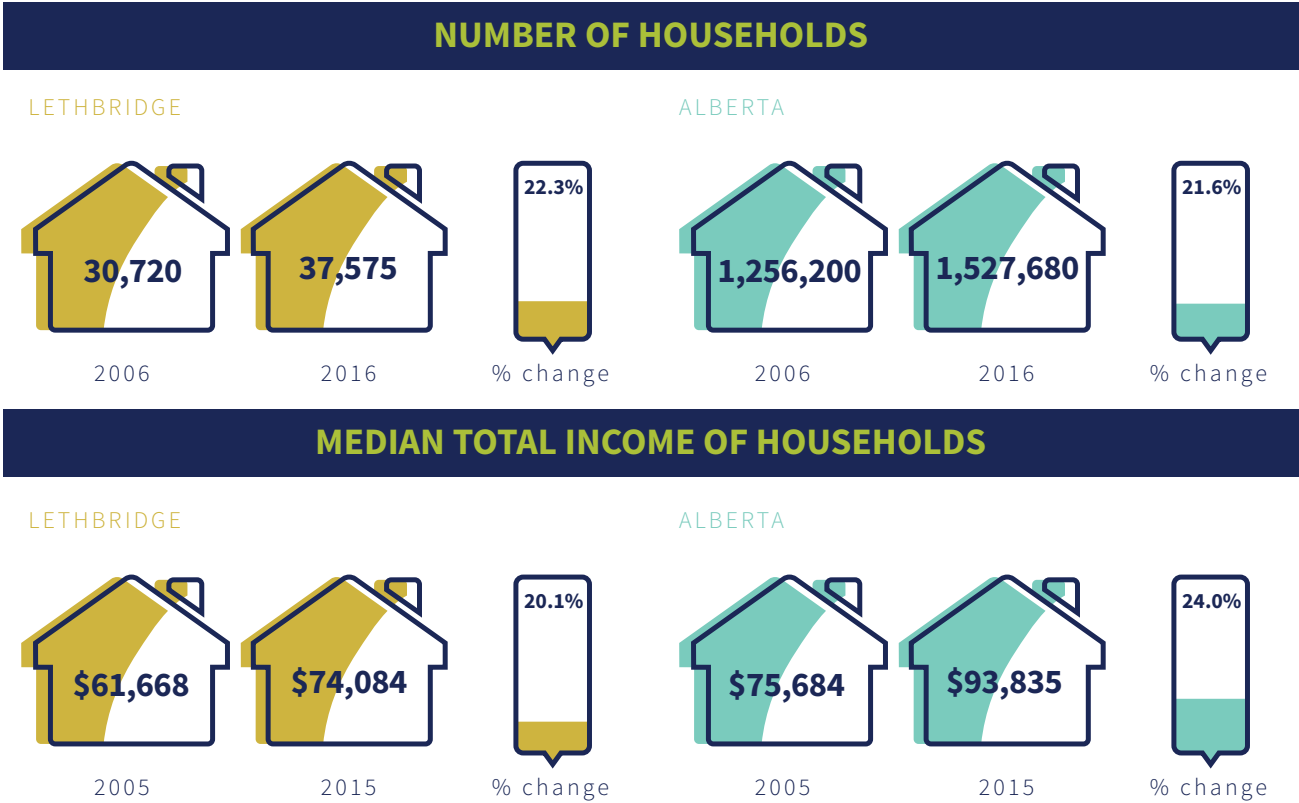
INCOME SECURITY

Income security is important for both society and the economy. If people have secure incomes, it helps to prevent them from falling or remaining in poverty. They are also less likely to be subject to inequality. In addition, secure incomes facilitate people to contribute to the economy. At an individual level, income security greatly enhances everyone’s ability to live a life of dignity.

HOUSEHOLD INCOME

Income is an important measure of one’s ability to be economically independent. The median income for Lethbridge households was almost \$15k less than provincial levels a decade ago, and the gap has increased slightly this census period to almost \$20k. The lower median income may be a reflection of the lower cost of living in a rural community, lower employment, and higher long-term unemployment.

Figure 16: Income Comparison²⁵



PREVALENCE OF LOW INCOME

The prevalence of low income can be calculated for each of the five low-income lines available in the census for various population groups at different levels of geography:

1. Low-income measure, after tax (LIM-AT),
2. Low-income measure, before tax (LIM-BT),
3. Low-income cut-offs, after tax (LICO-AT),
4. Low-income cut-offs, before tax (LICO-BT), and
5. Market Basket Measure (MBM).

Statistics Canada has clearly and consistently emphasised that the low-income lines are not measures of poverty. Low-income lines reflect a consistent and well-defined methodology that identifies those who are substantially worse off than average. In recent years, the anti-poverty community has begun to shift from using the LICO to the LIM. The LIM represents 50% of median household income, adjusted for family size. Easy to calculate and easy to explain, it also has the added benefit of being used in cross-country comparisons.

The LIM-AT, takes into account the reduced spending power of households because of income taxes paid. Low-income status is determined based on low-income measure after-tax. For a one-person household, the LIM-AT was \$22,460 in 2015. For larger households, this amount was adjusted upward by multiplying it by the square root of household size. Persons in a private household with after-tax income below this threshold are considered to be in low income.

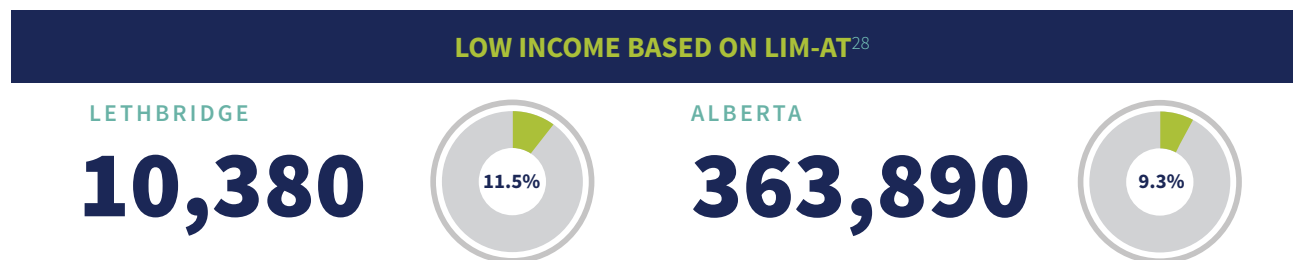
In 2015, 14% of Lethbridge households were low income, compared to 10.9% in Alberta.

Figure 17: Lethbridge Household Prevalence of Low Income (LIM-AT)²⁶

	LETHBRIDGE			ALBERTA		
	TOTAL	LOW INCOME	PERCENT	TOTAL	LOW INCOME	PERCENT
Total Households	37,575	5,215	13.8%	1,527,680	165,815	10.9%
One-Person Households	10,330	2,730	26.4%	366,080	76,345	20.6%
Households of Two or More Persons	27,245	2,480	9.1%	1,161,600	89,470	7.7%

Low income residents have difficulty meeting their basic needs, which can affect their health and wellbeing. In 2015, 10,380 persons or 11.5% were in low income, while in 2005, 12.8% of the persons in Lethbridge lived in low income. It is important to note that the 2015 figures – which matched census responses to tax filings with the Canada Revenue Agency for the first time – reveal the financial situation of Canadians before the steep drop in oil prices took its toll on the economy in 2016.²⁷




Figure 18: Individual Prevalence of Low Income



Particular low-income groups show disproportionate numbers – including women, new immigrants, Indigenous people, people with disabilities, youth, and seniors.

Lethbridge had the highest low-income rate across all age-groups when compared with Alberta and comparator municipalities (Grande Prairie and Red Deer).

Figure 19: Low Income by Age – Children, Adults, Seniors

		ALBERTA	LETHBRIDGE	RED DEER	GRANDE PRAIRIE
	Under 18	12.8%	15.5%	14.5%	10.4%
	Aged 18 to 64	8.2%	10.9%	8.9%	6.0%
	65 and Over	8.6%	8.3%	8.2%	8.2%

Persons living in lone-parent families had a higher rate of low income at 25.4% while those living in couple families without children had a lower rate of 4.2%. Lone-parent families and single occupant households are the largest groups experiencing housing affordability and thus food security issues in Lethbridge.²⁹ Research shows that people often rely on food banks to feed themselves and their families because high rental rates means they often have little money left over for food.³⁰

Persons stating Indigenous identity had a higher rate of low income at 26.9%.

Immigrants had a higher rate of low income at 12.1% overall, and when looking at period of immigration, recent immigrants had a low-income rate of 17.9%

According to the 2016 Census, 11,690 Lethbridge residents identified themselves as a visible minority, accounting for 12.9% of the total population. Lethbridge CMA data breaks down this group into first, second, and third generation, and of first generation visible minorities – 14.9% were in low-income.

Figure 20: Lethbridge CMA – First generation Visible Minorities³¹

	In Low Income	Prevalence of Low Income (%)
Total 1st Gen Visible Minority Population	1,210	14.9
South Asian	285	16.8
Chinese	120	15.8
Black	210	16.6
Filipino	70	4.6
Latin American	110	8.7
Arab	135	61.4
Southeast Asian	50	9.9
West Asian	120	33.3
Korean	65	34.2
Japanese	30	15.4

A NEW OFFICIAL POVERTY LINE

In August 2018, the federal government announced that from now on the Market Basket Measure (MBM) would be an official poverty line, and as such would be used by the federal government as the basis of its efforts to alleviate poverty.

The Market Basket Measure defines the cost of purchasing a specified basket of goods and services. These goods and services define what experts have determined as being necessary for a household – consisting of two adults aged 25 to 49 and two children aged nine to 13 – to purchase, in order to enjoy a modest, basic standard of living.

Figure 21: Poverty Line in 2016, Lethbridge, Alberta



There are benefits and drawbacks to using the MBM as Canada's official poverty line – the MBM is an absolute measure of poverty, rather than a relative one that bases poverty off of median incomes in Canada, and provides different measures for communities across Canada.

At the same time, the MBM is not internationally comparable, and has been criticized for not giving a realistic picture of what is needed, and how much it costs to live a life of dignity. From now (November 2018) until January 31, 2019, Statistics Canada is conducting a consultation on the Market Basket Measure – the tool that will be used as Canada's first official poverty line.³²

POVERTY & INCOME SUPPORTS

Over 72% of the population in Lethbridge derive their income from employment compared to 76.5% for Alberta.

Lethbridge has a higher portion of government transfers (10.4%) compared to Alberta (6.7%).

Government transfers refer to income support programs which are based on modest cost of living assumptions.³³ For example:

- » Old age security pension, guaranteed income supplement, allowance or allowance for the Survivor;
- » Retirement, disability and survivor benefits from Canada Pension Plan;
- » Benefits from Employment Insurance;
- » Child benefits from federal and provincial programs;
- » Social assistance benefits;
- » Workers' compensation benefits;
- » Working income tax benefit;
- » Goods and services tax credit;
- » Other income from government sources.



INCOME SUPPORT

Income Support often provides an important social safety net for low-income and vulnerable people. Receipt of income assistance can help to trigger access to other services including prescription drugs, dental care, and assistance with transportation costs as well as other types of supports needed to meet basic needs. While this type of assistance represents a critical element of the social safety net in Alberta, the level of assistance available under Alberta's income assistance programs has fluctuated.

Currently, Income Support helps people in three general situations: (1) people who have difficulty working because of a chronic mental or physical health problem or because of multiple barriers to work, (2) people who are looking for work, working or unable to work in the short-term, or (3) people who need upgrading or training to get a job. Further, income support benefits depends on the size of the family, the age of children, any special needs, and adults' ability to work. The core shelter benefit is for rent, mortgage, utilities, damage deposit, fire insurance, etc. and the core essential benefit is for food, clothing, personal needs, transportation, telephone, and household supplies.³⁴

Figure 22: Maximum Monthly Core Essential Payment Table and Maximum Monthly Core Shelter Payment Table for the 2019 CPI Adjustment Year (Private Housing)³⁵

	EXPECTED TO WORK OR WORKING	BARRIERS TO FULL EMPLOYMENT	LEARNERS (FULL-TIME): EI LEARNER, NON-EI LEARNER AND APPRENTICE LEARNER	CORE SHELTER PAYMENT AMOUNT
1 adult	\$415	\$536	\$536	\$330
2 adults	\$670	\$851	\$851	\$446
1 adult and children				
1	\$615	\$736	\$920	\$558
2	\$715	\$836	\$990	\$578
3	\$815	\$936	\$1060	\$599
4	\$915	\$1036	\$1,130	\$619
5	\$1,015	\$1,136	\$1,200	\$640
6	\$1,115	\$1,236	\$1,270	\$660
each additional child	\$100	\$100	\$100	\$21
2 adults and children				
1	\$870	\$1,051	\$1,235	\$588
2	\$970	\$1,151	\$1,305	\$608
3	\$1,070	\$1,251	\$1,375	\$618
4	\$1,170	\$1,351	\$1,445	\$639
5	\$1,270	\$1,451	\$1,515	\$659
6	\$1,370	\$1,551	\$1,585	\$679
each additional child	\$100	\$100	\$100	\$21

Based on Statistic Canada's new Market Basket Measure, a two-person household with children in Lethbridge is considered to be under the poverty line if their annual income is below \$39,902. Household data gives us an approximate sense of how many Lethbridge families are in this situation using the two lowest income deciles.

Three hundred sixty-five Families with Children Households out of 8,925 Families with Children Households in Lethbridge earn below MBM poverty line (at least 4.1% of this type of household can be considered low income).

Figure 23: One Family Households – married couple or common-law couples with children

	ALBERTA	LETHBRIDGE	RED DEER	GRANDE PRAIRIE
Total – Family with Children Households	449,795	8,925	10,265	7,020
Under \$23,064 (1st Decile)	8,790	160	190	85
\$23,064 To \$35,785 (2nd Decile)	9,315	205	170	85

*Note MBM cut-off is \$39,902, and the 2nd decile cut-off does not match this exactly.

MINIMUM WAGE VS. LIVING WAGE

Minimum wage is the lowest amount employers can pay their employees by law. Generally, workers who earn a minimum wage struggle to afford even the basic necessities of life. Essentially, increased costs of living such as rent, gas prices, utilities, and others have dramatically outpaced increases in wages, which means many Albertans have become reliant on food banks to support their families, despite having full-time jobs.

A living wage is an estimate of what workers need to earn to cover the actual costs of living in a specific community. A living wage is a proxy for the cost of living in any given community. It is not an arbitrary number, but is instead determined by calculating average expenses, taxes, and government benefits for a given household. A living wage:

- » enables working families to have sufficient income to cover reasonable costs;
- » ensures that families are not under severe financial stress;
- » is a conservative, reasonable estimate;
- » promotes social inclusion;
- » supports healthy child development principles;
- » engenders significant and wide-ranging community support; and
- » is a vehicle for promoting the benefits of social programs such as childcare

On October 1st, Alberta's minimum wage rose to \$15 an hour – a 47% hike over three years.

This increase towards a living wage is intended to reduce poverty, lessen the burden on social support programs, and improve the quality of life for vulnerable people.

About 254,000 Albertans – 11% of all workers – were earning less than \$15 per hour:



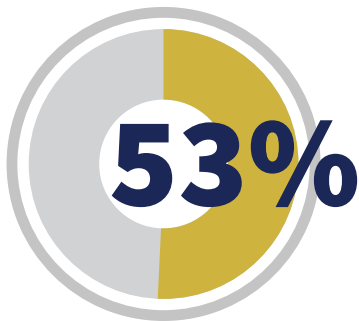
63%

OF LOW-WAGE EARNERS
ARE FEMALE

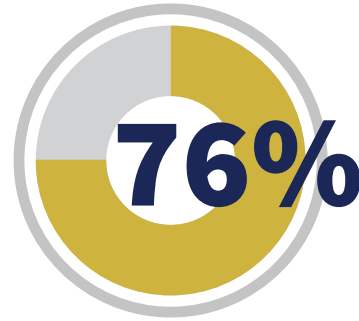


37%

OF LOW-WAGE EARNERS
ARE PARENTS



OF LOW-WAGE EARNERS
WORK FULL TIME



OF LOW-WAGE EARNERS
HAVE PERMANENT JOBS

The living wage for Lethbridge was calculated in 2016 to be \$14.87³⁶

- » Lethbridge has a comparable living wage to similar-sized Alberta communities.
- » A family with two parents and two children needs a living wage of \$14.87 per hour to meet basic needs
- » A single parent of one child needs a living wage of \$11.68 per hour to meet basic needs
- » A single adult needs \$12.68 per hour to meet basic needs³⁷

This rise in the minimum wage in 2018 provides an income that takes into account the actual costs of living in Lethbridge, and ensures that families can afford the basics such as food, clothing, housing payments, child care, and transportation, to name a few. Positive effects of raising the minimum wage include increased consumer spending, better health outcomes, and lower wage inequality, especially for women. Food bank data shows a decrease in access, which may be attributed to the rise.



HOUSING AND HOMELESSNESS

Housing has been an issue throughout Canadian history from urbanization to overcrowding. Gentrification, affordable housing, eviction and renovation, and homelessness are all issues that have risen to prominence in recent years.

Housing is a basic human right; every person needs sleep, food, water, and a safe place to live.

The lack of stable affordable housing is the foundation of many social issues, including poverty, homelessness, educational disparities, and healthcare. Families experiencing housing insecurity face difficult choices that impact their health and livelihood, such as having to choose between paying rent or paying for basic needs.

CURRENT HOUSING MARKET TRENDS

The monthly year-over-year changes were so slight as to indicate essentially a stable market compared to last year. However, year-to-date comparisons between 2017 and 2018 reveal a market that is experiencing a slight downward swing.

Figure 24: Lethbridge MLS³⁸

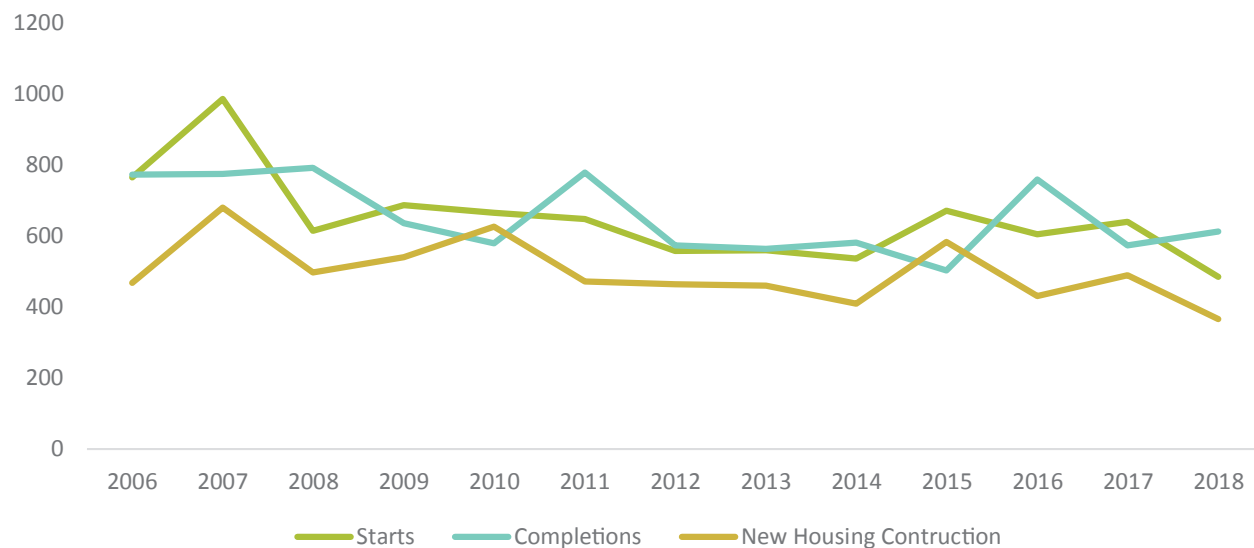
	2017	2018	% CHANGE
UNITS LISTED	2329	2512	8%
UNITS SOLD	1397	1317	-6%
AVERAGE PRICE	\$286,921	\$285,548	0%
DAYS TO SELL	67	74	10%

Homeownership in the City of Lethbridge is affordable to most households with moderate incomes and all households with high incomes.

HOUSING ACTIVITY

According to CMHC, there were 769 total housing starts in Lethbridge in 2017, which is almost 100 more than 2016. The numbers also show Lethbridge is seeing more new home construction than Grand Prairie, Red Deer, and Medicine Hat combined.

Figure 25: New Housing Construction



HOUSING STOCK

In 2016, there were a total of 35,575 dwellings in the City of Lethbridge and the majority were single detached. Rented dwellings made up a larger proportion of the housing stock in the City of Lethbridge compared to the Province of Alberta. The number of rented dwellings saw a higher rate of increase than owned dwellings. However, the growth of rented dwellings occurred completely in the secondary rental market (85.2% growth since 2006 to 7,930 units) while the primary rental market lost units. Vacancy rates remain above 3.0% on average in 2017.

Figure 26: Primary Rental Market Units (CMHC - October)

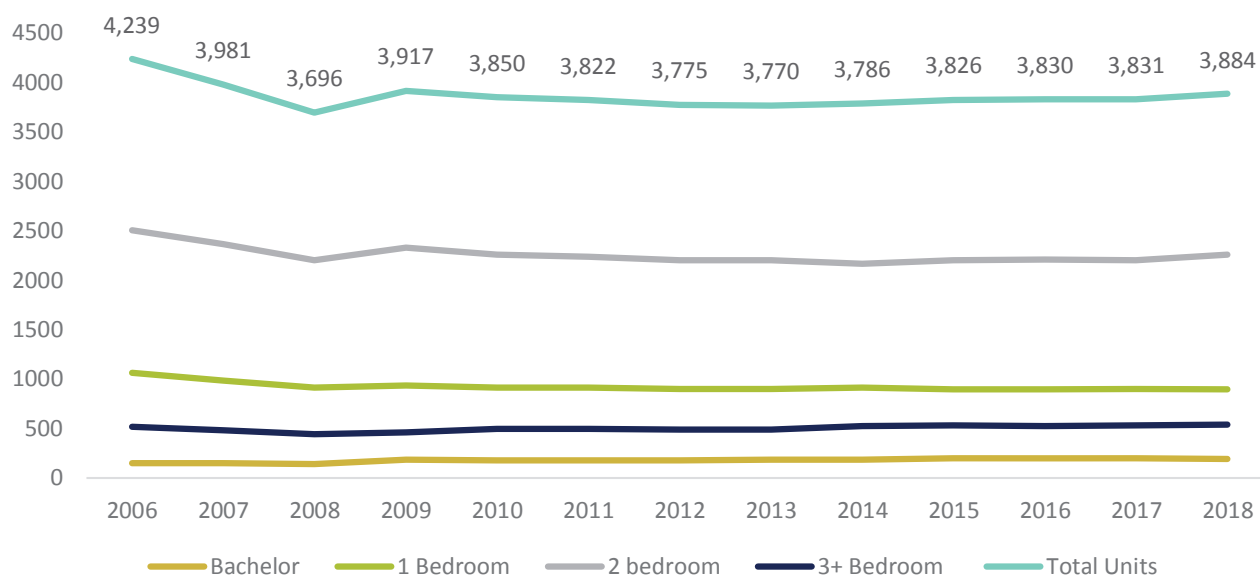


Figure 27: Lethbridge Vacancy Rates (CMHC - October)

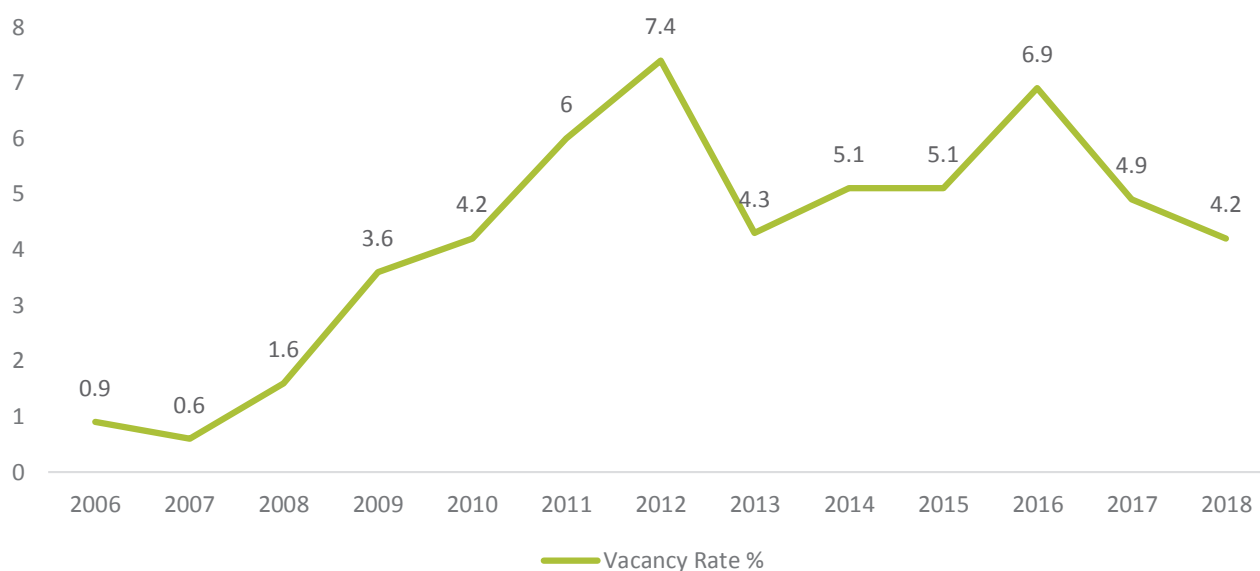


Figure 28: Lethbridge Vacancy Rate for Various Dwelling Types (CMHC - October)

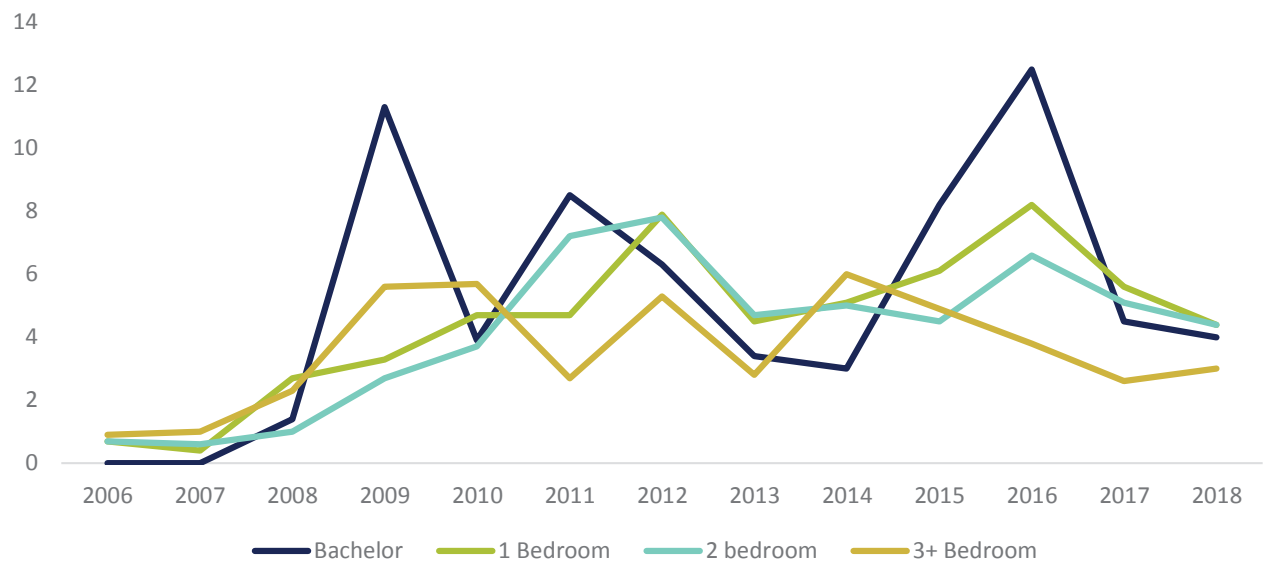
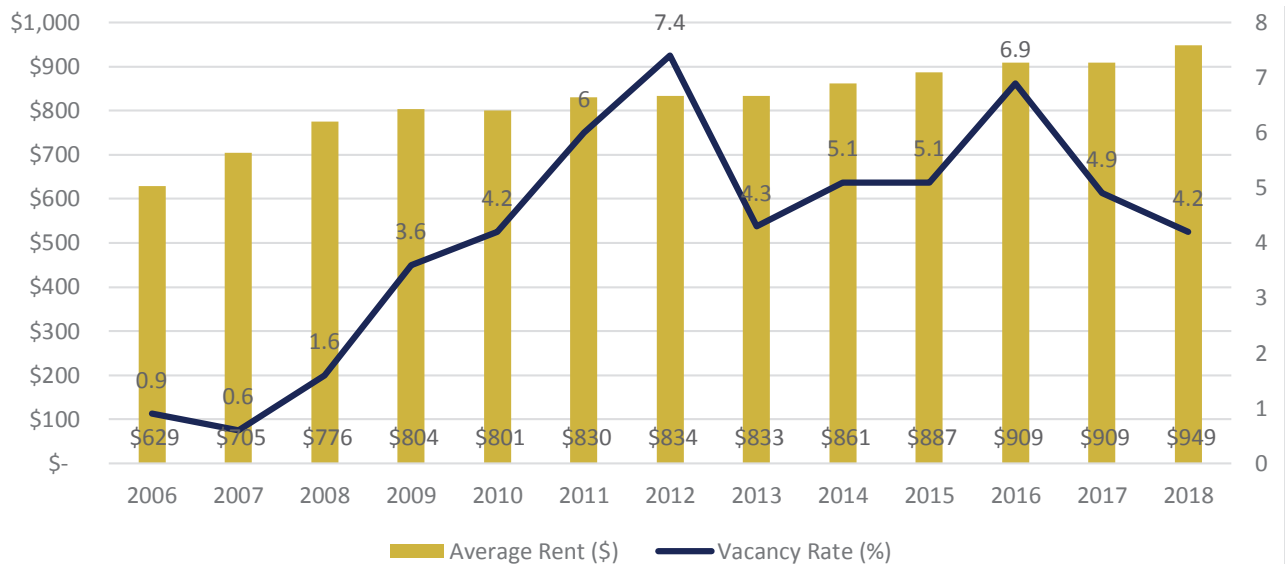


Figure 29: Average Rent and Vacancy Rates (CMHC - October)



Household type and cultural characteristics provide further insight into the housing situation and needs of different populations in Lethbridge. Couples without children and lone parents with children are more likely to own their home. Indigenous people and recent newcomers are more likely to rent.

Figure 30: Household Type and Tenure

	OWNED		RENTED	
	NUMBER	PERCENT	NUMBER	PERCENT
One-family household: married couple or common-law couples without children	25,810	68.7%	11,760	31.3%
One-family household: married couple or common-law couples with children	8,525	33.0%	1,705	14.5%
One-family households: Lone-parents	7,160	27.7%	1,770	15.1%
Other census family households	1,745	6.8%	1,250	10.6%
Non-family: One-person household	1,550	6.0%	850	7.2%
Non-family: Two-or-more person household	5,760	22.3%	4,580	38.9%

Figure 31: Cultural Characteristics and Tenure

	OWNED		RENTED	
	NUMBER	PERCENT	NUMBER	PERCENT
Primary maintainer has Aboriginal identity	540	2.1%	1140	9.7%
Primary maintainer speaks French most often at home	65	0.3%	25	0.2%
Primary maintainer is an immigrant	3965	15.4%	1665	14.2%
Period of immigration 2011 to 2016	315	7.9%	500	30.0%

A shift to a more diverse housing stock has occurred from 2006 to 2016. In general, the housing stock is in a good state of repair, but rental units are more likely to be in need of major repairs. Almost 6% of all households need major repairs to their house. A greater number of owned houses require major repairs, while a slightly greater proportion of rentals require major repairs.

Figure 32: Lethbridge Dwelling Condition and Tenure

	TOTAL		OWNED		RENTED	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Regular maintenance needed	26,480	70.5%	18,380	71.25	8,095	68.8%
Minor repairs needed	9,075	24.2%	6,170	23.9%	2,905	24.7%
Major repairs needed	2,025	5.4%	1,255	4.9%	760	6.5%

SHELTER-TO-INCOME RATIO – CUSTOM HOUSEHOLD DATA

Housing affordability can be an income problem in the sense that affordability is measured by the point where income and housing costs meet. As a result, lack of affordability affects households with low to moderate incomes as the cost of housing consumes a larger proportion of their monthly household budget. Housing affordability is also a supply problem: in many communities the demand for housing that is affordable to households with low to moderate incomes significantly exceeds the supply of units available.

The City of Lethbridge defines housing affordability as follows:

Housing which adequately suits the need of low and moderate-income households at costs below those generally found in the Lethbridge housing market ... and which should not cause a household to spend more than 30% of their household income on shelter costs.

'Shelter cost' refers to the average monthly total of all shelter expenses paid by households that own or rent their dwelling. Shelter costs for owner households include, where applicable: mortgage payments, property taxes and condominium fees, along with the costs of electricity, heat, water and other municipal services. For renter households, shelter costs include, where applicable: the rent and the costs of electricity, heat, water, and other municipal services.

In 2016, the average monthly shelter cost paid by households in Lethbridge was \$1,131. The shelter cost was different between owner and tenant households: households that owned their dwelling paid an average monthly shelter cost of \$1,224, compared to \$1,038 for tenant households.

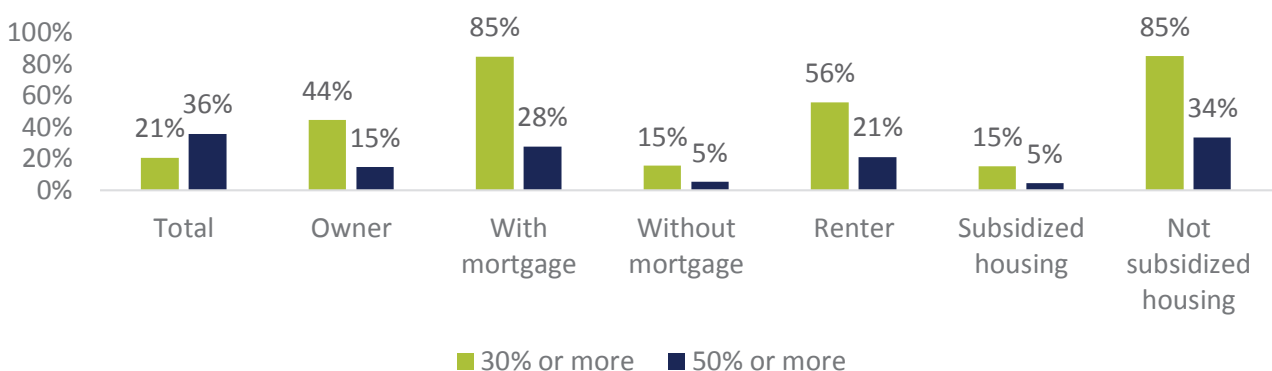
A common metric for housing affordability is whether a household is paying more than 30% of its income in shelter costs. By this standard, almost one quarter of households (21.5%) are in unaffordable housing situations. A third of that group (36% of households) are paying more than 50% of their income in shelter costs.

The figure below shows housing affordability for all households and within each group. For renters, the numbers are worse. As a proportion of all people paying 30% of their income on shelter, renters (56%) pay more than 30% of income for their housing, and for those in non-subsidised rental housing, the figure rises to 85%. Across all renters, 21% are paying more than half their income in shelter costs.

For owners, the story is concerning. As would be expected, households without mortgages are in a much better position with only 15% of this group paying more than 30% of income in shelter costs. For those with mortgages, the share jumps to 85% paying more than 30% of income in shelter costs.³⁹



Figure 33: Shelter to income by Tenure*



*50% or more percentages are calculated as a portion of the 30% or more.

Given the focus on renters and housing unaffordability, the Household breakdown is presented:

Figure 34: Renter Households spending 50% or more (not including Farm operator, reserves, and households with no income)

	TOTAL HOUSEHOLDS	RENTERS 50% +	PERCENT
Total – Household type including census family structure	11,680	1,815	15.5%
One family household: married couple or common-law couples without children	1690	135	8.0%
One family household: married couple or common-law couples with children	1755	145	8.3%
One-family households: Lone-parents	1,245	290	23.3%
Other census family households	850	65	7.6%
Non-family: One person household	4,515	1,000	22.1%
Non-family: Two-or-more person household	1,610	190	11.8%
Primary maintainer has Aboriginal identity	1,125	240	21.3%
Primary maintainer speaks French most often at home	25	0	0.0%
Primary maintainer is an immigrant	1,655	180	10.9%
Primary maintainer with period of immigration 2011 to 2016	490	30	6.1%
Households with any member with difficulty hearing	460	65	14.1%
Households with any member with difficulty seeing	955	155	16.2%
Households with any member with difficulty walking, using stairs, using hands or fingers, or doing other physical activities	1,265	275	21.7%
Households with any member with difficulty learning, remembering, or concentrating	1,095	220	20.1%
Households with any member with emotional, psychological, or mental health conditions	1,985	415	20.9%
Households with any member with other health or long-term care conditions	2,705	550	20.3%

As expected, a higher proportion of lone-parent, one-person households, Indigenous, and disability households are struggling. Thus, the 'experience' of affordability, which differs across sociodemographic groups, must play a role when designing the Community Wellbeing and Safety Strategy.

CORE HOUSING NEED

CMHC considers a household to be in core housing need based on whether the household experiences one or more of three defined housing problems:

- » Adequacy (i.e., whether the unit is in need of major repairs);
- » Suitability (i.e., whether the unit is deemed to have enough bedrooms for the household in question); and
- » Affordability (i.e., whether the household is spending more than 30% of gross income on housing).

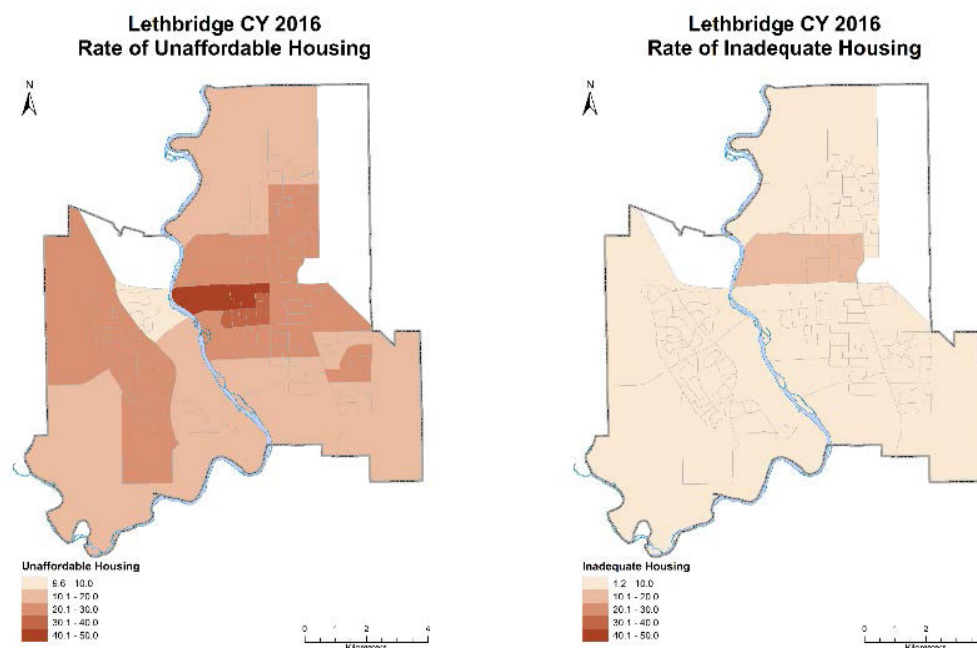
In addition, it assesses whether a household falling below one of these standards has the necessary income capacity to address this issue.⁴⁰ Slightly under Canada (12.7%) and Alberta (11.4%), 10.1% of Lethbridge households are in core housing need: a total of 3,810.

Figure 35: Core Housing Need over Time Lethbridge CSD⁴¹

	RATE OF CORE HOUSING NEED	RATE OF UNAFFORDABLE HOUSING	RATE OF INADEQUATE HOUSING	RATE OF UNSUITABLE HOUSING
2006	10.0%	23.1%	6.7%	3.5%
2011	10.3%	25.2%	6.9%	3.6%
2016	10.4% (10.1%)*	21.5%	5.4%	3.4%

*Different datasets: Census online Census Agglomeration vs. Custom CY.

Figure 36: Housing affordability, adequacy, and suitability⁴²



The lack of stable affordable housing is the foundation of many social problems, including poverty, homelessness, educational disparities, and healthcare.

Most low-income renting families spend at least half of their income on housing costs, and most evictions are the result of being unable to pay rent. Further, "renoviction" – the practice of evicting tenants so a landlord can demolish, renovate or sell a property for quick profit – adds to displacement of this population.

Globally, the short-term rental market (eg. AirBnB, VRBO) has ballooned in recent years. The growth of short-term rentals is closely tied to changes in the housing and financial markets, which turn housing into a commodity. These changes have opened the door for new investors to buy and develop more and more units, which in turn increases the scarcity of housing, prompts landlords to raise rent, threatens community bonds, and stretches neighbourhood services. A November 2018 search on Airbnb shows 103 homes and rooms are currently available in Lethbridge, which may otherwise be used for long-term rent.

EXTREME CORE HOUSING NEED

When we look deeper at housing affordability and poverty, a very different picture emerges with direct bearing on the risk of experiencing homelessness in Lethbridge. When we explored the 2016 census data further to draw out those facing extreme housing affordability and very low-income issues, we found there were households who were earning less than \$30,000 per year and paying 50% or more of their income on shelter costs. This level of data is only available at the CMA level, which is broader than the City data focus of this report.

Figure 37: Extreme Core Housing Need, 2016⁴³

LETHBRIDGE CMA HOUSEHOLDS IN EXTREME CORE HOUSING NEED- SPENDING 50% OR MORE OF HOUSEHOLD TOTAL INCOME ON SHELTER COSTS				
	Under \$10,000	\$10,000 to \$19,999	\$20,000 to \$29,999	TOTAL
Total Households	680	1,115	910	2,705
Renter Households	440	780	540	1,760
Owner Households	240	335	370	945

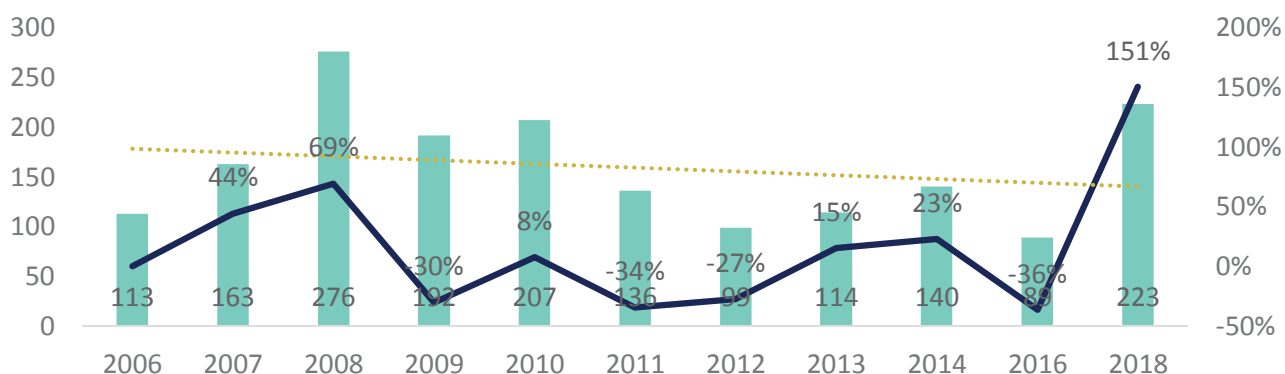
It is important to emphasise that those at risk have both a high housing cost and a poverty challenge. If we compare the average incomes of those at risk to the average Lethbridge household, the picture is startling: **high risk renter households earn a fraction of the income of average Lethbridge households, yet they face similar housing costs in a tightening marketplace.**

2018 POINT IN TIME COUNT RESULTS

On April 11th and 12th, 2018, The City of Lethbridge participated in the Government of Canada's second Homeless Partnership Strategy Coordinated Point-In-Time (PIT) count. The Count offers a snapshot of homelessness across Canada. Two hundred and twenty-three individuals were counted as experiencing homeless.⁴⁴

- » 7 (3%) were unsheltered;
- » 136 (61%) emergency sheltered;
- » 75 (34%) provisionally accommodated; and
- » 5 (2%) unknown.

Figure 38: Point in Time Count: percentage change



The number of homeless individuals and families in the City of Lethbridge has increased significantly from 2016 to 2018: by 150.6%.

Those experiencing homelessness were invited to complete a survey in exchange for a small honorarium. One hundred and twenty-eight individuals completed a survey. Demographic information is based on survey results.

The largest group experiencing homelessness in Lethbridge were adults of working age (25–44 years old): at 45%, followed by the middle-aged (45–64) at 27%, the young adults (18–24) at 14%, then children at 9% and seniors at 5%. Fifty-nine percent of those experiencing homelessness identified as male, 35% as female, and 6% as other. Seventy-three percent of Lethbridge respondents self-identified as Indigenous.

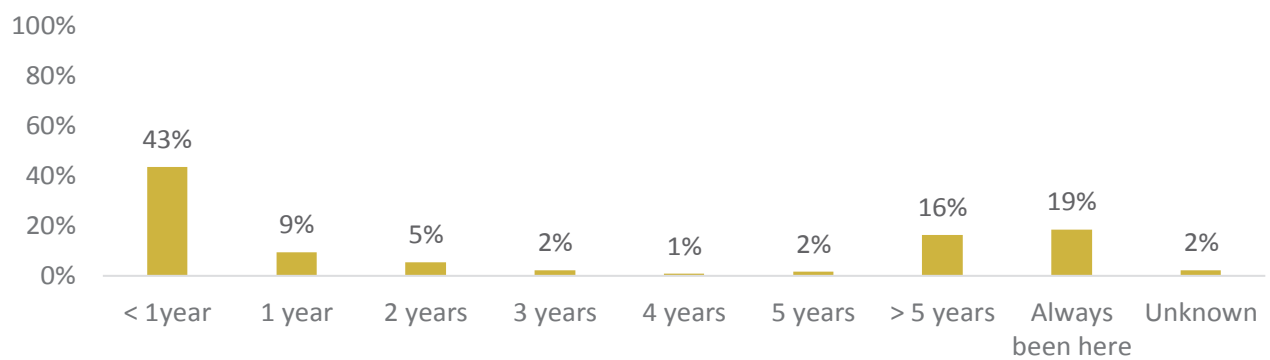
HOMELESSNESS MOBILITY & MIGRATION

Belanger and Weasel Head (2013) discusses the recently identified link between urban Indigenous homelessness and mobility in southern Alberta.⁴⁵ They found the most significant predictor of movement was lack of employment: those working irregularly often relocate temporarily to the reserve not to seek work but rather to stay with family until returning to Lethbridge to re-establish urban social networks and to access urban services and programs. The need to retain and renew kinship ties was a key theme to emerge from their study, as participants expressed the desire/need to travel to the reserve bi-weekly or monthly, which negatively impacts chances to secure permanent and gainful employment, or improving one's housing conditions.

Indigenous and non-Indigenous mobility is further reflected in the 2018 Point-in-Time Count of people experiencing homelessness in Lethbridge: Approximately two thirds (62%) of survey participants had arrived in the past five years.

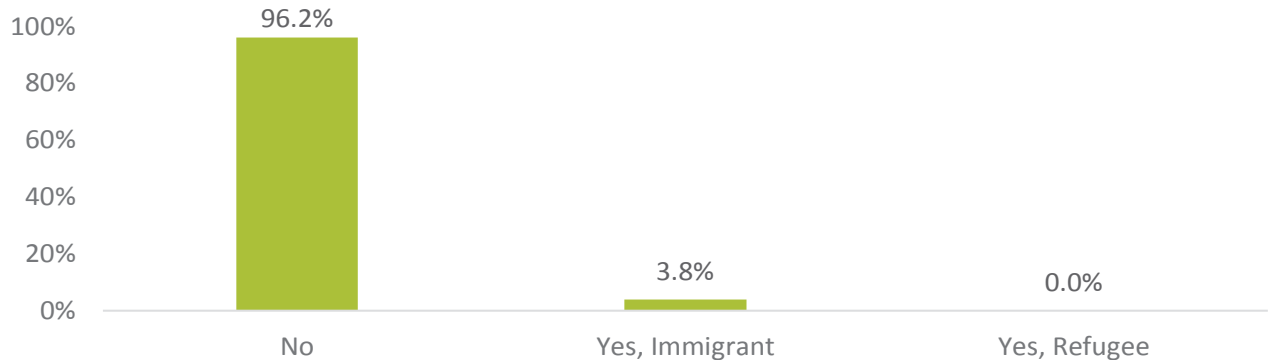


Figure 39: PiT Survey – Length of time in Lethbridge



A very small number (four) indicated that they had come to Canada as an immigrant or refugee, representing just 3.8% of the valid responses to this question (n=104). Sixty-eight respondents had moved to Lethbridge within the past year.

Figure 40: PiT Survey – Immigrants and Refugees as a percent of the valid responses in 2018



The figure below shows where people arrived from regardless of timeframe. The majority of people arriving (84%) are from communities within Alberta (intraprovincial migration). The top five communities from which the highest frequency of people migrated from are Blood Reservation (19%), Stand Off (16%), Calgary (9%), Cardston (11%), and Siksika (7%). Other respondents arrived from various smaller settlements throughout Alberta.

The remainder (14%) of people arrived from other provinces in Canada (interprovincial migration). Ontario, Saskatchewan, and British Columbia were the main provinces from which people arrived.

Figure 41: PiT Survey – Intraprovincial and Interprovincial Arrivals

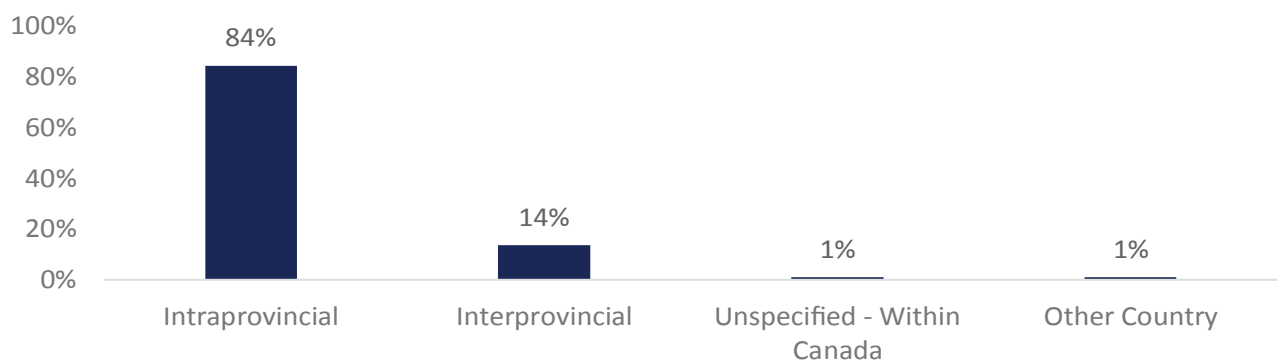
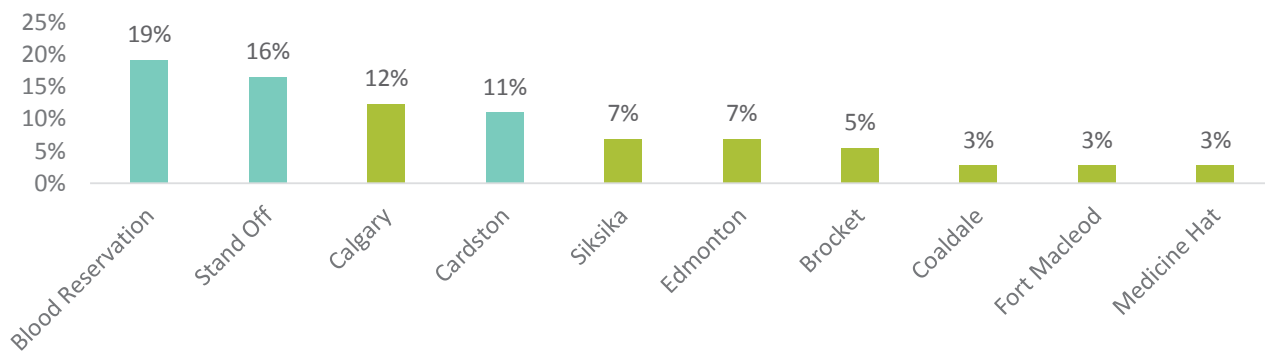
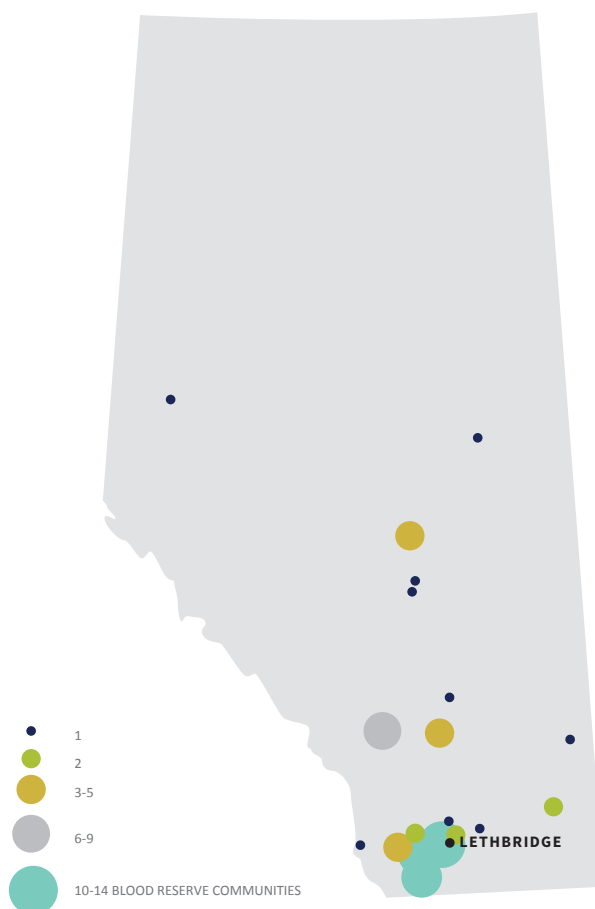


Figure 42: Survey – All Intraprovincial Arrivals



INTRAPROVINCIAL RESPONDENTS: WHERE DID YOU LIVE BEFORE COMING TO THIS COMMUNITY?



INTRAPROVINCIAL INDIGENOUS RESPONDENTS

85 people completing the survey identified as Indigenous, and of those, 59 people had moved to Lethbridge from another community within Alberta: the top 3 communities were Blood Reservation, Cardston, and Standoff totalling 51% of Indigenous people arriving from that specific region.

48% of these people were female, and 52% were male. The majority (50%) were 25 to 44 years of age.

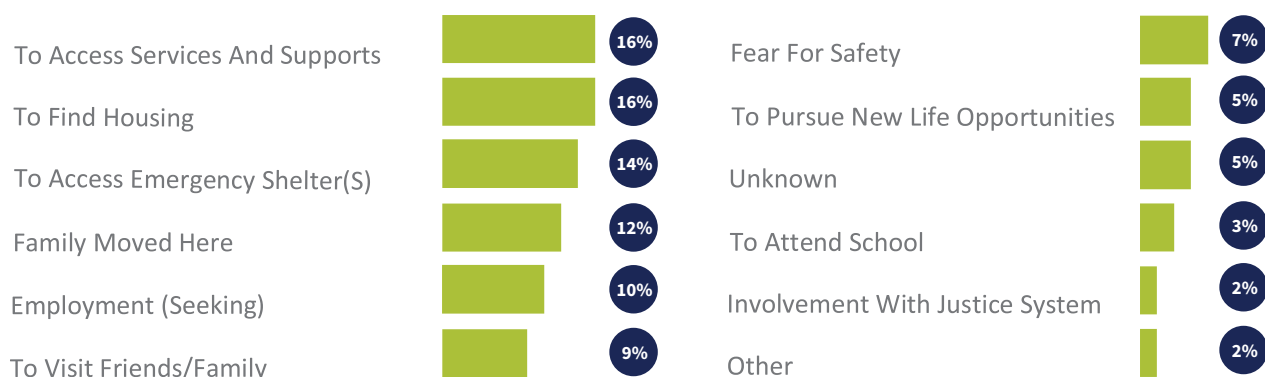
INTRAPROVINCIAL INDIGENOUS RESPONDENTS: WHAT IS THE MAIN REASON YOU CAME TO LETHBRIDGE?

This was an optional question suggested by the Canadian Observatory on Homelessness in order to capture reasons for migration into various communities.

The top reasons concern housing and services for Indigenous respondents:

1. To Access Services and Supports,
2. To Find Housing, and
3. To Access Emergency Shelters.

Figure 43: Reasons for coming to Lethbridge among Indigenous Homeless Count Respondents



Belanger and Weasel Head (2013) discuss this further: Diverse factors leading people to leave the reserve range from a lack of employment, housing and educational opportunities, demanding social and economic conditions resulting in lower quality of life standards, poor health facilities, and increasingly divisive Indigenous politics. Urban permanency has developed a direct by-product of reserve alienation, family disconnect, lack of opportunities, and a desire to remain in a city. This has resulted in a disconnect between: (a) how the service providers perceive home and ideas of how to alleviate homelessness; and, (b) the participants' articulations of what home means. This disconnect must be addressed in order for successfully transitioning homeless individuals who are currently estranged from their reserves into permanent homes in the city.⁴⁶

HIDDEN HOMELESSNESS

Hidden homeless persons are people staying temporarily with another household and who do not have a regular address of their own where they have security of tenure. There is a paucity of data on hidden homelessness, although Core Housing Need in the above section – suitability – may provide some insight.

EMERGENCY HOUSING

There are three organisations offering shelter in the City of Lethbridge providing a total of 112 units/beds:

Agency/Shelter	Target Population	Number of Beds	Max Capacity	Average Length of Stay	Max. Length of Stay
Lethbridge Shelter and Resources Centre	Adult Males and Females, 18 yrs	80	111	90 days or Less	
YWCA Harbour House Women's Emergency	Women and Children	24	30	10 days or Less	21 days
Wood's Homes Emergency Youth Shelter	Males and Females, under 18 years of age	8		12.4	15 days

There are five organisations offering transitional housing services in the City of Lethbridge providing a total of 70 units/beds:

Agency/Shelter	Target Population	Number of Beds
SASHA	Individuals suffering from mental illness, at risk of homelessness, and experiencing co-occurring addiction	16
Blackfoot Family Lodge	Women and Children	12
Hestia Houses	Young adults 18–24 years of age	9
Mcman Youth and Family	18–24 years of age	3
Streets Alive	Men and women in recovery, the street population, addicts, the poor	23

NON-MARKET SUPPORTIVE HOUSING

There are four organisations offering permanent supportive housing in the City of Lethbridge providing a total of 70 units/beds:

Agency/Shelter	Target Population	Number of Beds
River House (Permanent Supportive Housing)	Males 55 yrs and older, alcohol addiction and history of chronic homelessness	12
YWCA Residence	Female only, 18–60 yrs, females with dependent children	30
SASHA	Individuals suffering from mental illness, at risk of homelessness and experiencing co-occurring addiction	9
L'Arche Association of Lethbridge	Individuals with developmental disabilities	12
Laura House	Individuals with mental health issues	7

NON-MARKET HOUSING FIRST (HOMEBASE)

HomeBASE is managed by the Canadian Mental Health Association (CMHA) and serves as the Centralized Intake and Referral program for the adult homeless population. This means they work with people from the ages of 25 and older. HomeBASE receives referrals from the general community, the adult emergency shelter, the Diversion Liaison, correctional institutions, hospitals, treatment centres, or from participants themselves.

HomeBASE assesses the needs of participants and determines what level of services they potentially require, and provides Housing First referrals to the appropriate Housing First team that provides either intensive case management or pathways-like assertive community treatment supports.

HomeBase supported a total of 411 individuals and families in October 2018. A total of 254 new client intakes were processed in 2018 (October YTD). Eighty-nine individuals and families were on the waitlist to receive housing or support services through HomeBase in October 2018.

NON-MARKET SUPPORTIVE HOUSING (SENIORS)

There are a total of eight licensed for profit and non-profit organisations offering supportive housing to seniors in the City of Lethbridge providing a total of 1,610 beds:



NON-MARKET SUBSIDISED HOUSING

There are two licensed Long-Term Care facilities in the City of Lethbridge providing a total of 204 beds:



There was a total of 1746 subsidised housing units in the City of Lethbridge:

- » Rent-Geared-to-Income (RGI): 930
- » Affordable Housing: 126
- » Rent Supplement: 575
- » Investment Affordable Housing (IAH): 113
- » Market: 2

The majority of subsidised RGI units were for seniors. There were 474 individuals and families in Lethbridge on a waitlist for subsidised housing in October 2018. The need is particularly high for subsidised housing for singles and families (35%).

The aging population, number of people with disabilities and mental health issues, and the increasing number of homeless people who require permanent supportive housing indicate a need for additional housing units with supports and accessibility features.



RACISM AND DISCRIMINATION

Racism is pervasive in all supports and services and must be addressed; yet tracking acts of racism and discrimination is difficult. Racism is related to hate crimes. In Canada, four specific offences are listed as hate crimes in the Criminal Code of Canada: advocating genocide, public incitement of hatred, willful promotion of hatred when directed against an identifiable group, and mischief motivated by hate in relation to religious property.⁴⁷

Intolerance and xenophobia also play a role. Alberta saw the proportion of the population with visible minority status rise from 18% in 2011 to 24% in 2016. Similarly, Aboriginal peoples accounted for 6.2% of the population in 2011 and 6.5% in 2016. Sikhism, Islam, Buddhism, and Hinduism were the religions of 4.0% of the population of Alberta in 2001, compared with 6.9% in 2011.

Encouragingly, according to the 2016 Statistics Canada's Report, the number of police-reported hate crimes in Alberta decreased from 193 incidents in 2015 to 139 in 2016. The rate of hate crimes changed from 4.6 incidents per 100,000 population in 2015 to 3.3 in 2016. This change is due to a decrease in the number of crimes targeting religions (31 fewer incidents and decreases mainly in crimes targeting Jewish and Muslim populations).⁴⁸

Discrimination is the unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex. In Alberta, individuals who believe they have experienced discrimination that is prohibited under Alberta's provincial human rights legislation, the Alberta Human Rights Act (AHR Act), may make a complaint to the Alberta Human Rights Commission. Data for Alberta is not distilled by community.

In the 2016–17 fiscal year, the Commission opened 923 complaint files. In 2016–17, the Commission closed 637 files. Ninety-three percent of the complaints closed in 2016–17 were dealt with through the Commission's complaint resolution and settlement processes. The remaining 7% that closed in 2016–17, closed through the tribunal process.

Figure 44: Alberta Human Rights Complaints⁴⁹

PROTECTED GROUND	TIMES CITED*	PERCENT OF TOTAL
<i>Physical disability</i>	796	30%
<i>Mental disability</i>	511	19%
<i>Gender</i>	465	18%
<i>Race/Colour</i>	204	8%
<i>Ancestry/Origin</i>	191	7%
<i>Age</i>	132	5%
<i>Family status</i>	128	5%
<i>Religious beliefs</i>	80	3%
<i>Other</i>	36	1%
<i>Marital status</i>	34	1%
<i>Sexual orientation</i>	34	1%
<i>Source of income</i>	19	<1%
<i>Gender expression</i>	14	<1%
<i>Gender identity</i>	13	<1%
TOTALS	2,657	100%**

The Lethbridge Police Service has reported hate crimes in 2014 through 2016 ranging from two to five reported crimes. In 2017, Lethbridge Police Service itself was accused of racist carding practices.⁵⁰ A freedom of information request found that Indigenous people are five times more likely than Caucasian people to be stopped in the street by Police in Lethbridge, questioned, and have their information recorded according to Lethbridge Police Service data obtained by Progress Alberta. African American people are eight times more likely to have this happen to them than Caucasian people.⁵¹

Alberta Justice has formed a working group to respond to concerns over police street checks and develop guidelines.



HEALTH AND WELLNESS

Access to mental health support services and other health services, support to overcome addictions, food security, sports and recreation, and the ability to meet basic needs are fundamental to living a dignified life. Alberta Health has released a community profile for Lethbridge as part of the Alberta South Zone, and local geographic areas: Lethbridge North, South, and West.

GENERAL HEALTH INDICATORS

Alberta Regional Dashboard collects indicators of health to show change over time. Some of the trends in this set of health indicators between 2009 and 2014 are:

- » Life stress has decreased and a sense of belonging has increased;
- » Access to a family doctor has increased, yet those with a flu shot has decreased;
- » Daily smoking has decreased while heavy drinking has increased; and
- » Physical activity has increased, yet those reporting overweight has also increased.

Figure 45: General Health Indicators⁵²

HEALTH INDICATORS 2009–2014	2014 PERCENTAGES	5 YEAR CHANGE
Have Regular Family Doctor	86.8	+3.51%
Overweight	60.8	+9.96%
Life Stress	21.5	-2.78%
Had Flu Shot Within Last Year	31.5	-10.39%
Daily Smoker	15.0	-14.40%
Sense of Belonging	71.9	+4.64%
Heavy Drinkers	20.1	+11.27%
Physical Activity	56.3	+4.04%

POPULATION HEALTH INDICATORS⁵³

The percentage of obese adults (age 20–64, not pregnant) in the Alberta South Zone in 2014 (29.4%) was higher than the provincial percentage (22.8%), and there was a much higher proportion of inactive people (49.4%) compared to Alberta (43.1%). In addition, a similar percentage of daily smokers was reported at the zone level (14.0%) compared to the province in 2014 (14.5%), and a much lower proportion considered themselves as having excellent or very good mental health (64.0% vs. 72.2% AB).

The infant mortality rates in the South Zone varied between 1.9 per 1,000 births in 2015, and 5.8 per 1,000 births in 2013. Compared to Alberta, infant mortality rates in the South Zone were higher for two of the three calendar years.

CHRONIC DISEASE PREVALENCE

In 2015, the disease with the highest prevalence rate (per 100 population) in Lethbridge was hypertension. High blood pressure, also known as hypertension, puts extra strain on the blood vessels and major organs such as the heart, brain, and kidneys. It is the world's top cause of cardiovascular disease, which leads to strokes and heart attacks.

High blood pressure is now a major health issue linked with poverty.⁵⁴ Poor diet (especially high salt intake), overweight and obesity, excessive alcohol consumption, and physical inactivity can all contribute to high blood pressure. High blood pressure and stress are more common among families unable to ensure a stable food supply. Hypertension is also a pervasive disease in the aging population.

SEXUALLY TRANSMITTED INFECTIONS

The highest sexually-transmitted infections (STI) rate per 100,000 people in Lethbridge's Local Geographic Area (LGA), in 2013/2014–2015/2016, was reported for chlamydia. Chlamydia is the most commonly reported notifiable sexually-transmitted infection in Canada. Many infected individuals are unaware of their status because of the asymptomatic nature of chlamydia. This can leave infections undiagnosed and untreated, helping to spread chlamydia among sexually-active individuals.⁵⁵

There is considerable evidence of racial/ethnic patterning of sexually-transmitted infection (STI) risk in Canada. Cultural factors, including attitudes, beliefs, values, and practices that are shaped by historical, socioeconomic, and political contexts are key determinants that can make young ethnocultural minority and Indigenous women more vulnerable to chlamydia infection.⁵⁶

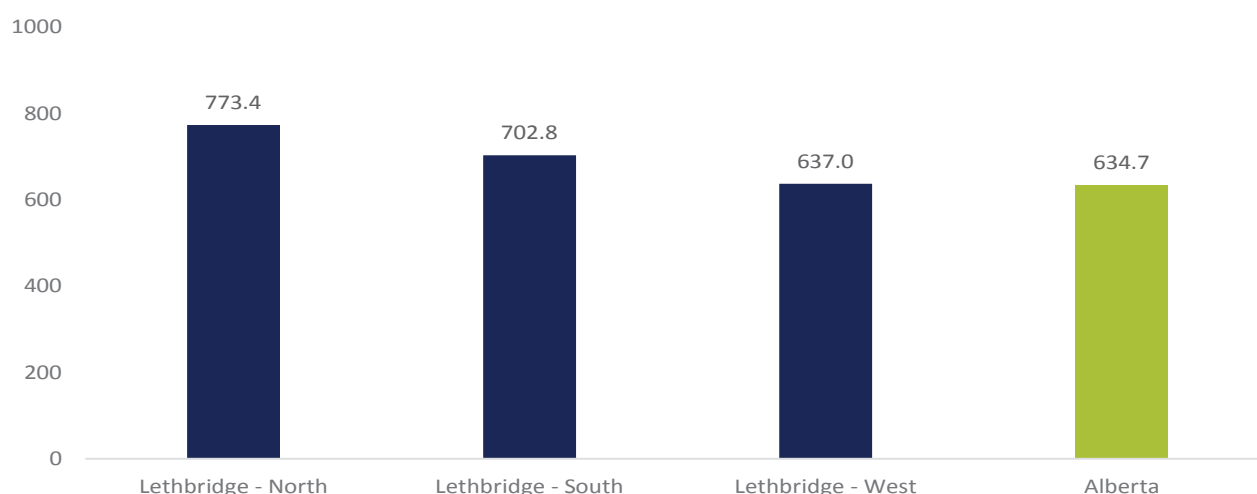
There is also evidence that poorer persons are at increased STI risk. Lower socioeconomic status, typically measured by poverty level or income, has been clearly associated with vulnerability to STIs through high-risk sexual encounters among adolescents and young adults. Young women who have lower incomes or who may live below the poverty line may be at greater risk through participation in survival sex as a source of income. They may face additional financial concerns related to accessing condoms for STI prevention, and costs associated with accessing testing and treatment services.⁵⁷ None of the top five STI rates in the LGA were higher in Lethbridge than the provincial rates.

MORTALITY

Although mortality data reflect the opposite of the state of health of a population, they are the only medically relevant complete statistics for the description of health and disease in a population.

The mortality rate (per 100,000 people) due to all causes was higher in the LGAs, in 2013–2015, compared to the province:

Figure 46: Lethbridge Mortality Rate 2013–2015⁵⁸



The most frequent cause of death reported between 2006 and 2015 was diseases of the circulatory system (abnormalities of the heart and vessel system). They include cardiovascular diseases, such as heart disease and stroke, and hypertensive diseases.

Age, family history, and lifestyle, such as smoking, sedentary lifestyle, excessive stress, and bad eating habits may result in obesity, diabetes, hypercholesterolemia, and arterial hypertension – risk factors to the development of circulatory disease.⁵⁹

EMERGENCY SERVICE UTILIZATION

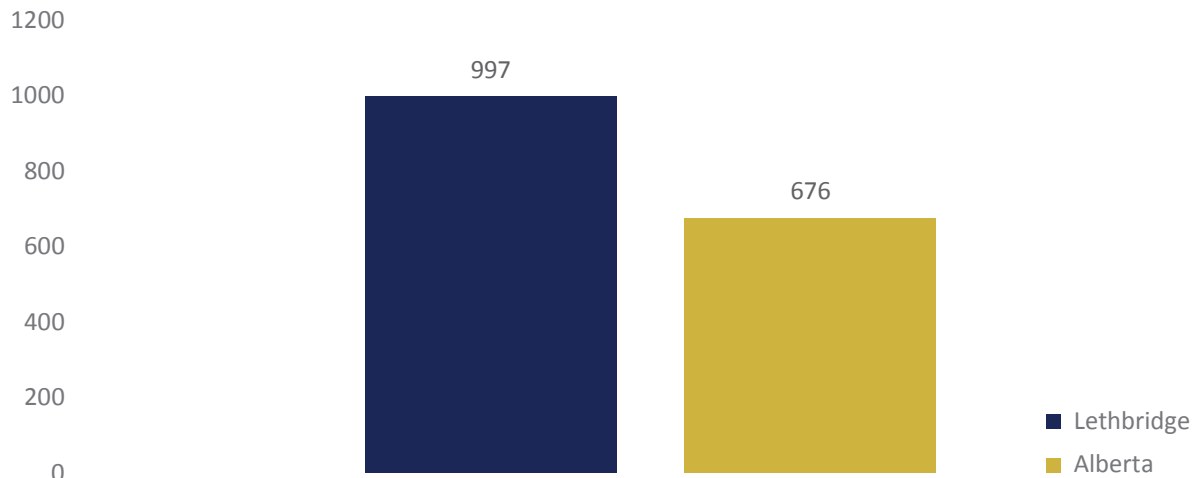
Semi and non-urgent emergency visits accounted for 45.8% of all emergency visits in 2015/2016.

Acute upper respiratory infections were the most common reason for emergency visits (among select conditions) in 2014, and had a similar rate (3086.3 per 100,000 people) compared to the provincial rate (3,601.8 per 100,000 people).

INPATIENT SERVICE UTILIZATION

Ischemic heart disease, pneumonia, and mental and behavioural disorders due to psychoactive substance use were the top three main reasons for inpatient separations (among selected conditions) in 2016, and inpatient separation rates were higher than the provincial rates for four of seven diagnoses.

Figure 47: Emergency visits per 100,000 people for Mental & Behavioural Disorders due to Psychoactive Substance Abuse 2014



MATERNAL AND CHILD HEALTH

Mothers and children who live in poverty are at higher risk for a variety of mental, physical, emotional, and behavioural health problems, including depression, obesity, child maltreatment, teenage problem behaviours, drug abuse, and lower educational attainment. Lethbridge North is highlighted with several maternal and child health-related issues.

Figure 48: Maternal and Child Health Indicators for the period 2012/2013 – 2014/2015 by LGA⁶⁰

	LETHBRIDGE -NORTH	LETHBRIDGE -SOUTH	LETHBRIDGE -WEST	ALBERTA
Number of Births	986	1,013	1,421	160,857
Percent Low Birth Weights (of Live Births) ¹ , less than 2500 gm	5.80%	4.80%	4.60%	7.10%
Percent High Birth Weights (of Live Births) ¹ , greater than 4000 gm	9.30%	11.20%	11.40%	9.10%
Birth Rate (per 1,000 population) ¹				
Fertility Rate (per 1,000 Women 15 to 49 Years) ¹	51.8	47.9	57.2	50.8
Teen Birth Rate (per 1,000 Women 15 to 19 Years)	24.1	13	13.4	14
Percent of Deliveries with Maternal Prenatal Smoking	25.70%	17.20%	11.30%	13.40%

FETAL ALCOHOL SPECTRUM DISORDER

Among Alberta women 18 to 44 years of age, 80% reported drinking within the past 12 months. Given that 40% of pregnancies are reported to be unplanned, a significant number of unborn babies are at a high risk of prenatal exposure to alcohol. A recent survey found that of almost 90% of Albertans who were aware of Fetal Alcohol Spectrum Disorder (FASD), 40% reported knowing someone with FASD or someone caring for an individual with FASD.⁶¹

Anecdotal evidence suggests there is a great deal of undiagnosed FASD in Lethbridge. The Lethbridge Family Services operates DaCapo Disability Services, a clinic responsible for Lethbridge and region, which encompasses at least another 20 communities. They are funded to assess only 12 adults and 36 children a year. Currently they have 97 youth (ages 7 - 17 yrs.) and 45 adults on their waitlist.

DISABILITIES

About 22% of households have a person reporting a disability. These households have particular needs related to health and community care, housing, income security, and transportation. For example, specialized care, specifically the presence of mental health-workers can increase wellbeing outcomes. A perceived amount of personal freedom is also related to higher wellbeing, whereas stigmatisation and depression are related to reduced wellbeing.⁶²

Figure 49: Prevalence of Disability

	LETHBRIDGE		ALBERTA	
	NUMBER	PERCENT	NUMBER	PERCENT
Households with any member with difficulty hearing	1,785	4.8%	68,460	4.5%
Households with any member with difficulty seeing	2,380	6.3%	97,125	6.4%
Households with any member with difficulty walking, using stairs, using hands or fingers or doing other physical activities	3,760	10.0%	132,180	8.7%
Households with any member with difficulty learning, remembering or concentrating	2,485	6.6%	80,550	5.3%
Households with any member with emotional, psychological or mental health conditions	3,915	10.4%	129,660	8.5%
Households with any member with other health or long-term care conditions	8,110	21.6%	294,460	19.3%

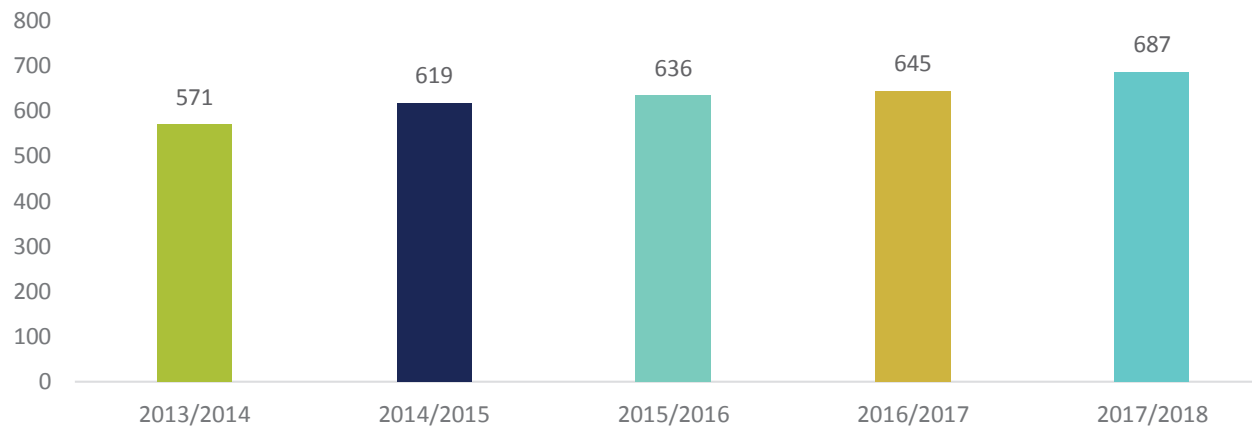
Government of Alberta provides a range of services and supports for adults and children with disabilities:⁶³

1. Persons with Developmental Disabilities (PDD)
2. Assured Income for the Severely Handicapped (AISH)
3. Disability Related Employment Services (DRES)
4. Community and Social Services Learning Series
5. Family Support for Children with Disabilities (FSCD)
6. Fetal Alcohol Spectrum Disorder (FASD) initiatives
7. Internship for Persons with Disabilities
8. Residential Access Modification Program (RAMP)
9. Brain injury supports
10. Community Access for People in Continuing Care
11. Specialized support services
12. Service dogs information



Persons with Development Disabilities (PDD) are those funded to aid their independent living in four program areas: community living support, employment support, community access support and specialized community support. The PDD caseload has been growing at 3.4% per year in Alberta and 3.3% per year in Lethbridge.

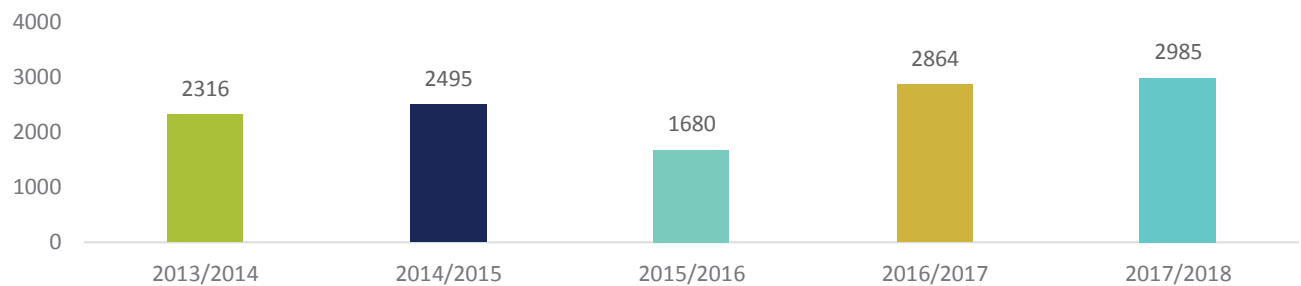
Figure 50: Count of PDD Individuals for Lethbridge⁶⁴



Assured Income for the Severely Handicapped (AISH) is a program that provides financial and health assistance for those with a permanent medical condition which prevents them from earning a living.

The AISH caseload has been growing at close to 4.8% per year in Alberta, and just over 4.4% per year in Lethbridge.

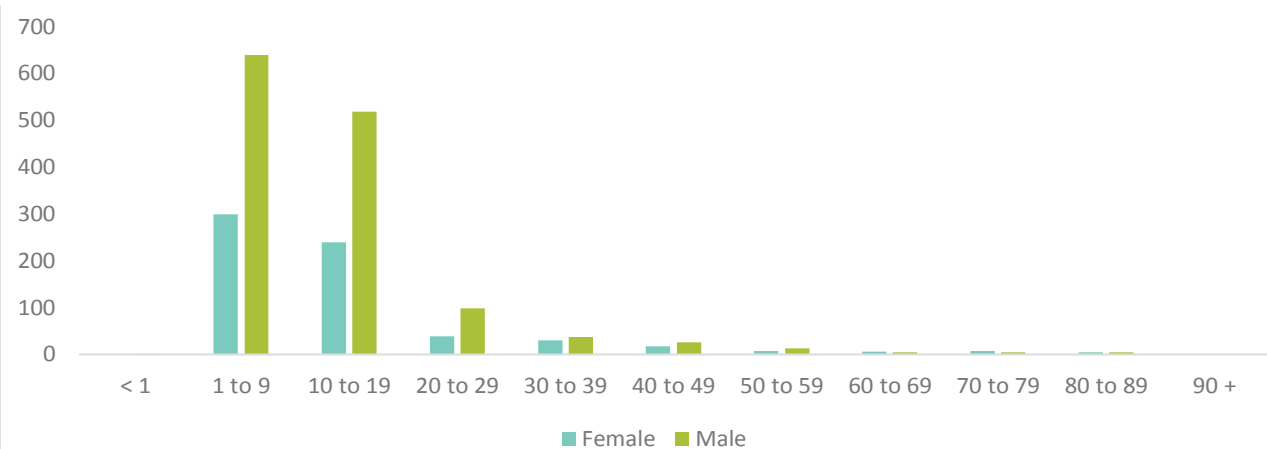
Figure 51: Distinct AISH Case Count⁶⁵



PDD and AISH caseloads are increasing at a rate faster than Lethbridge population growth at 2.0% per year, placing a higher relative burden on service providers.

We are able to explore selected developmental disability diagnoses for the South Zone for 2015-2017 (no Lethbridge data available).⁶⁶ Of people in the South Zone, 0.63%, had the diagnosis of Development Disorders (1,997 out of 316,552 people), compared to all of Alberta (0.42%).

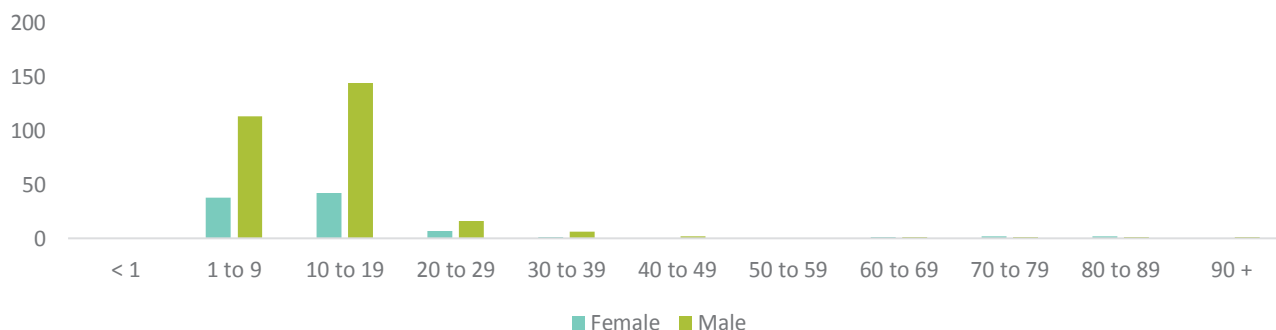
Figure 52: Alberta Health South Zone – Prevalence with Developmental Disorder diagnosis



AUTISM

According to the Alberta Health South Zone data, 0.12% of people had the diagnosis of Autism (378 out of 316,552 people), compared to all of Alberta (0.09%).

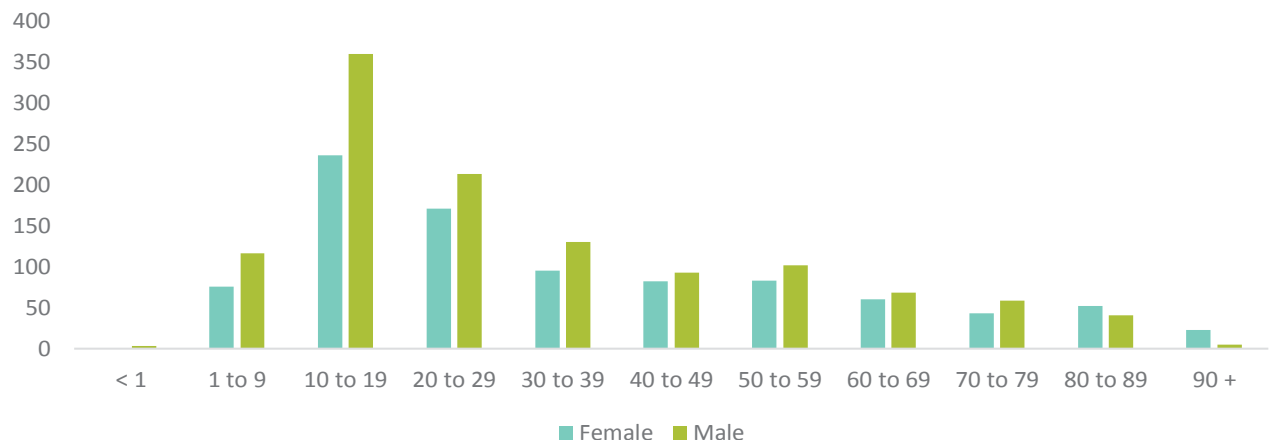
Figure 53: Alberta Health South Zone – Prevalence with Autism diagnosis



BRAIN TRAUMA

According to the Alberta Health South Zone data, 0.67% of people had the diagnosis of Head and Neck Injuries (2,111 out of 316,552 people), compared to all of Alberta (0.57%).

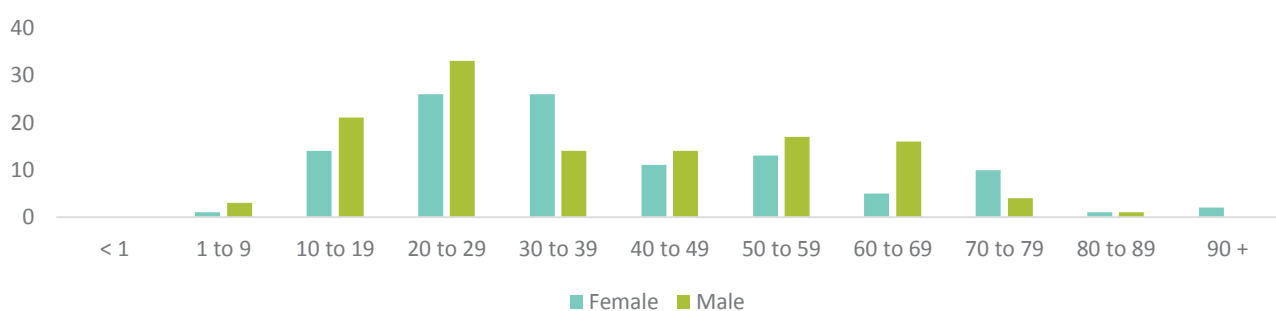
Figure 54: Alberta Health South Zone – Prevalence with Head and Neck Injuries (Brain trauma) diagnosis⁶⁷



MENTAL RETARDATION

According to the Alberta Health South Zone data, 0.07% of people had the diagnosis of Mild / Moderate Mental Retardation (232 out of 316,552 people), compared to all of Alberta (0.06%).

Figure 55: Alberta Health South Zone Number of people with Mild/Moderate Mental Retardation diagnosis⁶⁸



Alberta Health South Zone contracts a number of service providers that provide supports to Albertans with developmental disabilities through the PDD program. As well there are a number of families who manage their own supports, rather than having a service provider manage their services. The number of individuals receiving PDD services, the number of service providers, and the number of families who manage their own PDD supports, as of September 2016 is highlighted:

South Zone

- » Individuals served: 1,284
- » Service providers: 25
- » Family managed: 97

Lethbridge has 14 programs which are Approved Community Service Providers for PDD services.

1. Bluefox Association
2. Edenbridge Family Services
3. Greystoke Homes & Support Services Inc.
4. Health Care Homes LTD.
5. Independent Counselling Enterprises (I.C.E.)
6. L'Arche Association of Lethbridge
7. Lethbridge College Inclusive Post-Secondary Education
8. Lethbridge Family Services
9. New Beginnings Association
10. Peak Vocational and Support Services Ltd (operating as Peak Support Services)
11. Quest Support Services Inc.
12. Rehabilitation Society of Southwestern Alberta
13. Southern Alberta Community Living Association
14. Southern Alberta Society for the Handicapped (SASH)

Further disability data for Lethbridge City is difficult to obtain. Given the breadth of government services available in Alberta for the following disabilities (below), reaching out to individual agencies may provide local data.

ACCESS TO HEALTH SERVICES

Health Link Alberta (HLA) is a health advice and information service available to all Albertans, 24 hours a day, seven days a week, through telephone and Internet. Calls are answered by Registered Nurses and non-clinical information and referral agents, using a range of software and Internet supports.

Health Link Alberta Calls for Lethbridge in 2017 totalled 11,643, representing 41.8% of all calls in the South Zone.

Strong health systems improve the health status of the whole population, but especially of low-income groups among whom ill health and poor access to healthcare tends to be concentrated.

FOOD INSECURITY

Household food insecurity – the inadequate or insecure access to food due to financial constraints – is a serious public health problem in Canada. It negatively impacts physical, mental, and social health, and costs our healthcare system considerably.⁶⁹

The most recent federal statistics for food insecurity are from 2011/12, where 7.5% of people age 12 and over living in Lethbridge (South Zone) were unable to afford the food they needed. This was similar to the province (7.9%) and to other communities that share similar socioeconomic and demographic characteristics.⁷⁰

Figure 56: Lethbridge Food Bank and Interfaith Food Bank

DEMOGRAPHICS	LETHBRIDGE				INTERFAITH FOOD BANK
	2016	2017	2018	% CHANGE OVER 2 YEARS	2018
Adults (Age 18+)	11,338	10,789	10,310	-9.1%	11,209
Children (Under 18)	7,252	5,680	5,343	-26.3%	7,232
Women (Age 18+)	5,850	4,863	4,779	-18.3%	6,262
Men (18+)	5,538	5,044	4,682	-15.5%	-
Seniors (Age 65+)	501	681	794	58.5%	589
Indigenous (18+)	2,813	2,293	2,101	-25.3%	2,403
Post-Sec Student	197	40	34	-82.7%	283
Immigrant/Refugee (18+)	1,617	1,616	1,334	-17.5%	665

The rise in seniors accessing the food bank must be investigated further.

Lethbridge Food Bank (LFB) data (below) suggests that people receiving pensions and social assistance, and primarily renters continue to access services at the same rate.

Research from Proof Toronto found problems of food insecurity are not limited to any single population subgroup defined by household structure, main income sources, or some other socio-demographic characteristic – the only common denominator is inadequate, insecure incomes.⁷¹

Food insecurity's role in Canada's new Poverty Reduction Strategy is an important step forward in the federal government's recognition of food insecurity as a measure of material deprivation that is sensitive to social policies aimed at poverty reduction.

Figure 57: LFB Clients - Primary Income

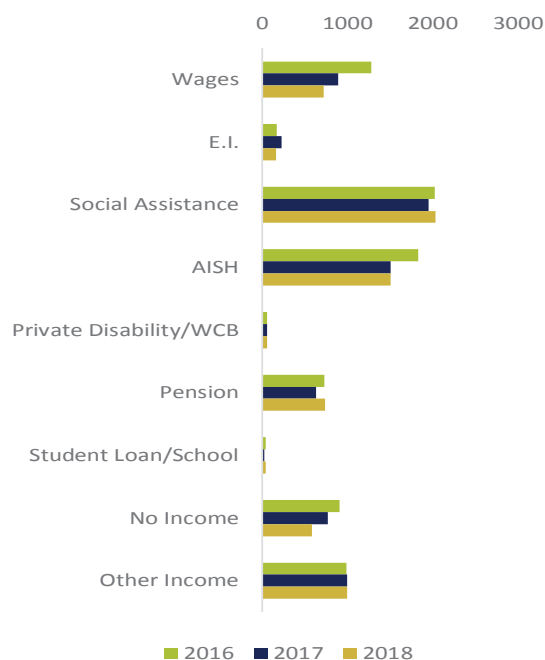


Figure 58: LFB Clients- Housing Type



MENTAL HEALTH

Mental health includes our emotional, psychological, and wellbeing. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.

Positive mental health allows people to realize their full potential, cope with the stresses of life, work productively, and make meaningful contributions to their communities.

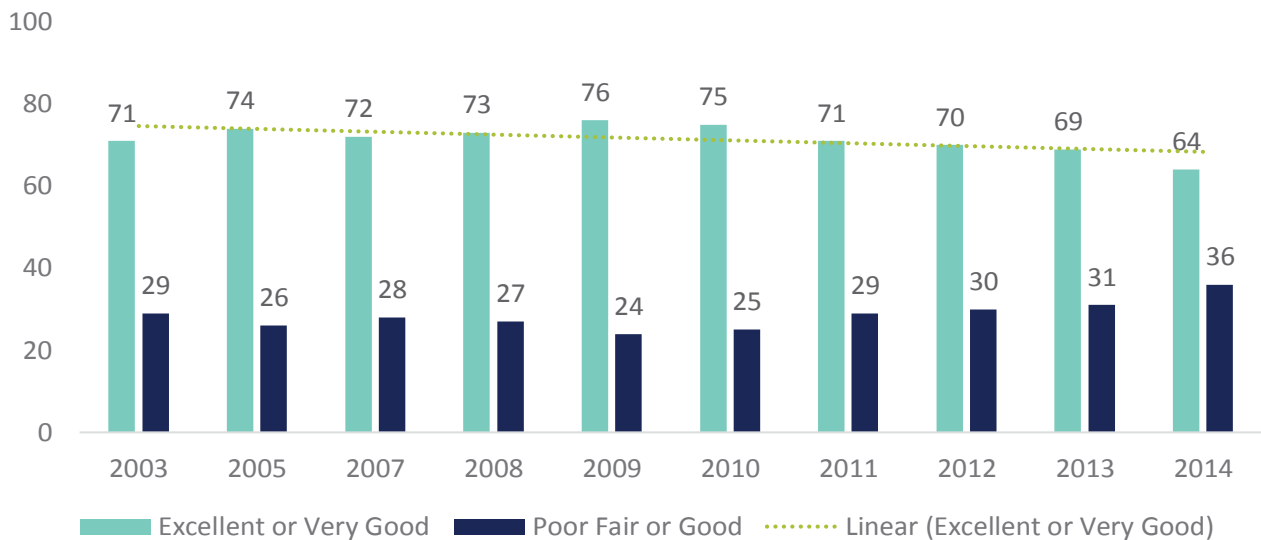
Data is not available at the Lethbridge overall level, so Alberta Health South Zone data is used, along with Local Geographic Areas: Lethbridge North, South, and West if available.

SELF-PERCEIVED MENTAL HEALTH

Perceived mental health is a general indication of the number of people in the population suffering from some form of mental disorder, mental or emotional problems or distress, not necessarily reflected in self-perceived health.

By 2014, the percentage of Albertans in the South Zone reporting their mental health as very good or excellent had decreased to a much lower proportion than Alberta: 64% (South Zone) vs. 72.2% (Alberta).⁷²

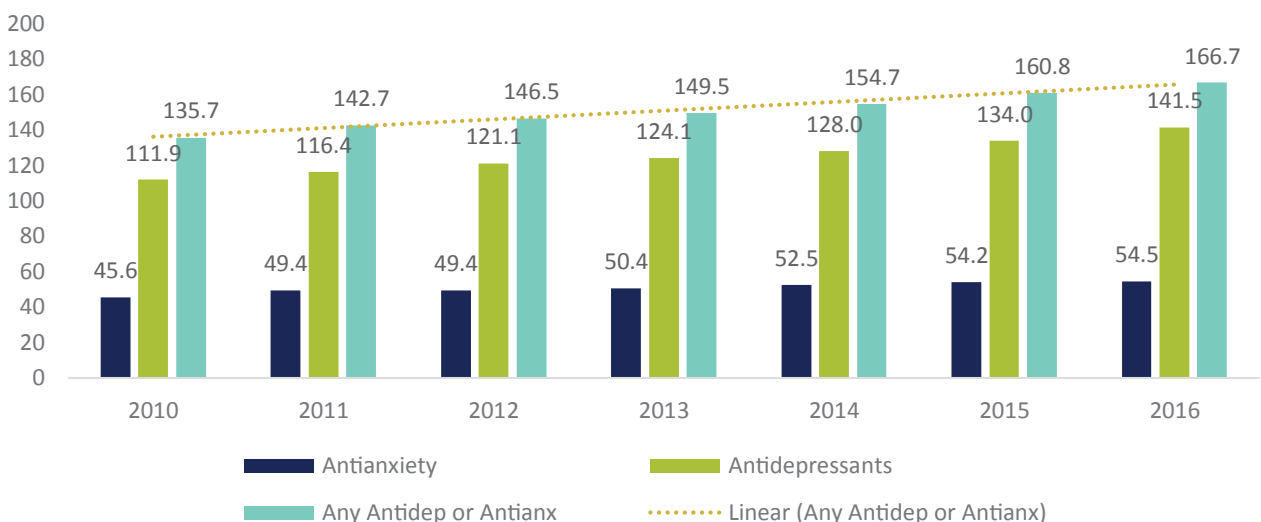
Figure 59: Alberta South Zone Self Perceived Mental Health Prevalence



ANTIDEPRESSANT AND ANXIETY PRESCRIPTIONS

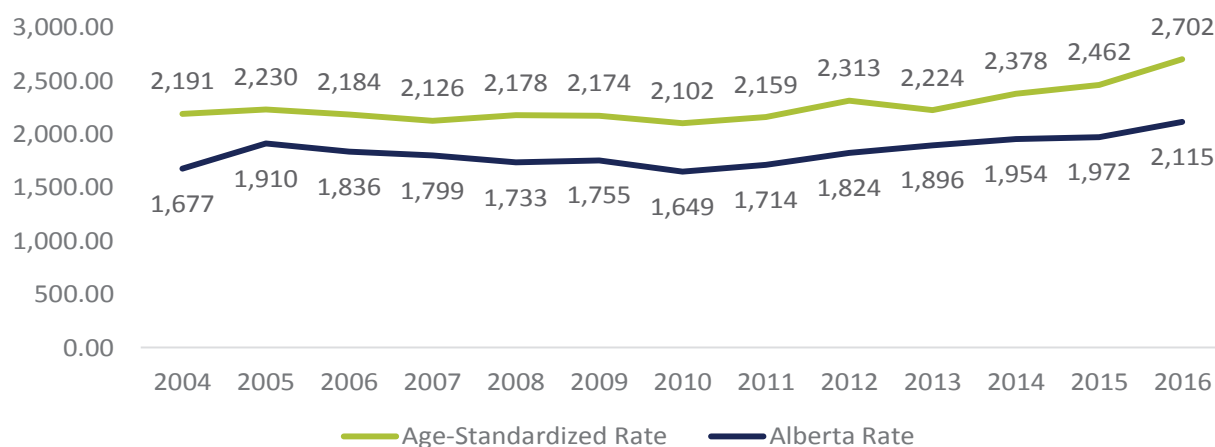
During the past two decades, there has been a dramatic increase in the use of drugs to treat mental health issues.⁷³ The prevalence of people in the South Zone who filled at least one prescription of antidepressant or anxiety medications has increased in recent years.⁷⁴

Figure 60: Rates for persons who filled at least one prescription of antidepressant or antianxiety medications (unique dispensations)



Mental and behavioral disorders are common throughout the country and represent a significant portion of the public health burden. In Alberta's South Zone, emergency visits for mental and behavioural disorders is increasing and is higher than the Alberta rate.⁷⁵

Figure 61: Alberta South Zone Emergency Visits - Age Standardized Rate (Mental & behavioural disorders)



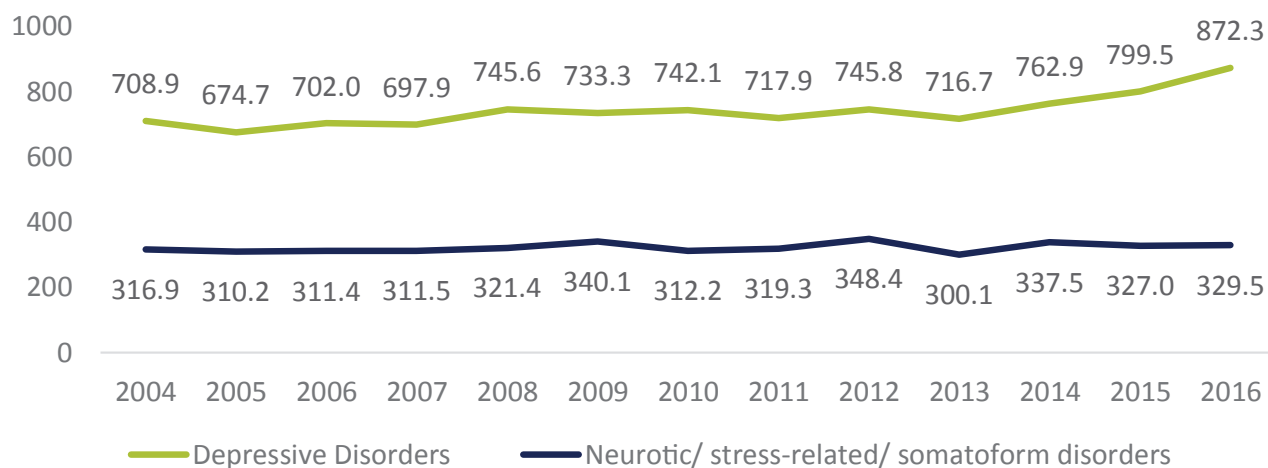
Most recent data (2017) indicates Lethbridge North and South have very high Emergency Department visit rates for mental health and behavioural disorders compared to the province.

Figure 62: Lethbridge Mental Health Statistics⁷⁶

2017	LETHBRIDGE -NORTH	LETHBRIDGE -SOUTH	LETHBRIDGE -WEST	ALBERTA
Mental and Behavioral Disorders: Emergency department visit rate per 100,000 population	1251.2	1345.2	393.0	676.0
Inpatient Discharge Rate associated with mental and behavioral disorders per 100,000 population	121.4	268.6	70.4	136.7
Mortality: Mental and behavioral disorders	5.6%	6.9%	7.4%	-

Stress has direct effects on mood and early initial symptoms of lowered mood can include irritability, sleep disruption and cognitive changes such as impaired concentration. However, the indirect effects of stress are often what causes depression to take hold. Depression is more serious and long-lasting than stress and requires a different kind of help. Depression causes powerful mood changes, such as painful sadness and despair. In Alberta's South Zone, emergency visits for depression and stress have increased over the past decade, with the latter being more prevalent in the region.⁷⁷

Figure 63: Alberta South Zone Emergency Visits - Age Standardized Rate (Depression and Stress)



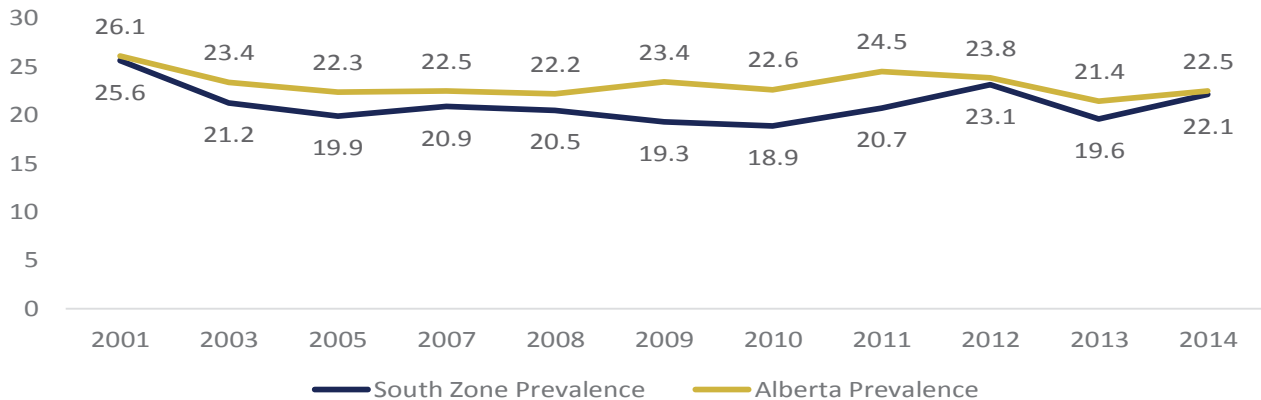
Most recent date (2016) shows both Depression and Stress Emergency visits rates are above the provincial rates:⁷⁸

» Depressive Disorders: 329.45 (South Zone) vs 265.62 (Alberta)

» Neurotic/ stress-related/ somatoform disorders 872.28 (South Zone) vs 704.82 (Alberta)

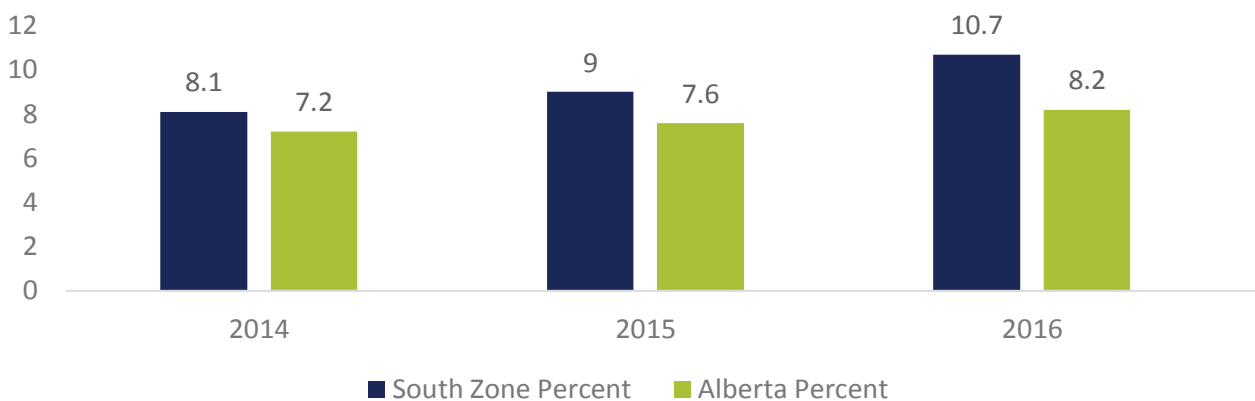
Using the Canadian Community Health Survey we can explore Life Stress change through time. The following data shows the proportion of the population self-reporting life stress as extremely or quite a bit stressful.⁷⁹

Figure 64: Prevalence of Life Stress



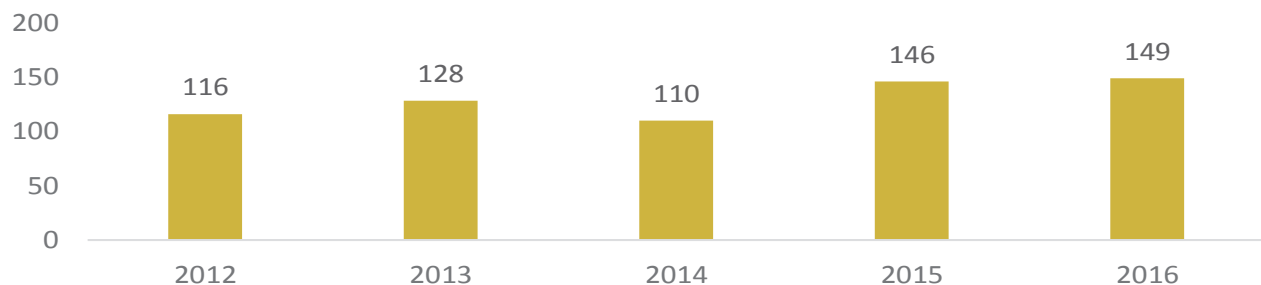
The Alberta Community Health Survey provides additional data on Life Satisfaction. Respondents in the South Zone were asked: "How satisfied are you with your life as a whole?" In 2016, 89.3% of South Zone residents aged 12 and older, reported that they were satisfied or very satisfied with life. The remaining 10.7% stated they have no satisfaction, and this was a greater proportion than the Alberta proportion (8.2%).⁸⁰

Figure 65: 0-5 No Satisfaction Response for "How satisfied you are with your life as a whole?"



Life dissatisfaction has a long-term effect on the risk of suicide.⁸¹ Alberta typically has a higher rate of suicide than the national average: Approximately 500 Albertans die by suicide each year.⁸² In the South Zone, the number of suicides has increased the past five years.⁸³

Figure 66: Alberta South Zone – Suicide Numbers



Good mental health and wellbeing mean different things to different people and every person has to find their own way to a life that is meaningful and satisfying for them. Thus, a community well-being strategy should explore ways to improve mental health, such as relaxation, exercise, nutrition, healthy relationships, goal setting, problem solving, and building community connections.



DRUG USE & COMMUNITY SAFETY

The ongoing drug crisis is probably one of the most significant challenges our community has ever faced. In addition to the human cost in terms of addictions and overdose deaths, it has created critical and pressing challenges for residents and businesses in Lethbridge.

OPIOIDS

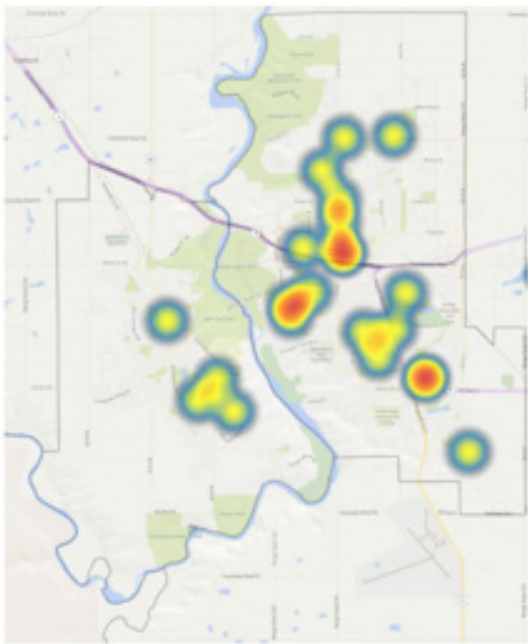
In March 2019, Alberta Health released the 4th Quarter Opioid Response Surveillance Report. Since January 1, 2016 1,842 individuals have died from an accidental opioid poisoning in Alberta.

There were 25 fentanyl-related deaths in Lethbridge in 2018.

Figure 67: Table 3: Rate (100,000 persons per year) and number of apparent accidental drug poisoning deaths related to fentanyl, by municipality (based on place of death). January 1, 2016 to December 31, 2018⁸⁴

	2016		2017		2018	
	Count	Rate	Count	Rate	Count	Rate
Lethbridge	8	8.3	15	15.3	25	25.1

Figure 68: Map of apparent accidental opioid poisoning deaths - January 1, 2016 to December 31, 2018:⁸⁵



In addition to fentanyl, the use of carfentanil – an opioid pain reliever and sedative used by veterinarians on very large animals such as elephants – has also become more prominent in the past year. In November 2018, a rash of overdoses on the Blood Tribe Reserve in southwestern Alberta has prompted a warning from the chief and council. A total of 22 overdoses were reported between Tuesday and Thursday, including one death. Nine people overdosed on Tuesday, followed by another ten on Wednesday, and three on Thursday. A notice from the council says they believe carfentanil is to blame.

As of December 31, 2018, Alberta Health reports the South Zone had the highest rate of carfentanil deaths per 100,000, as did the City of Lethbridge⁸⁶. The rate is not provided.

Data for the number of apparent accidental drug poisoning deaths related to an opioid other than fentanyl, by municipality (based on place of death) is for the January 1, 2016 to September 30, 2018 period only: Lethbridge had 4 deaths, at a rate of 5.4⁸⁷.

Opioids (fentanyl, carfentanil, and heroin) are the most consumed substances in Lethbridge.

METHAMPHETAMINE

Along with the opioid crisis, police on the streets are dealing with another serious drug problem, methamphetamine.

In 2018, 78% of accidental fentanyl-related deaths listed at least one other substance as contributing to death, the most frequent being methamphetamine (44%) and cocaine (32%).⁸⁸

SUPERVISED CONSUMPTION

Located in Lethbridge, Aids Outreach Community Harm Reduction and Education Support Society (ARCHES) provides leadership in building individual and community capacity to respond and reduce the harm associated with HIV and Hepatitis C in southwestern Alberta. In February 2018 ARCHES opened a Supervised Consumption Services which includes:

- » A medically-supervised consumption room with thirteen injection booths and two supervised inhalation rooms;
- » A monitoring space – after consumption, individuals are monitored for negative reactions to their drugs;
- » Nursing staff that can respond to overdoses;
- » Immediate access to counselling services; and
- » Referrals to drug treatment, detox, housing, income support, and other services.

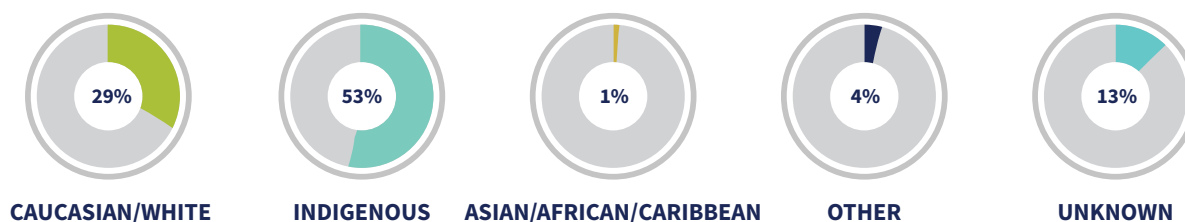
Lethbridge has been disproportionately affected by the drug crisis; visits to ARCHES since it opened February 28, 2018 now total nearly 190,000⁸⁹.

There are a total of 1034 unique community members registered for ARCHES supervised consumption services⁹⁰. Data from ARCHES on the clients served from February 28th to December 15th show that 40% were female and 60% male. The age of clients vary from under 20 to over 60, however 72% clients were between the ages of 20-39. Over half the clients (53%) identified as indigenous and 29% Caucasian.

Figure 69: Age of Clients

AGE	# CLIENTS	%
Under 20	50	5%
20–29	398	38%
30–39	347	34%
40–49	163	16%
50–59	61	6%
60+	15	1%

Figure 70: Ethnicity of Clients



When asked to identify their housing status, 42% would have unstable housing (if we remove the unknown situations). Clearly there is a relationship between mental health and substance abuse, and precarious housing. Looking at the postal district of where these people live may help target locations for further support and services: South Lethbridge has greater need.

Figure 71: Housing status & postal district of Clients

HOUSING STATUS	# CLIENTS	%	POSTAL DISTRICT	# CLIENTS	%
Apartment/Hotel	51	5%	Downtown Core	92	9%
House	170	16%	3 Blocks of SCS	31	3%
Friends/Family	50	5%	No Fixed Address	232	22%
No Fixed Address	203	20%	South Lethbridge	232	22%
Half-Way	10	1%	West Lethbridge	35	4%
House/Incarcerated/ Recovery					
Sleeping Rough/Shelter	114	11%	North Lethbridge	183	18%
Unknown	137	13%	Out of Town	87	8%
Other	299	29%	Unknown	142	14%

ARCHES staff provide additional services, including housing, queer health, HIV/HCV programming, and peer-based supports. Harm reduction is only one of the four pillars of drug addiction treatment. The others include enforcement, treatment and rehabilitation, and education and prevention.

ARCHES serves approximately 1800 participants outside of SCS for a total of 3000 in Lethbridge and approximately 6000 in the catchment area.

MARIJUANA LEGALISATION

In April 2017, the Government of Canada introduced legislation to legalize, regulate, and restrict access to recreational cannabis. This legislation came into effect on October 17th, 2018. In Lethbridge, the City has made the decision to not introduce any bylaws prohibiting public use of marijuana. To date, data on cannabis legalization impacts on policing efforts or societal issues are yet to be released.

CRIME

Current police-reported crime in Lethbridge, as measured by the Crime Severity Index (CSI), increased for the fourth consecutive year between 2013 and 2017. The CSI is a measure of police-reported crime that takes into account both the volume and severity of crime as indicated in the tables below.

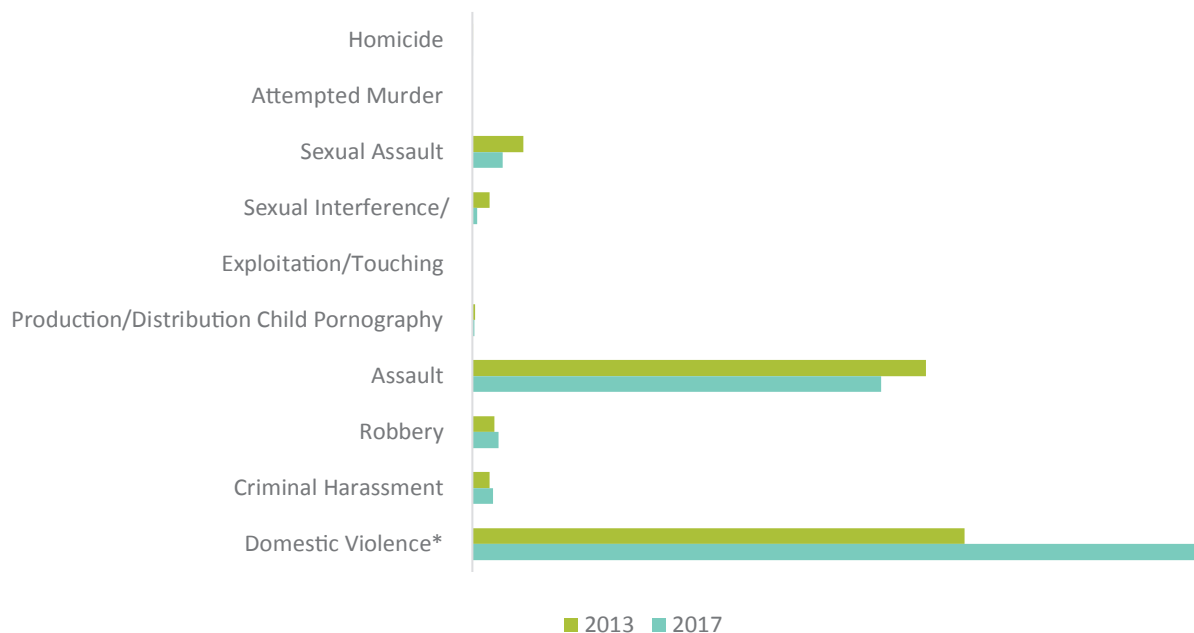
Figure 72: Lethbridge Crime Severity Index⁹¹

	2013	2014	2015	2016	2017
Crime Severity Index	79.98	100.2	113.11	123.8	143.09
Percent Change In Crime Severity	-11.42	25.28	12.88	9.45	15.58

Furthermore, the Lethbridge Police Service reported an increase in calls for service. In 2017, there were 33,643 calls compared to 30,799 in 2016.⁹² For Crimes Against Persons there was a notable increase between 2013 and 2017 in Domestic Violence (*) - this will be discussed in the Family Wellbeing section of this report.

Figure 73: Crimes Against Persons – table and graph

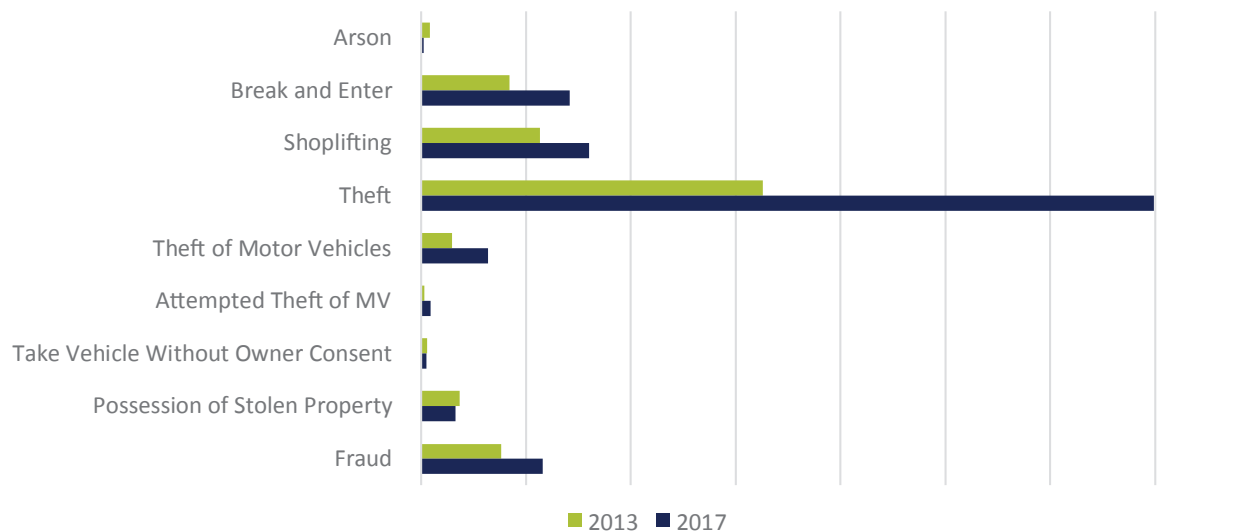
	2013	2014	2015	2016	2017
Homicide	1	2	6	4	2
Attempted Murder	0	0	1	1	0
Sexual Assault	117	116	104	54	70
Sexual Interference/ Exploitation/Touching	39	26	19	12	11
Production/Distribution Child Pornography	7	18	15	12	5
Assault	1,046	1,291	1,232	779	942
Robbery	51	74	61	50	60
Criminal Harassment	40	49	47	25	47
Domestic Violence*	1,134	1,629	1,858	1,693	1,692



The Annual Report data highlights theft, in Crimes Against Property, as a significant increase. Property crime, including break and enters, thefts from vehicles, and shoplifting are typically motivated by substance dependence. The increase the city is experiencing in these incidents can be presumed to be associated to the abuse of methamphetamine and opioids as discussed above.

Figure 74: Crimes Against Property – table and graph

CRIMES AGAINST PROPERTY	2013	2014	2015	2016	2017
Arson	42	16	26	13	13
Break and Enter	421	450	642	584	708
Shoplifting	568	786	818	896	800
Theft	1,629	1,952	2,593	2,787	3,494
Theft of Motor Vehicles	146	206	169	172	319
Attempted Theft of MV	16	29	18	25	44
Take Vehicle Without Owner Consent	30	26	31	16	24
Possession of Stolen Property	184	206	189	91	163
Fraud	382	529	655	534	580



In 2018, an Opinion Survey was conducted as a service evaluation for Lethbridge Police Service.⁹³

Perceptions of Lethbridge Police Service: A substantial majority of Lethbridge residents (66.1%) believe Lethbridge Police Service (LPS) is doing a good job policing their community, a marginal decrease from 2017 when approval peaked at 73.4%, but still within the normal range over the past decade.

Community Safety Neighborhood Safety: For the most part, Lethbridge residents feel very safe in their neighbourhoods. A majority (51.7%) feels very safe in their neighbourhoods and a further 40.4% feel somewhat safe. Very few Lethbridge residents feel somewhat unsafe in their neighbourhood (6.2%) and fewer still (1.7%) feel very unsafe in their neighbourhoods.

Downtown Safety: A majority of Lethbridge residents feel somewhat safe (50.0%) when visiting downtown Lethbridge, while one-fifth (20.2%) feel very safe downtown. Approximately three of every ten Lethbridge residents do not feel safe downtown, with most of those (22.1%) feeling somewhat unsafe. Only a small number (7.8%) feel very unsafe while visiting downtown.

Community Policing Activities: Nearly half of Lethbridge residents (49.3%) believe LPS officers should be doing about the same amount of community policing activities as they do now. Most of the remaining residents (47.6%) believe LPS should be engaging in more community policing activities while very few Lethbridge residents (3.1%) believe LPS officers should be doing less of this type of policing during their regular duties.

As Lethbridge continues to grow, it is important to take steps to ensure that we continue to be a safe and healthy community. This includes supporting populations that are vulnerable due to social, economic or health related risk factors and ensuring that Lethbridge is well-positioned to respond to emerging safety and wellbeing issues.



EDUCATION PARTICIPATION
— LEARNING AND LITERACY

Societies that thrive encourage a thirst for knowledge at all ages and stages of life. Education is a process that begins before school age and is reflected in pre-school arrangements such as child care and early childhood education.

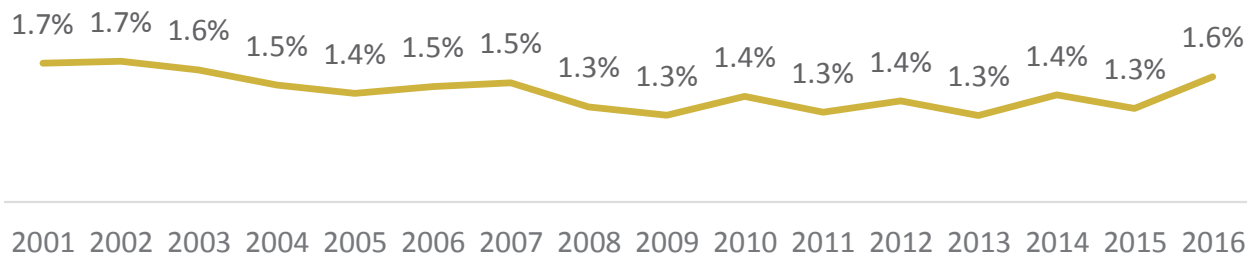
ACADEMIC ACHIEVEMENT

Participation in education is critical for preparation for work as well as for ongoing personal development and its positive impact on our living standards and social networks. Creating more opportunities and encouraging greater participation in education-related activities would serve to enhance wellbeing because these activities’ influence across many domains.

One-quarter of residents in Lethbridge, 25 to 64 years of age, have a university degree (25.1%), and this rate is 3% lower for the province overall (28.2%), which has risen steadily in recent years.

High school enrollment is an indicator of the population’s participation in education.⁹⁴ High school graduation rates have increased over the last six years in Lethbridge, with an 86.3% completion rate in 2016. This is on par with Alberta High School Completion Rates: 83.2%⁹⁵

Figure 75: High School Enrolment (Grade 12) as a percent of Total Population in Lethbridge



Currently 3,230 youth are enrolled in High School, and K–9 has 11,985 children enrolled.

Elementary schools in Lethbridge make important contributions to the early development of children and their preparation for life. Lethbridge School District No. 51 and Holy Spirit School Division operate a total of 33 schools ranging from kindergarten to Grade 12.

EARLY CHILDHOOD DEVELOPMENT

A child’s wellbeing is the cornerstone for all components of school readiness. Children’s mental, social, and physical wellbeing frames their learning opportunities, either expanding or limiting them. A child’s wellbeing can affect their ability to actively engage, physically and mentally, in the intended and unintended learning opportunities during the most formative years.

In 2014, Early Childhood Coalitions of Alberta established the Alberta Early Development Instrument Collection, Analysis, and Community Mobilization Program (Alberta EDI Program). The Early Development Instrument was designed to measure children’s ability to meet age-appropriate development expectations in five general areas. The EDI is used to understand factors that influence a child’s early development and is currently in use throughout Alberta.

Recent findings (2016) suggest Lethbridge kindergarten-aged children are on track at similar levels to Albertan children:

Figure 76: EDI Results 2016

	LETHBRIDGE			ALBERTA		
	ON TRACK	AT RISK	VULNERABLE	ON TRACK	AT RISK	VULNERABLE
Physical health and wellbeing	80%	9%	11%	77%	10%	13%
Social competence	77%	16%	7%	76%	15%	10%
Emotional maturity	75%	16%	9%	75%	15%	10%
Language and thinking skills	77%	14%	10%	74%	15%	11%
Communications and general knowledge	78%	12%	10%	68%	17%	15%

Evidence indicates that children who suffer trauma, such as abuse, neglect, living in a home where there is violence, or having a parent who is mentally ill have twice the risk of conditions like obesity, cardiovascular disease, addiction, and depression as adults.⁹⁶ The Adverse Childhood Experiences (ACE) checklist was developed to investigate these associations.⁹⁷

In 2013, the Alberta Adverse Childhood Experiences Study, a telephone survey of 1200 Albertan adults, was launched. The ACE checklist was modified to be appropriate for interviewing people about sensitive issues over the telephone. Eight questions were asked about two main areas of childhood trauma: childhood abuse and growing up in a household where there was family dysfunction. Like other studies, results from the Alberta ACE study demonstrated that ACEs were common and there were strong associations between childhood trauma and increased risk for poor health outcomes in adulthood. Examples might be children experiencing or witnessing abuse or violence, deaths of caregivers, divorce, etc.

While we are unable to drill down to Lethbridge level, Alberta's key results provide some insight:⁹⁸

- » Before the age of 18, 27.2% experienced abuse and 49.1% experienced family dysfunction.
- » ACEs rarely occur in isolation. Having one ACE increases the probability of experiencing another one by 84%.
- » Children who experienced more ACEs were more likely to be diagnosed with mental health conditions or substance dependence in adulthood.
- » Children who experienced more ACEs were more likely to perceive their physical health, emotional health, and social support as poor.
- » The association between ACEs and poor health remained strong even when other risk factors for poor adult health outcomes, such as poverty, were taken into consideration.
- » Children who experienced both abuse and family dysfunction had the highest risk for negative health outcomes in adulthood.

The promotion and maintenance of a child's mental, social, and physical wellbeing in early care and education require a focus on prevention through safe and healthy environments and practices. Without an investment of resources equal to that in other school readiness areas, a child's ability to take full advantage of an early childhood education program may be compromised.

**SUPPORT
COMMUNITY
ACTIVITIES
THAT ENHANCE
BELONGING.**



FAMILY CHARACTERISTICS AND WELLBEING

Family wellbeing is vital to thriving communities. Families who are able to make informed decisions, manage their basic needs, and tackle pressing human and community issues are better equipped to lead happy, healthy lives. A range of factors can affect family wellbeing, and investments in families contribute significantly to the social, psychological, and economic development of Lethbridge.

There is an association between family structure and children's wellbeing. Research on family structure has expanded dramatically during the past two decades, in part because of the proliferation of different family forms, and in part because of the availability of new longitudinal studies that follow families and children over time. The new body of research presents a much more detailed and more complicated picture of the types of families in which children grow up, and the family conditions and processes that are associated with wellbeing.

Higher than the provincial average (14.5%), 15.6% of families in Lethbridge are led by a lone parent. Four out five families led by a lone parent are women, which is a pattern consistent across the entire province. Approximately four in five residents are married or living in a common-law relationship (84.5%). Families in Lethbridge have an average of 2.8 persons living in the household, which is slightly lower than the provincial and national average of three persons.

Figure 77: Family Structure⁹⁹

	LETHBRIDGE		ALBERTA	
	NUMBER	PERCENT	NUMBER	PERCENT
Total Census Families	25,130	100.0%	1,114,585	100.0%
Married Couple	17,580	70.0%	793,195	71.2%
Common-Law	3,640	14.5%	160,130	14.4%
Lone Parent	3,910	15.6%	161,260	14.5%
Number of persons not in census families	19,140		678,535	

Using the MBM to assess low income status, almost 3,000 economic families in Lethbridge are considered low income, and almost 1000 have children or other relatives (who may be dependents).

Indigenous children living in urban areas also tended to experience poorer health outcomes than their non-Indigenous counterparts. The residential school system continues to impact the health and wellbeing of Indigenous children and families.

26.9% of Indigenous individuals are low income, while 605 of Indigenous Households are in the two lowest income deciles.

Figure 78: Family MBM Low-income Status- Lethbridge

	TOTAL	LOW-INCOME STATUS - APPLICABLE	IN LOW-INCOME	NOT IN LOW-INCOME
Economic family structure	31,585	31,585	2,775	28,810
Couple economic families	26,790	26,785	1,615	25,170
Couple economic families without children or other relatives	13,265	13,265	620	12,640
Couple economic families with children	13,150	13,145	980	12,165
Couple economic families with other relatives only	375	375	10	365
Lone-parent economic families	4,230	4,230	1,075	3,155
Male lone-parent economic families	920	925	195	725
Female lone-parent economic families	3,310	3,310	880	2,430
Other economic families	565	565	85	485

FAMILY VIOLENCE

Abuse impacts the whole family. Children are affected not only by experiencing abuse but also by witnessing it. These experiences can continue to impact them into adulthood. Domestic violence continues to be a community and provincial concern as it transcends all socio-economic classes and ignores race and ethnicity. Lethbridge Police responded to 1,692 calls for family violence in 2017.

Lethbridge had a rate of 1,566 police-reported violence against women incidents per 100,000 in 2015, compared with Alberta in 2016, a rate of 636 police-reported intimate partner female victims per 100,000.¹⁰⁰

The Lethbridge rate of police-reported violence against women incidents is 2.5 times that of the Alberta average.

Data from the YWCA's Harbour House shows growth in numbers in all areas. Specifically, the shelter has seen an increase in women with addictions and an increase in women with mental health issues accessing the shelter.

Figure 79: Harbour House demographics

	2018-2019 6 MONTH	2017-2018	2016-2017
Total # women	238	417	315
Total # women abused	208	331	281
Total # service plans	172	417	315
# FNMI (First Nations, Metis & Inuit)	120	244	211
# identified as ethnic minority	8	4	15
# LGBTQ2*	2	5	3
Total # women with safety plans	50	81	147
Total # children	140	620	233
Total # children over age 5	84	54	90
Total # children over age 5 with safety plan	84	25	63

Figure 80: Harbour House additional statistics

	2018-2019 6 MONTH	2017-2018	2016-2017
Total # women with police involvement for domestic violence	25	69	65
Total # women with addiction issues	96	174	68
Total # women with mental health issues	46	84	35
Total # women with physical disabilities	0	0	0
Total # women with children services involvement	41	73	17
Total # women with dual charges on DV	1	3	0

Figure 81: Women's Shelter Program: Client Feedback Survey

	2018-2019 6 MONTH	2017-2018	2016-2017
# feedback surveys completed	67	112	73
-% felt safe inside the shelter	94%	97%	95%
% who understand other community services available	96%	96%	94%
% who services helped understand family violence to children	89%	93%	94%
% who felt they could keep themselves and children safe as a result of being in the shelter	99%	98%	93%

Domestic violence has real impacts on family, children, and society.

Prevention and support strategies should be two-fold: Ensure those experiencing violence have access to the immediate supports they need to be safe, including housing, shelter, income, police intervention, legal and counseling services. Education of men and boys is needed to change attitudes and behaviours about masculinity, as well as women and girls, will help to advance a gender equity agenda.





DISCONNECTION/ISOLATION

Isolation is defined as a separation from social or familial contact, community involvement, or access to services. Social isolation occurs when a person has minimal social contact with good, fulfilling social relationships. As a result, people who experience social isolation typically lack meaningful social engagement with their communities and do not feel a strong sense of belonging.¹⁰¹ Hence, the quality and quantity of social relationships can impact positively and negatively on people's health and wellbeing, so it is important to understand which groups in society are particularly vulnerable to becoming socially isolated.

Risk factors associated with social isolation are more prevalent among socially disadvantaged groups and accumulate throughout life; for example, social isolation in childhood is associated with isolation in adolescence and adulthood. Further, social isolation is often a consequence of poverty. People living with low-income often do not have the resources to travel and attend social events with their friends and family.

Several groups at increased risk of social isolation include: immigrants, new mothers, children and young people experiencing bullying, people with long-term conditions and disability, unemployed adults, caregivers, and retired people.

IMMIGRANTS

When newcomers arrive in Canada, they often face significant personal barriers to integrate fully in the community. This is especially true if immigrants come with language barriers, skills that are not in demand, medical issues, or financial limitations.

Immigrants in Lethbridge account for 13.6% of the population, and of those, 3.4% have arrived in the past five years.

Figure 82: Lethbridge Immigration Data

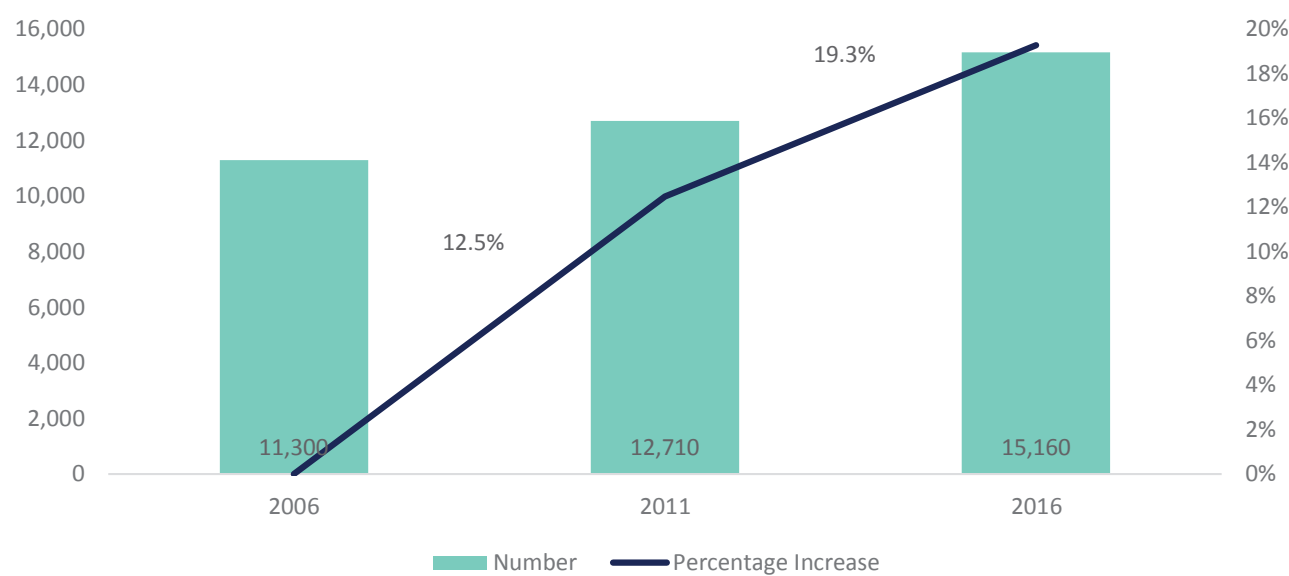
	ALL IMMIGRANTS		RECENT IMMIGRANTS (2011-2016)	
	NUMBER	PERCENT	NUMBER	PERCENT
Population in private households	12,330	..	3,070	..
Age groups	12,325	100	3,070	100
Less than 15 years	920	7.5	635	20.7
15 to 24 years	1,270	10.3	500	16.3
25 to 64 years	6,940	56.3	1,865	60.7
65 years and older	3,205	26	65	2.1
Median age	47.4	..	31.2	..
Admission categories for immigrants admitted since 1980	8,630	100	3,075	100
Economic immigrants	4,015	46.5	1,650	53.7
Principal applicants	1,610	18.7	705	22.9
Secondary applicants	2,405	27.9	945	30.7
Immigrants sponsored by family	1,830	21.2	385	12.5
Refugees	2,735	31.7	1,010	32.8
Region of birth	12,330	100	3,070	100
Americas	2,370	19.2	335	10.9
Europe	4,355	35.3	295	9.6
Africa	1,125	9.1	350	11.4
Asia	4,350	35.3	2,065	67.3
Oceania	130	1.1	20	0.7

SENIORS

Seniors tend to be at higher risk for isolation as well. Poor physical health, disability, financial stress, and concerns about community safety are the most common reasons seniors feel isolated and alone. One of the most common issues for Distress Line callers experiencing mental health concerns is isolation.¹⁰²

Seniors in Lethbridge are a rapidly-growing segment of the population (16%) and are living longer and healthier lives than previous generations. This demographic has increased by almost 20% since the 2011 census. The proportion of seniors in the city of Lethbridge has increased faster than both youth and working adults from 2006 to 2016.

Figure 83: Number and percentage increase of Seniors 2006–2016



ALONE WE
CAN DO
SO LITTLE,

TOGETHER

WE CAN DO
SO MUCH.



DATA ANALYSIS KEY FINDINGS

Social, economic, health, and housing data offer a rich description of Lethbridge's population. The following are selected highlights from quantitative research and analyses:

A GROWING COMMUNITY

Approaching 100,000. Lethbridge has seen steady growth and is expected to reach 100,000 in population in 2019.¹⁰³ Population pressures associated with urbanization are associated with social challenges, particularly housing affordability/homelessness, population health, poverty, and strains on existing infrastructure.

A diversified and stable economy. Driven more by agriculture and food processing than by oil, Lethbridge's diversified economy has had steady growth with a 2.3%¹⁰⁴ rise in Gross Domestic Product (GDP) in 2018, despite Alberta's overall slowdown.¹⁰⁵ Lethbridge continues to have the second-lowest rate of unemployment in Alberta at 4.8%.¹⁰⁶ In Lethbridge the public sector accounts for nine of the top 10 major employers including health care, education, and government services.

More seniors and children. Age groups with the highest growth are those under 15 and those between 65 and 80.¹⁰⁷ Seniors make up a higher percent of the population in Lethbridge compared to Alberta overall. This population dependency creates different pressures on services from a significant segment needing care and supports.

Significant increase of the Indigenous population. The past decade has seen tremendous increase in the number of Indigenous residents in Lethbridge: a 40% increase between 2011 to 2016, representing 6% of the total Lethbridge population as of the 2016 census.¹⁰⁸ Lethbridge was established on Blackfoot lands and is located only 65km from the Blood Reserve – the largest in Canada and third most populous¹⁰⁹.

More immigration & refugee resettlement. The largest settlement of Bhutanese in Canada occurred in Lethbridge in 2016, followed by an influx of new residents from Syria. Together with overall immigration, this resulted in a 43% increase in newcomers to the community over the past 10 years.¹¹⁰ Growing diversity places additional pressures on tailoring supports and strengthening social inclusion measures among citizens to promote welcoming communities.

BASIC NEEDS

Poverty rates. In 2015, 14% of Lethbridge households were low-income, compared to 11% in Alberta and other cities of the same size (Grande Prairie and Red Deer). These rates were higher for single persons (27%), lone parents (26%), new immigrants (18%), Indigenous people (27%), and children (16%).¹¹¹

Deprivation across the city. Residents in North Lethbridge have higher material needs (lack of everyday goods and commodities), and residents in both North and South Lethbridge have higher social needs (fragility of an individual's social network, from the family to the community).¹¹² Housing affordability is a growing concern in central neighbourhoods as well.

Food security. While overall food bank usage has decreased among demographics, a concerning increase among seniors has occurred that merits a closer investigation.

Housing affordability. Households that owned their dwelling paid an average monthly shelter cost of \$1,224, compared to \$1,038 for tenant households. While vacancy rates remained above 3% in 2017, rental costs did not see significant improvement; in fact, 21% of renters were paying more than half their income in shelter costs.¹¹³ Renters living alone, lone parents, Indigenous people, and recent immigrants are having higher affordability challenges.

Homelessness rates rapidly growing. Looking at the 2006–2018 period, homeless point-in-time counts show an overall increase from 113 to 223 (97%); however, looking closer, we see an overall decline until 2016, followed by a sharp jump in 2018 of 151%.¹¹⁴ The higher number of homeless individuals in 2018 is partially explained by the City's increased outreach efforts and improved methodologies to identify homeless individuals in health and/or correctional facilities.

Indigenous homelessness. Indigenous representation and mobility are also reflected in the 2018 Point-in-Time Count of people experiencing homelessness in Lethbridge. Of note, 73% of those enumerated were Indigenous. Approximately two thirds (62%) of survey participants had arrived in the past five years. Of these, 52% came in the last year or less. The top reasons for migration into Lethbridge for Indigenous respondents was: 1. To Access Services and Supports, 2. To Find Housing and 3. To Access Emergency Shelters.

CHILDREN AND FAMILIES

Spike in domestic violence. Police-reported domestic violence crimes reached close to 1,700 in 2017 – up 50% since 2013. Lethbridge is three times that of Alberta's average (636 in 2015).¹¹⁵

Lone parents above provincial average. At 15.6% Lethbridge is home to a higher-than-the provincial average (14.5%) of families led by a lone parent.¹¹⁶ Four out of five families led by a lone parent are women, which is a pattern consistent across the entire province.

Some children are having difficulties meeting developmental goals. In 2014, the Alberta Early Development Instrument was designed to measure children's ability to meet age-appropriate development expectations for health, social competency, emotional maturity, language, thinking, and communications. Findings suggest Lethbridge Kindergarten-aged children are experiencing difficulty or great difficulty at similar levels to Albertan children ranging from 21–28% having difficulties in these domains.¹¹⁷

POPULATION HEALTH AND PUBLIC SAFETY

Mixed population health trends. Between 2009 and 2014, a number of positive changes occurred for Lethbridge residents: reduced life stress and daily smoking; increased sense of belonging, access to a family doctor, and physical activity. Simultaneously however, heavy drinking and those reporting being overweight also increased.¹¹⁸

Mental health challenges. The South Zone's self-rated mental health as very good or excellent (64%) is lower than the Alberta average (72%),¹¹⁹ and the rates of anxiety and depression prescriptions are higher. ER visits in Lethbridge due to mental health emergencies are higher than Alberta as well, with rates of suicide increasing over recent years.

Higher mortality rates. From 2013–15, Lethbridge's mortality rate was up to 21% higher in the three local geographic areas than the Alberta average of 634.7 per 100,000 – these are primarily driven by circulatory system diseases (abnormalities of the heart and vessel system).¹²⁰ This is an important factor when we consider premature death causes, including heart disease and suicide rates being higher in Lethbridge than Alberta averages.

Overdoses almost quadrupled since 2016. The South Zone's fentanyl-related poisoning deaths reached a rate of 16.2 per 100,000 for the period January to November 2018.¹²¹ Of note, the rate of these overdose deaths has almost quadrupled (276.7%) from 2016 to year-to-date November 2018.¹²²

Demands for police are up. The Lethbridge Police Service is experiencing an increase in calls for service. In 2017, there were 33,643 calls compared to 30,799 in 2016.¹²³ Annual Report Data highlights an increase in theft: up 115% compared to 2013 – reaching almost 4,000 reported cases. There were no murders and fewer sex-related crimes.

More people with disabilities. With an aging population, rates of disability have increased in the community. Developmental disabilities have also increased as has the caseload of Assured Income for the Severely Handicapped (AISH) recipients in Lethbridge.

SUPERVISED CONSUMPTION TRENDS

Supervised consumption use totals 110,000 visits in nine months. Since opening in February 2018, the ARCHES Supervised Consumption Site (SCS) was increasingly visited over the course of the year to a total of 110,000 times, of which 18,000 occurred in November. Notably, the number of unique clients increased from 90 in February to about 1,034 in December.¹²⁴

Likelier to be Indigenous, have unstable housing, and younger. As is the case of the homeless population, Indigenous people were significantly over-represented among SCS users at 55% compared to 6% of the total population. Overall, SCS users were likelier to be male (59%), 20–39 years old (74%), and of those who reported their housing situation, 57% were unstable (shelter, no fixed address, jail, treatment, etc.)¹²⁵

COMMUNITY ENGAGEMENT

Community engagement is central to planning and decision-making as it will help to build a local strategy that is person-centred, and that has broad buy-in from the community. The following activities took place during the fall of 2018.

1. A public online questionnaire. This was used to learn more about the community needs, priorities and experiences of people in Lethbridge.

2. Stakeholder Consultations. Several community consultations were conducted across Lethbridge, which helped identify challenges and recommendations for improving our community.

The consultant team aimed to coordinate with other consultations already underway to avoid duplication particularly with the Community Drug Strategy and Municipal Housing Strategy.

3.1. PUBLIC QUESTIONNAIRE RESPONSES

The City of Lethbridge ran a public questionnaire from October 22-November 29, 2018 to provide an avenue for input on wellbeing from the broader community. This opportunity for broad engagement helps craft priorities relevant to the public and authenticate data analysis findings.

This survey had two aims: gather ground-level intelligence on social issues from the frontlines dealing with them day-to-day, and build support for a coordinated community effort to address common priorities. This strengthens what was mined from the research and data work. More importantly, this process gives us an opportunity to build community will and alignment towards common issues.

RESULTS

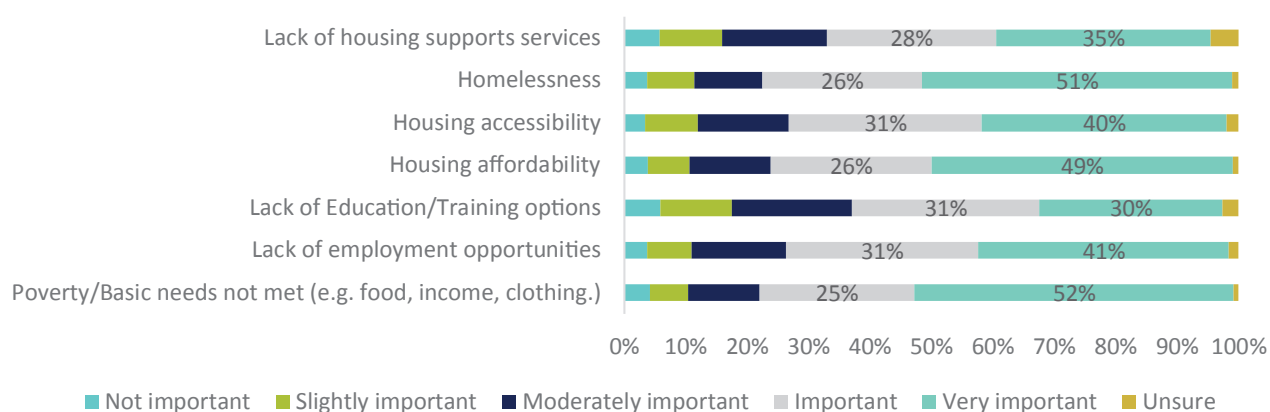
The public questionnaire had 1,950 responses total from the community. Results are presented below:

The questionnaire asked what important issues need to be addressed to enhance overall wellbeing in Lethbridge and this question was broken down into three categories: 1) Basic Needs/Services 2) Health/Addictions/Safety, 3) Sense of Belonging.

BASIC NEEDS/SERVICES

Within the Basic Needs/Services category the questionnaire respondents identified 1) Poverty and Unmet Basic Needs, 2) Homelessness, and 3) Housing affordability as the top three important issues to address. When looking at responses from individuals that identified as a business owner (figure not shown), lack of employment opportunities replaced homelessness.

Figure 84: Please rate how important it is to address the following issues to enhance the overall wellbeing of our community



Questionnaire respondents were also asked to provide comments:

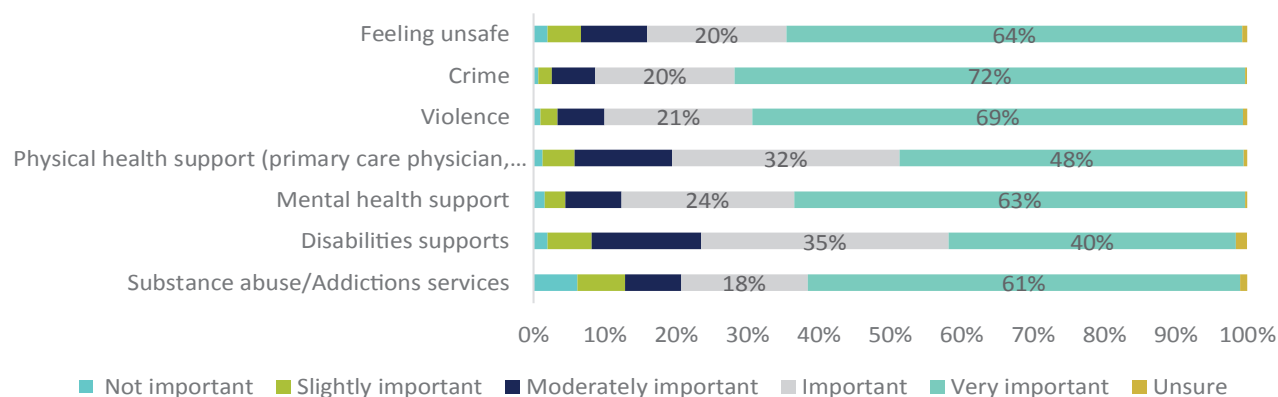
“Basic needs are all important or very important. Saying that, the over representation of drug/alcohol-addicted people in our community has obviously swelled in conjunction of the [SCS]. These people pose a significant challenge for employment/housing opportunities for obvious reasons.”

“Housing affordability is the root cause of many of the other concerns around income. Rent is high and it is hard to get in with the resources available because of waitlists for subsidised housing. We need to offer affordable options for housing in order to ease financial pressures and allow access for populations who currently cannot.”

HEALTH/ADDICTIONS/SAFETY

Crime, violence, and mental health support emerged as the top three health/addiction/safety issues considered important or very important for both general questionnaire respondents and those that identified as business owners.

Figure 85: Please rate how important it is to address the following issues to enhance the overall wellbeing of our community



Comments included:

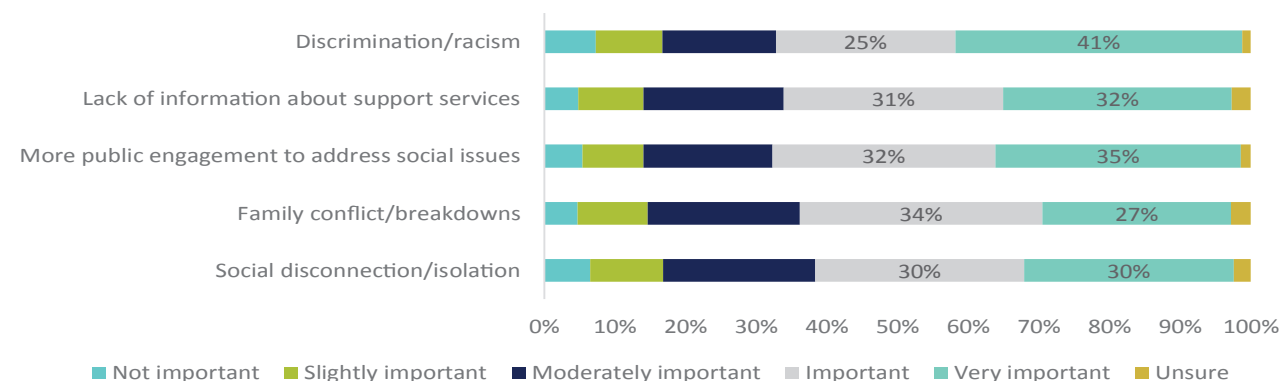
"The combination of mental health issues (including addictions - specifically opioids), the lack of adequate supports/housing/meaningful supported work opportunities/treatment (again, specifically medical detox for opioid addiction), create a situation that is taxing the social programs in the city. Housing – subsidised for those with mental health issues, addictions, disabilities, and emergent (shelters for women, men, and youth) are not adequate to our growing population and the challenges those in need are facing. The Supervised Consumption Site is a wonderful thing and has saved many lives, but cannot provide the full range of supports and services this vulnerable population requires. If these needs are addressed, the concerns about crime and safety will also be addressed."

"The supervised drug consumption site has increased drug use, the number of users and crime. Debris has increased in Lethbridge including the discarding of needles which are being supplied in abundance to the illegal drug user community. Violence has increased and citizens feel much less safe in Lethbridge as a result. Businesses have lost value and had to relocate."

SENSE OF BELONGING

Discrimination/racism, more public engagement, and lack of information about support services emerged as the top three Sense of Belonging concerns which were considered important or very important to general questionnaire respondents. When focusing on business owner responses only (figure not shown), Social Disconnection/isolation replaced lack of information about support services.

Figure 86: Please rate how important it is to address the following issues to enhance the overall wellbeing of our community



Comments included:

"I am white, but have many friends of colour and the amount of racism they face in this city is appalling. I want them to feel safe and supported here--not the other way around. Please run anti-racism workshops at workplaces and schools in town. It is so important. But make sure you hire people of colour to run these workshops. Preferably Indigenous since they face the most racism here."

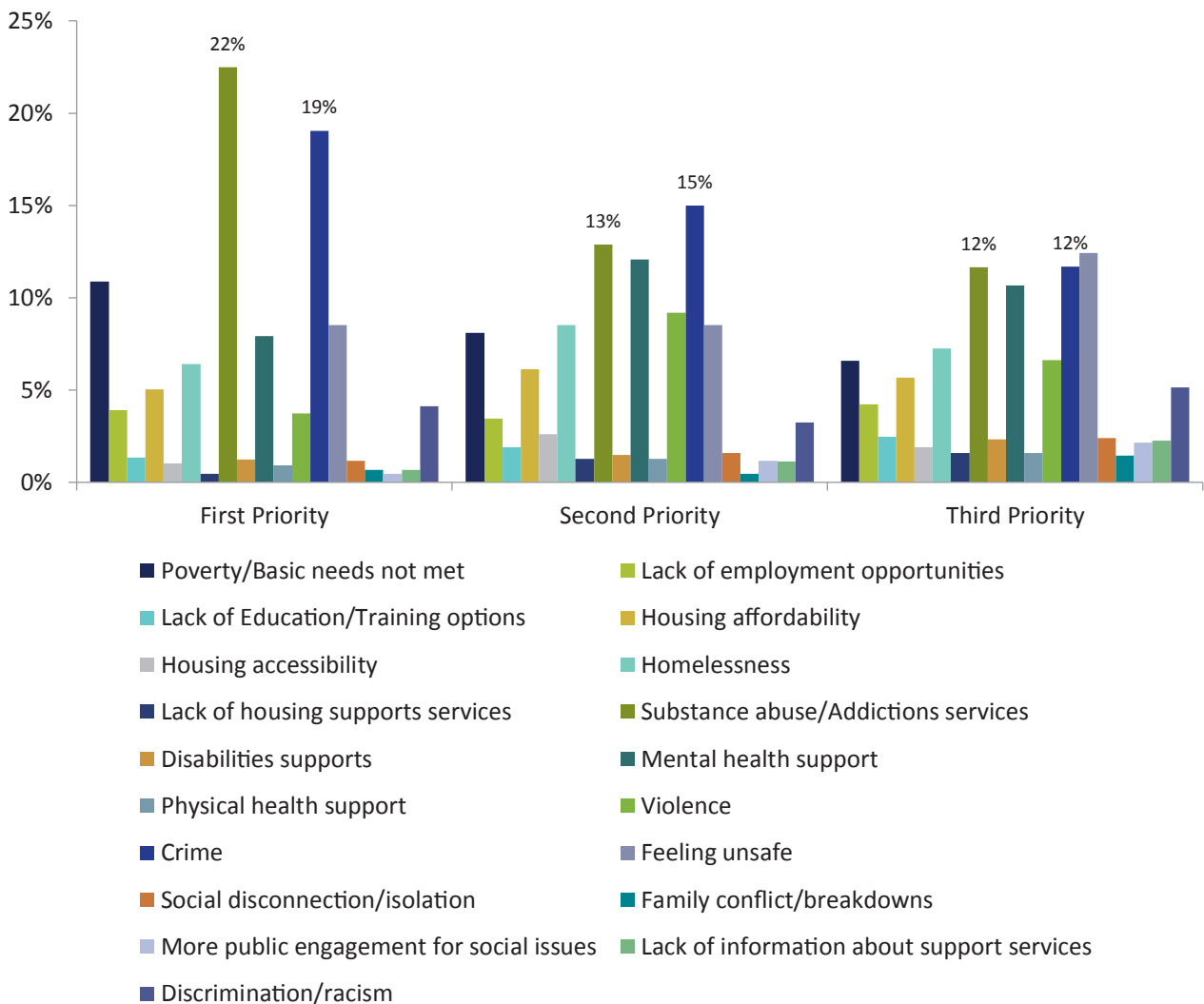
"Our social service/support system is complex and unclear. We need to clarify and work together to make sure gaps are filled to meet the actual needs of our community. The fact that supports are hard to understand and navigate is a factor in family concerns, isolation, and discrimination in our city."

"There are so many services that go unused that would be so helpful to people, so getting the awareness out there of what services we do have to the 'target audience' would be goal #1."

OVERALL

The questionnaire also asked, inclusive of all three categories, what are the top three issues necessary to address in order to enhance overall wellbeing in Lethbridge. Substance abuse/addiction services, crime, and mental health support emerge as the top three priorities overall. When focusing on business owner responses only, lack of employment opportunities replaced mental health support (figure not shown).

Figure 87: If you could prioritize only three of these issues, what would it be when you think about enhancing wellbeing in Lethbridge? Please list your pick in order of priority.



Comments included:

"It is very hard to isolate the problems as they are so intertwined with each other. No one is just a drug addict, just homeless. I know that I don't generally arrest people with jobs, or from strong supportive families (there are obviously exceptions); however, the fact is we have an entire demographic in this city who for whatever reason are lost. They are generally Aboriginal, have FASD or other mental health issues, addicted to alcohol/drugs and have probably seen more violence than the normal person will see in a lifetime by the time they are 18. There are Caucasian people as well who totally fit this bill. The point is these people have been locked up multiple time for offences and they get released back into the community and the people they know without any help, the only option for them is to go back on the street and do what they do to survive. They fall between the cracks of society. They hang around downtown because we keep building facilities that encourage them to do that (Shelter, SCS, Provincial Building, etc.) and then get upset that they hang around. They steal because they need food and because whenever they get caught for it, nothing really happens. I could go on. The point is though, we have 100-150 people who live outside the margins of society. We keep providing reasons for them to stay here but then complain when we see them walking around. I don't have the answers but it won't be cheap."

When asked how questionnaire respondents rate wellbeing at the community level, 70% of the general respondents suggest wellbeing at the community level in Lethbridge is Fair/Good.

Figure 88: Overall, how would you rate wellbeing in Lethbridge at the community level?



Comments included:

“Whose community? Lethbridge is comprised of many different communities with a vast chasm between in terms of services available.”

“My perception is that there’s a significant disconnect between classes...my wellbeing is relatively fine and I can find opportunity to improve it if needed. However, different demographics, particularly low-income, seem to have a much more difficult time accessing various social initiatives and opportunities.”

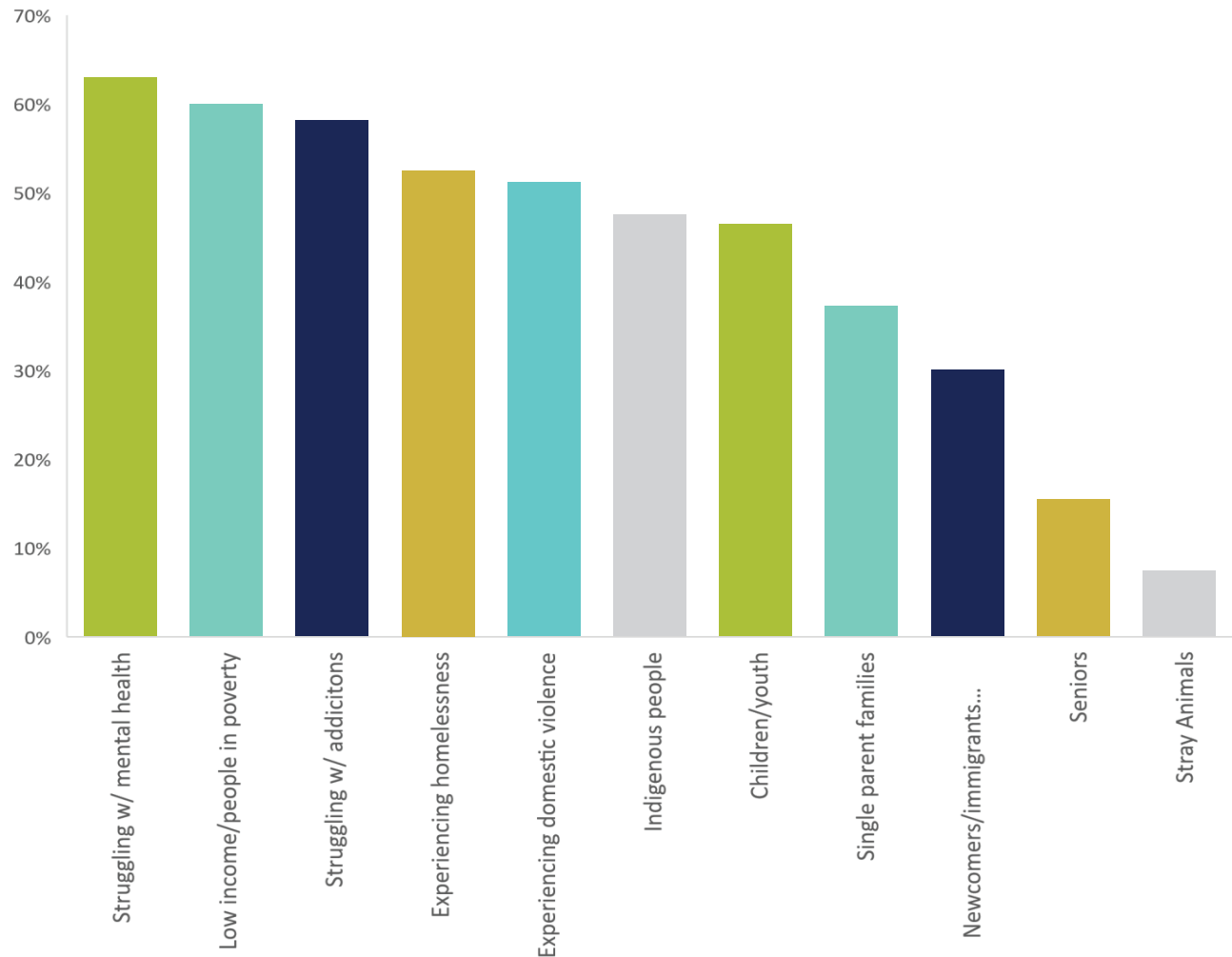
“More involvement needed by more people. We are in this together. The strong can help.”

“It’s the lowest I have ever experience in the 25 years living in Lethbridge”

POPULATION GROUPS

People struggling with mental health, low income/people in poverty, and people struggling with addictions emerge as the top three population groups that require additional support by both general respondents and business owners.

Figure 89: Overall, are there population groups you feel require additional support/attention to enhance wellbeing in Lethbridge?



3.2. COMMUNITY CONSULTATION

Over a period of 4 months, more than 300 people were consulted representing a broad range of stakeholders in Lethbridge in an effort to understand wellbeing in the community. The stakeholders were from the following groups:

- » Social Services Providers
- » Emergency Services
- » Faith Community
- » Voluntary Sector
- » Business Community
- » CSD Department
- » Funders
- » General Public
- » Vulnerable Citizens
- » Newcomers
- » Women
- » Indigenous
- » Children/Youth
- » Seniors



WHAT WE HEARD

This is a summary on the perspectives echoed in the consultations had with over 300 stakeholders in our community.

WHAT'S WORKING?

Lethbridge is a community that cares, and this is strongly reflected in the desire of organizations and the general community to work together collaboratively. There are a diversity of organizations and services that are meeting a wide range of needs, and while there are many gaps, service providers are eager to fill them. The social sector in Lethbridge is full of passionate, dedicated, compassionate people who care deeply about the community and the health of their individual clients. Complimented by a strong core of volunteers and financial support in various forms from the community, the social sector is able to make big impact in many areas. Finally, there is greater awareness and understanding of some of the major issues, such as the drug crisis, in the community as a whole.

WHAT'S NOT WORKING?

Stakeholders expressed that resources are lacking or stretched to the limit, resulting in waitlists for several services including counselling, drug treatment, FASD assessment, housing, emergency shelter, mentors and more. In some cases, the waitlists create critical challenges, such as 2094 women and children turned away from the YWCA Emergency shelter in 2018 due to lack of space. Stakeholders indicated there is a greater need for services in Lethbridge that has emerged in the past three years which they believed to be related to the economic downturn, during which time there has been an increase in poverty, domestic and sexual violence, and other social issues. Stakeholders expressed frustration that during this same time revenues have remained static or decreased, while costs of operation have increased, putting tremendous strain on programs and frontline staff.

Many frustrations were expressed. These covered topics including the homeless shelter, supervised consumption site, drug dealers, negative behaviours, barriers and decreased quality of life in Lethbridge. A general theme that came up again and again was lack of respect for individual beliefs and choices, and the question around taking responsibility for one's actions.

While there was an expressed desire for organizations in the social sector to work better together, much was also said about organizations who work in silos and duplicate efforts. There is clear frustration at the number of meetings held where issues are talked about, but action is rarely taken. Finally, there is frustration around the tendency to be reactive instead of proactive and preventative, and a desire to focus on a big picture plan that aligns efforts.

EMERGING KEY DIRECTIONS AND IDEAS

This is a list of what community stakeholders felt was lacking and should be included in a community strategy broken down into four key directions: 1) Leadership, Collaboration, Contributors, 2) Lack of Resources and Access to Basic Needs 3) Healthy and Safe Communities 4) Social Inclusion and Innovation.

1. LEADERSHIP, COLLABORATION, CONTRIBUTORS

Strategic collaboration amongst organizations was emphasised repeatedly. Stepping out of silos, crossover and dedicated commitment to strengthen and foster good collaborations towards community goals was expressed as a priority. Organizations must be equipped to collaborate, and create the environment for good conversations to happen. Organizations must work together to reduce duplication of services and reactive responses and increase available services strategically, in an effort to decrease confusion amongst clients and the community.

Comments related to current formal leadership in Lethbridge were mixed. There were many comments praising the leadership being provided by Community Social Development department, and the work being done there to build new bridges with organizations in the community and surrounding area. Comments around Mayor and Council leadership were mixed, mainly attached to the drug issue and building better relationships with the Indigenous community. As these two areas are emotionally charged, it is understandable that polarized views on leadership emerged.

The following groups were deemed necessary contributors to community decision-making by stakeholders:

Blood and Piikani Tribes - need to be involved in helping homeless and substance-using members living in Lethbridge.

Indigenous Organizations in Lethbridge – Stakeholders from this group cited the need to work together cooperatively and collaboratively.

City of Lethbridge – To build working relationships with the Blood and Piikani Tribes and surrounding communities for a regional approach to supporting people.

Alberta Government & Alberta Health Services - Funding for prevention and promotion is extremely small, yet funding for other supports is large. Both Alberta Government and Alberta Health Services need to be ‘at the table’ to support funding community priorities.

Faith community – There is desire to support people as a community and provide solutions, but faith communities must be met halfway. It needs to be recognized that different churches have different levels of interest and different perspectives on how they want to help.

Seniors Centres – These are the second home, source of information, support and community for many seniors, which is a larger than average population in Lethbridge.

Newcomers - Newcomers are part of our community and education is needed to understand how to support newcomers as community members. Currently agencies and businesses in Lethbridge tend to refer newcomers to Lethbridge Family Services Immigrant Services for everything, rather than acknowledge that newcomers are their clients, the same as any other Lethbridge resident. A shift in perspective is needed to see newcomers as full members of the community who deserve access to services the same as anyone else, and it is up to the agencies and business to accommodate them.

Funders – Funding support needs to go towards community priorities.

Volunteer Lethbridge – Volunteerism needs to be recognized and supported as a powerful mechanism to build people up and support community efforts. Volunteer Lethbridge can serve a valuable role creating strength in organizations with volunteer opportunities and connecting people in the community to community need.

2. LACK OF RESOURCES AND ACCESS TO BASIC NEEDS

Many organizations spoke to the challenges they are facing with rising costs and static or declining revenues. The need for services and supports in Lethbridge have increased over the past three years, especially noticeable since the economic decline in Alberta hit Lethbridge, and related social issues (poverty, job loss, stress, etc.) increased. During that same period, costs rose significantly with the introduction of a carbon tax, 47% minimum wage increase that have affected all levels of wages, and new labour laws that have dramatically increased statutory holiday costs. To further complicate matters, some organizations have noticed a decline in donations over this same period of time, and a number of organizations are still operating on the same government funding levels as 2014. This triple impact of rising costs, increased client need, and static or decreased funding has stretched organizations to their limits, putting incredible strain on staff and fiscal resources.

Main areas of need, identified by stakeholders, for improved community wellbeing were:

Supports for Children & Youth:

- » More activities and programs for youth ages 12 - 17 years.
- » Full time kindergarten. There are many in Calgary and none in Lethbridge. This is potentially affecting literacy stats for Lethbridge and complicates childcare options for working parents.
- » More daycare options near downtown, and more affordable daycare options (\$25/day).
- » Collective youth needs assessment (Lethbridge Youth Coalition has targeted this effort).
- » Programs that focus on the children and families of addicts. Help them to cope, understand and build resiliency.
- » More access to low cost or free programs for kids.

Supports for Newcomers:

- » Specialized counselling for newcomers who have experienced trauma or have Post Traumatic Stress Injury (PTSI).
- » Not enough support for older newcomer youth ages 16-19 years. Once 19 years of age, it is up to the school to decide if they can continue high school. If the school has too many students, their option is Victoria Park (distance learning) or Lethbridge College (perceived as not appropriate).
- » All projects focus on south and west Lethbridge, compared to North Lethbridge where many newcomers live.
- » We need a central hub or access point for education, referrals and services for LGBTQ newcomers.
- » Mentorship programs for newcomers. (Big Brothers Big Sisters (BBBS) has targeted this effort.)

Supports for People with Disabilities:

- » Services to diagnose and support individuals and families with FASD. Lethbridge FASD Clinic can only assess 36 children and 12 adults in a year, and serves Lethbridge and region.
- » Services for adults that do not fit the Persons with Developmental Disabilities (PDD) mandate, which requires an IQ of 70 or below. Often adults will have an IQ higher than 70 but they cannot function independently and are missing adaptive skills to keep a job, organize their schedule, and make daily decisions independently. There are no supports to help these individuals.
- » Financial management support for people on Assured Income for the Severely Handicapped (AISH). There is only one agency in Lethbridge willing to take on the liability of helping people manage their money (Streets Alive). Many AISH recipients pay rent (or it comes off their cheques first) and do not manage payment of any other basic needs such as food, etc. causing them to resort to crime and other negative behaviours.
- » Adults over the age of 40 currently cannot be assessed for FASD at the Lethbridge FASD Clinic without confirmation that the birth mother drank (provincial regulation). This is a barrier if the birth mother is not available (deceased, client does not know mother, client does not remember where Mother went, etc.).
- » Supports for people who are mute and deaf. No supports, translation, employment, etc.

Supports for Indigenous Peoples:

- » Culturally-based programs for all supports. Indigenous people need to be culturally connected.
- » Mentorship opportunities for youth. Indigenous kids tend to access BBBS school programs mainly because they can do so without family involvement. Not as much family support for traditional mentorship program, and few Indigenous mentors volunteer. Families want a cultural component to mentoring. Many Indigenous kids also live on the Reserve and that makes it challenging to match them with mentors in Lethbridge.

Addictions-related supports:

- » Supports for families/children of substance abusers. More support is needed for all those impacted (families, friends), rather than the person presenting for support. More focus is needed on stopping the cycle of trauma and addiction.
- » Safe places for people struggling to get clean or stay clean. Alternatives to friends who will influence negative behaviour.
- » Coordinated, full spectrum of supports including detox, treatment and rehabilitation, sobering centres.
- » Prevention and focused Intervention to foster resiliency and self-love. People experiencing empathy and knowing that somebody cares.

Counselling:

- » Specialized counselling for those who have experienced trauma or have Post Traumatic Stress Injury (PTSI), such as newcomers immigrating from war torn countries.
- » Specialized counselling for sexual and/or family violence. Currently a 4-month waitlist.
- » Long-term, customised access to counselling support. Currently counselling is limited to 6 – 20 sessions, depending on the individual and if they are accessing private (via health plan) or public counselling supports. First responders are limited to 6 sessions at a time, and 12 per year. If they want to self-fund more they must start over with a different counsellor.
- » Counselling services and supports for perpetrators of sexual assaults. There are no services in Lethbridge for individuals who want to get help so that they do not re-offend.
- » Supports for family of a sexual perpetrator. The family deals with much shame and stigma though they are not the perpetrator.
- » Counselling supports for couples or relationship counselling.
- » Family systems therapy – currently each member of the family must go to a different counsellor. No opportunity for the family to sit together with a counsellor (or 2) and work as a family on communication, issues, overcoming trauma, etc.
- » Support for people who have experienced medical trauma. Increasing need for post-medical trauma counselling.
- » Counselling for transgender individuals who want to transition. Need counselling support before can qualify for medications.
- » Lack of psychiatrists in Lethbridge, especially ones who will work with at risk or homeless clients.

Housing:

- » Affordable, appropriate and adequate housing for all.
- » Housing for larger families, single mothers, and people with physical disabilities and/or wheelchairs was also indicated as a large unmet need.
- » Rental units where owners will rent to people on Alberta Works. “People are quick to judge and assume why people are in the position they are in.”
- » Coordinated, full spectrum of housing for those at risk of homelessness or with addictions, including transitional and supportive housing.
- » Increased emergency shelter capacity. More space is needed in both general and female emergency shelter, and a dry/drug free shelter was suggested.
- » Lodges for seniors, some with dementia facilities, and some that accommodate people with mobility challenges.



Transportation:

- » Transportation is a major issue for newcomers, youth and low-income individuals, seniors, and people with disabilities or mobility issues.
- » Cost, accessibility and time (the bus can take hours to go across city) were cited as major transportation barriers.

- » Transportation back to the Reserve. Many people get stuck in Lethbridge (released from correctional centre, court dates, and to pick-up AISH cheques).
- » Bus routes to the industrial area and West Lethbridge. The YMCA closing in downtown Lethbridge will be a big loss to the newcomer community as there is no bus route that goes to the new West Lethbridge location.

3. HEALTHY AND SAFE COMMUNITIES

Community safety, mental health and substance use were highlighted among stakeholder consultations as a primary social challenge.

Negative Behaviours and Perception of Safety

Many stakeholders expressed dismay that Lethbridge does not feel like the safe and clean community that it used to be, and that this perception has resulted in many individuals avoiding going downtown or taking their children to some public parks or facilities..

Stakeholder consultations echoed that the increased focus on personal safety in Lethbridge has resulted in many negative consequences in the downtown area including:

- » Businesses and organizations locking doors during business hours (customers must be buzzed in), security cameras installed or increased, fences erected around property, and added lighting around property to deter crime. Several of the not-for-profit organizations interviewed stated that they also had to take these measures to protect their clients and staff.
- » Fewer visits downtown and to parks to manage exposure to negative behaviours or drug debris. This includes dramatically less participation in popular events like the Bright Lights Festival.
- » Due to the decrease in traffic in the downtown, many businesses are suffering financially and have (or are at risk of) having to shut down.
- » People are reluctant to work downtown for fear of exposure to crime, erratic behaviours, theft and more.

It was reiterated that the commitment of health, police and social service providers to address the drug crisis and perceived safety challenges is welcomed, but much more needs to be done.

Supervised Consumption Site

There were comments all over the map about the Supervised Consumption Site (SCS). Many comments were not in favour of the site, or in favour with conditions like needles should not leave the facility, or the facility should be moved away from the Downtown. A lot of frustration was expressed that the SCS seemed to appear “overnight” and brought a host of negative behaviours concentrated to the downtown. However there are also stakeholders who are frustrated with the perceived lack of compassion or understanding about the intent of the SCS and feel that the community has unfairly blamed the SCS for increased drug use in Lethbridge. It is a very polarizing topic with plenty of frustration on both sides.

4. SOCIAL INCLUSION & INNOVATION

Stakeholders emphasised that a sense of belonging and positive connections to one’s family, friends and community are essential building blocks to one’s wellbeing. The following themes were identified by stakeholders as necessary components for improved wellbeing in the community:

Language Accommodation – Newcomers must be able to access services the same as any other citizen. Language barriers prevent that. Service providers need to consider how to accommodate newcomers and build the cost of these supports into their operational budgets.

Reconciliation – Efforts towards reconciliation must come from a place of respectful relationship building and truth. This relationship building goes much deeper than the “visible” signs of reconciliation, such as acknowledgement statements. They speak to relationships outside of meetings and work obligations, understanding the real barriers that Indigenous people face daily, and creating safe spaces where honest conversations can be had so that all cultures can learn about each other and respect one another.

Respect for Different Points of View - Ability to honestly discuss issues from different perspectives. Currently people are reluctant to discuss issues for fear of being “branded” one way or another. There are degrees of pressure (even bullying) when alternate views are suggested.

Respect for all – Variations on this theme include:

- » “Will you love me enough to allow me to struggle?” People need to own their struggle and be allowed to go through that process at their own pace. When we do not allow them to do so, it is a disservice because they cannot build strength or resiliency.
- » Polarized opinions regarding harm reduction has created greater isolation and makes the challenges bigger.
- » Better understanding of the biological changes in brain development that are related to addiction.
- » Need to understand that we have so many cultures and each experiences the world differently. This complicates how to support everyone. Must be mindful and respectful of individual experiences.
- » “Just live your life and don’t push your beliefs or wants onto others.”

Empower People First – Build individual capacity, then agency capacity, then community capacity. Don’t start at community level first. Care about the person and give them real connections.

Everyone has value, wants to be respected and have purpose. However, people are often pushed to the side and not seen as able to contribute and have value. Then barriers go up when you have to prove yourself. Need to see value in every person, then give them an opportunity to do something (volunteer) so they can see the value in themselves.

Success and stability tailored to realistic expectations for each individual. What success is for the person, not what the community thinks it should be. Also benchmarking and tracking progress over a longer period of time. Allowing people a longer period of time to access services and fully heal.

People have to want to change. Others can’t solve the problems for them.

KEY RISKS AND MITIGATION STRATEGIES

All stakeholders were very clear that they want to act proactively, collaboratively and with focus on results.

Stakeholders expressed that the greatest risks are to change nothing, or to talk more without action.

Other risks identified by stakeholders were:

Lack of strategic alignment – duplication, siloed decision-making, competition for funding and lack of cooperation and regular communication will frustrate efforts to meet the needs of the community.

Isolating any population or community through the process – everyone who wants to be involved must be allowed to contribute. Groups who want to help but who feel judged or isolated will walk away, or go forward on their own without regard for duplication or leveraging of assets.

Hopelessness – many stakeholders spoke of hopelessness as being the ultimate risk, because when members of the community lose hope, all the other issues become compounded. This includes front line workers who are experiencing the stress of a changed community while also trying to serve it.

Business revenue losses & closures. Businesses, especially in Downtown Lethbridge and near the shelter, SCS and Streets Alive, expressed strong concern about their ability to continue operations as a result of public perception that it is not safe to go to their location. Sizeable decreases in traffic and revenues in 2018 are resulting in layoffs and decreased contributions (via donations to charities, not-for-profit organizations, clubs, etc.) to community wellness. Business closures or departures from the downtown will have significant impact on revitalization efforts, tax base, and employment opportunities.

MITIGATION STRATEGIES INCLUDE:

When stakeholders were asked what mitigation strategies should be considered to circumvent potential risks they responded with:

Big Picture Strategy – Listen to what stakeholders have shared in this document and go forward acting on the pieces they’ve said are missing. Create a strategy that encompasses a full spectrum of supports and services across continuums, meeting the needs of all populations, and determine ways to achieve the needed pieces. Be bold and open to new ways of doing things via untraditional partnerships, creative planning and thinking outside the box. Allow different stakeholder groups to select the areas they want to manage or own, and let them bring their best ideas and talents to the table. Facilitate rather than command.

A Balanced Approach. Developing resilience and prevention are the keys to avoiding more/future crisis. Balance the need for intervention and crisis response with prevention efforts, including for families of substance users, and families experiencing family/sexual violence. Put attention, resources and funds where they will have the greatest impact.

Continued Communication – Asking all stakeholders on a regular basis the questions in this document will keep the strategy on track and provide insights into upcoming trends and issues before they become unmanageable. Continue to build the collaborative relationship through honest and open communication efforts.

3.3. COMMUNITY ENGAGEMENT KEY FINDINGS

The below list articulates the emerging pressures threatening community wellbeing from the perspective gathered over 300 community stakeholders consultations, which was supported by feedback that Lethbridge citizens expressed in the public questionnaire.

Economic

- » Alberta's economic downturn has attributed to increased domestic violence, poverty, stress and related social issues in Lethbridge.
- » Increased need for social services at the same time that providers saw decreased revenues from operations and decreased donations from community. This has resulted in strain on staff and increased waitlists.
- » Significant increased operational costs (utilities, wages, etc.) for service providers without related increases in base operating revenues or funding.

Social

- » Breakdown of families. Lack of safe family environments and supports. There has been an increase in grandparents, aunts & uncles becoming primary caregivers for children because parents are incarcerated, struggling with addictions, have overdosed, and/or are deceased.
- » Increase in all types of violence.
- » Increase in substance abuse.
- » Greater severity & complexity of mental health issues.
- » Increasing poverty gap.

Community

- » A sense of loss, sadness, frustration and anger in the community feeling that Lethbridge is no longer safe, clean and family-friendly.
- » Businesses and organizations are needing to increase security measures such as: locking doors (customers must be buzzed in), installing or increasing security cameras, having fences erected around property, adding lighting around property.
- » There are fewer visits to downtown and to community parks suggested as measures to minimized exposure to intoxicated individuals or drug debris. People are reluctant to work downtown for fear of exposure to crime, erratic behaviours, theft and more.
- » Greater reliance on online shopping. No need to go to local stores or restaurants in person. Less revenue for businesses and greater disconnect to community.

The top priorities for action identified by Lethbridge Citizens and Community Stakeholders which would improve community wellbeing are:

- » Substance abuse/addiction services
- » Addressing crime
- » Mental health supports
- » Homelessness and housing affordability
- » Poverty
- » Issues of employment and education opportunities,
- » Social disconnection and racism
- » Coordination and accessibility of services

Key populations identified as those whose needs require particular attention and tailored supports were those in low incomes, homeless, experiencing violence, and struggling with mental health and/or addictions. In terms of demographics, Indigenous people, children & youth, seniors and newcomers were further identified as needing additional attention.

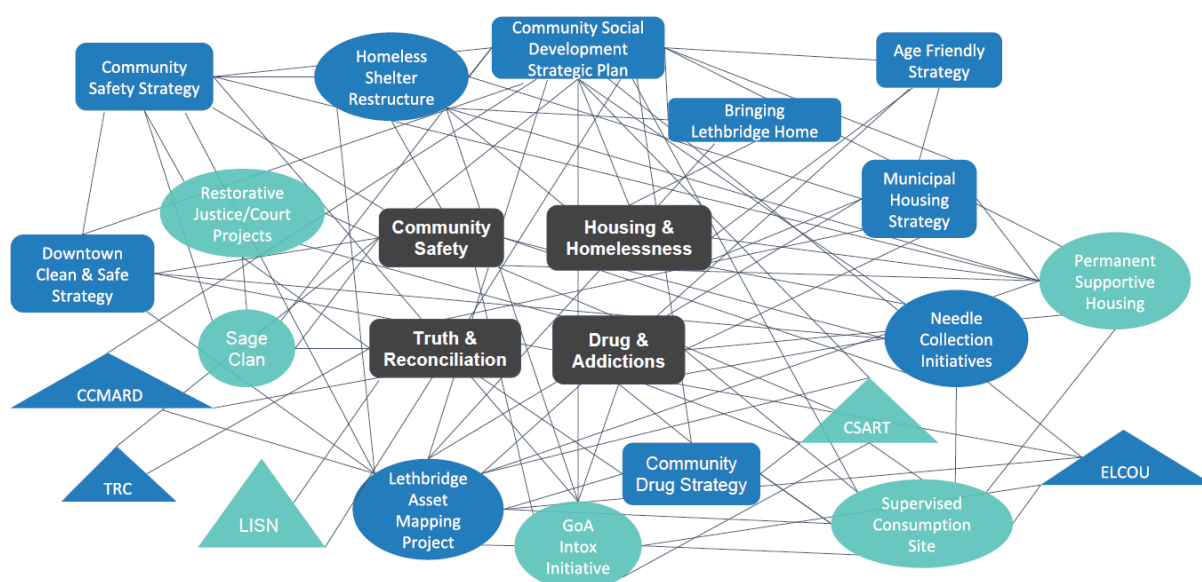
CURRENT EFFORTS TO ADDRESS WELLBEING

The need to address social issues such as poverty, wellbeing and community health for the City of Lethbridge was identified as a priority issue in City Council's 2001- 2004 Strategic Plan "A Shared Direction for the Future". Subsequently the City of Lethbridge created and implemented a social policy designed to address the social issues in Lethbridge.

Since then, hundreds of millions of dollars have been spent to fund programs and services to address community safety and social wellbeing such as homelessness, poverty, mental illness, drug and substance abuse, domestic violence, poor health and trauma. A plethora of public, non-profit and private organizations provide social programs, healthcare and justice services to the vulnerable populations.

Significant time, effort and dollars are spent developing and implementing specific organizational strategies and even more money is spent on governance through various boards, committees and layers of administrative processes and measures. The City of Lethbridge is arguably the worst offender as considerable resources are being spent trying to address Community safety and social wellbeing. Currently the City of Lethbridge is leading or funding the following community safety and social wellbeing initiatives and projects:

Figure 90: Wellbeing Initiatives Underway & their Interconnections



City-led initiatives, programs or projects coexist with many other provincial, federal or community-based initiatives such as:

- » Alberta Health Intox program
- » Supervised consumption services
- » Medical and social detox programs
- » Community substance abuse awareness resource team
- » Lethbridge Early Years Coalition
- » Lethbridge Indigenous Sharing Network
- » Lethbridge Local Immigration Partnership
- » Refugee resettlement programs

In addition, the City of Lethbridge is one of many organizations that fund community safety and social wellbeing initiatives; others include the Governments of Canada and Alberta; the United Way of Southwestern Alberta; the Community Foundation of Lethbridge & Southwestern Alberta and Private Donors, and Faith groups. Finally, through our social asset mapping project we have determined there are approximately 400 different organizations and services delivering social wellbeing programs in Lethbridge.

Appendix A summarizes these efforts in further detail.

SYSTEM ASSET MAPPING

5.1. LETHBRIDGE ASSET MAPPING PROJECT (LAMP)

LAMP started as a collaboration of Human Services Organizations working together to map and analyze the services provided by a myriad of groups and organizations within Lethbridge. This has evolved into a multi-phase effort aimed at supporting a long-term strategic plan that encourages greater collaborations and cooperation amongst providers, facilitates the best possible use of resources, supports appropriate capacity development in service organizations, and provides citizens with a well-managed and interconnected network of services that are easily accessible to those who need them. LAMP selected HelpSeeker, a new online tool, as the platform on which to map the supports and services in Lethbridge.

LAMP LENSES

PROVIDER LENS

- Services & Supports Identified
- Who is doing what & why?
- Cluster by needs served, clients served, location & partnerships/working relationships

CLIENT LENS

- Needs identified
- Emergency management perspective - now and anticipated
- Can we identify the root cause of needs?
- Follow the client in and out of services
- Cluster by emerging needs, current needs, hot spots/ urgent needs, location

COMMUNITY & VOLUNTEER LENS

- Opportunities
- Assess gaps from Phases 1-3
- How to address these?
- Who to address these?
- Determine tools, resources and systems moving forward to encourage collaboration, communication, increased ROI and capacity within service providers, connecting volunteers to programs, and meeting client needs (current, emerging and prevention)

FUNDERS LENS

- Outcomes & Capacity Measurement
- Activities vs. outcomes - what is being measured? What should be measured?
- Identify/determine benchmarks and standard measurements that are &/or could be applied across service providers to assess and assist provider capacity, and determine ROI for program delivery.

**LAMP
LENSES**

5.2. SOCIAL ASSETS: HELPSEEKER

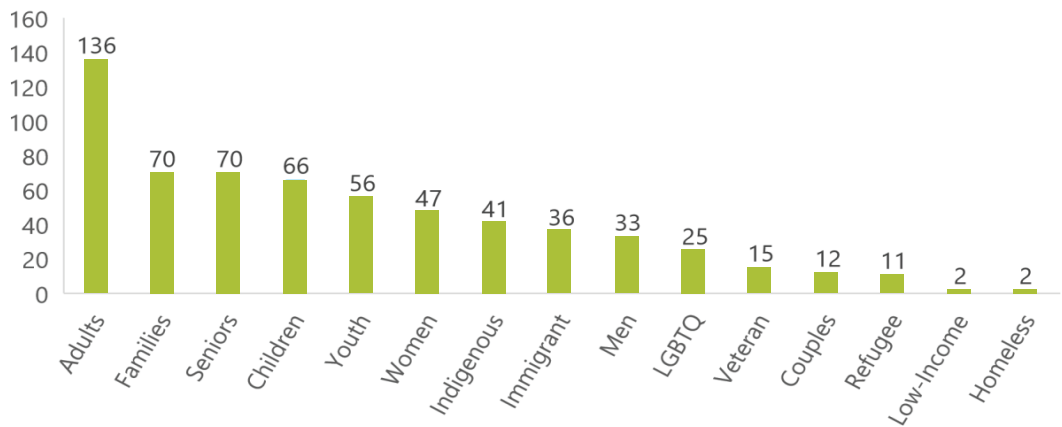
Social service agencies in Lethbridge are participating in a new, city-wide service directory initiative.¹²⁶ The online tool “HelpSeeker” is dedicated to connecting those in need with the right services, at the right time. It is a one-stop-online-shop to connect those in need of help with programs and resources for: housing, shelters, domestic violence, recreation, counselling, parenting, mental health, addictions, education, etc. This web-based app is compatible with all platforms (iPhone, Android, Desktop) and utilizes geo-locations and filters to get the best match for users with services.

This app is now able to provide a snapshot of the majority of agencies operating in the system of care in Lethbridge. System mapping in this manner is critical as it can contribute to the identification of local needs and their corresponding responses. A platform that compiles real-time data means that HelpSeeker can track the number of clicks and searches for a particular agency, program, or service. This matters because it enables service providers and planners to see where the system is wearing thin, how often programs are at capacity, and/or shifts in the number of concerns that people demonstrate through their searches.

The figure below breaks down the 1,386 service tags in the database by population focus identified in 622 instances. Note that the number of services is not mutually exclusive, and represents multiple agencies offering them.

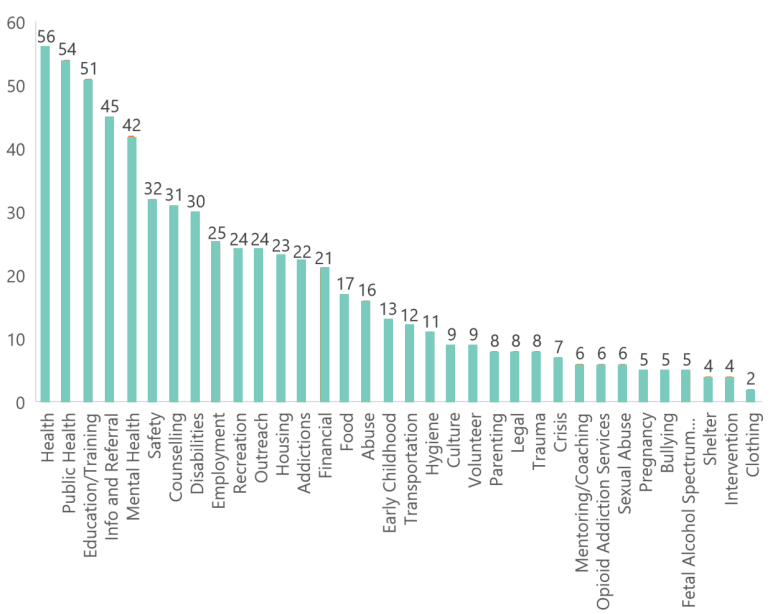
As seen below, the most common population served by these services were adults, families, seniors, and children.

Figure 91: HelpSeeker Service Listings by Population Focus



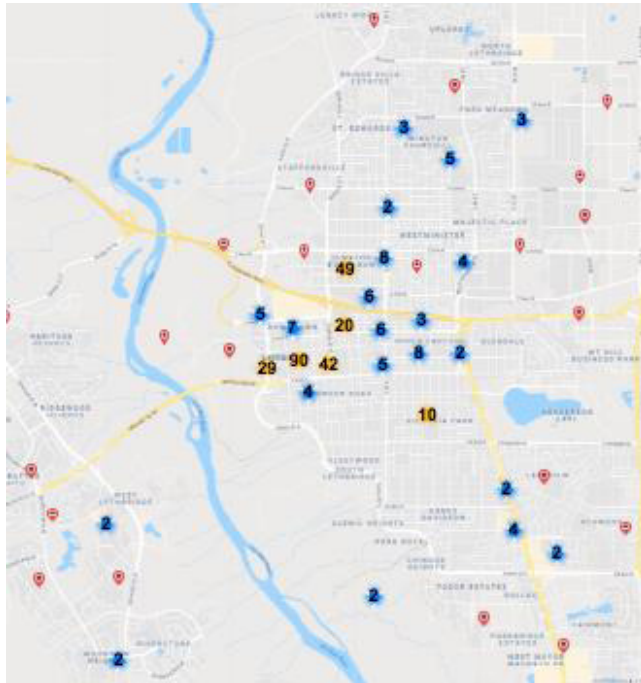
Most commonly, the focus of services was on health, public health, education/training, information/referral, and mental health.

Figure 92: HelpSeeker Service/Needs Focus



A total of
383 programs/locations
were listed in HelpSeeker as of
November, mostly in central/northeast
area of Lethbridge.

Figure 93: HelpSeeker Resource Distribution on Nov. 28, 2018

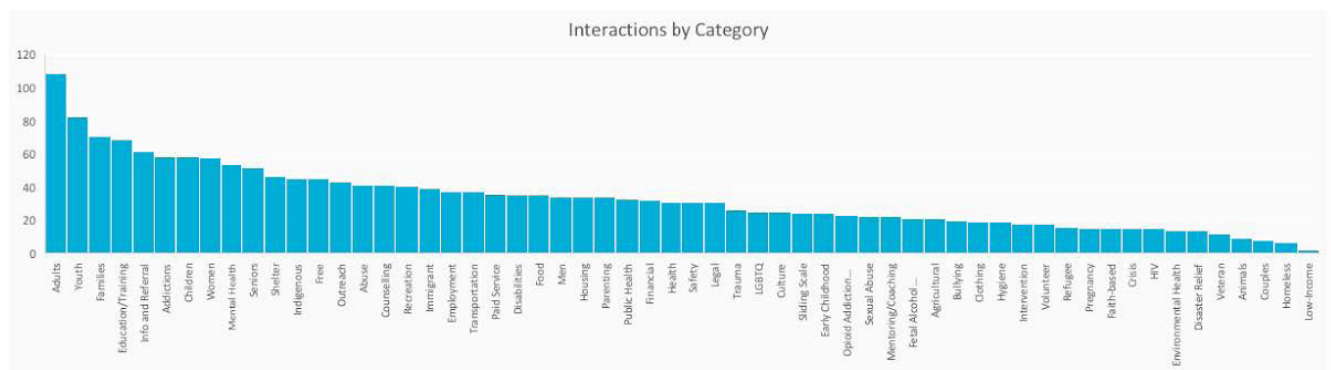


As the HelpSeeker roll out is still underway, the following trends will need to be re-examined as longer-term use becomes available; however, some emerging insights are of interest. Note that because Lethbridge was the first fully on-boarded community in Canada on HelpSeeker, this usage may not be reflective of longer-term patterns as the system is scaled and more programs from other regions come on-stream.

Interactions in the system were recorded; this includes searches, calls, emails, views and reviews of resources. During the initial 2 weeks of January 2019, of the 2200 interactions recorded, some emerging insights are of interest:¹²⁷

- » There were 67 agency accounts, and 384 service listings made up 282 locations and 102 programs
- » Of the 2200 interactions, 1935 were category searches, 217 were location. Top interactions on populations: Adults, Youth, Families, Children, Women, Seniors.
- » Top interactions on needs: Education/Training, Info & Referral, Addictions, Mental Health, Shelter

For a full list of the current assets in the community, see Appendix 1.



5.3. SERVICE PROVIDER CAPACITY AND CHALLENGES

An important consideration in assessing the services and supports provided in Lethbridge is understanding why they are provided. To better understand how Lethbridge organizations make decisions about programs and services, organizations were sent a questionnaire in late 2018 and early 2019 that could be completed online or via phone interview. While response rates varied by question, the charts below provide insights into how service organizations operate.

Figure 95: Types of organisations

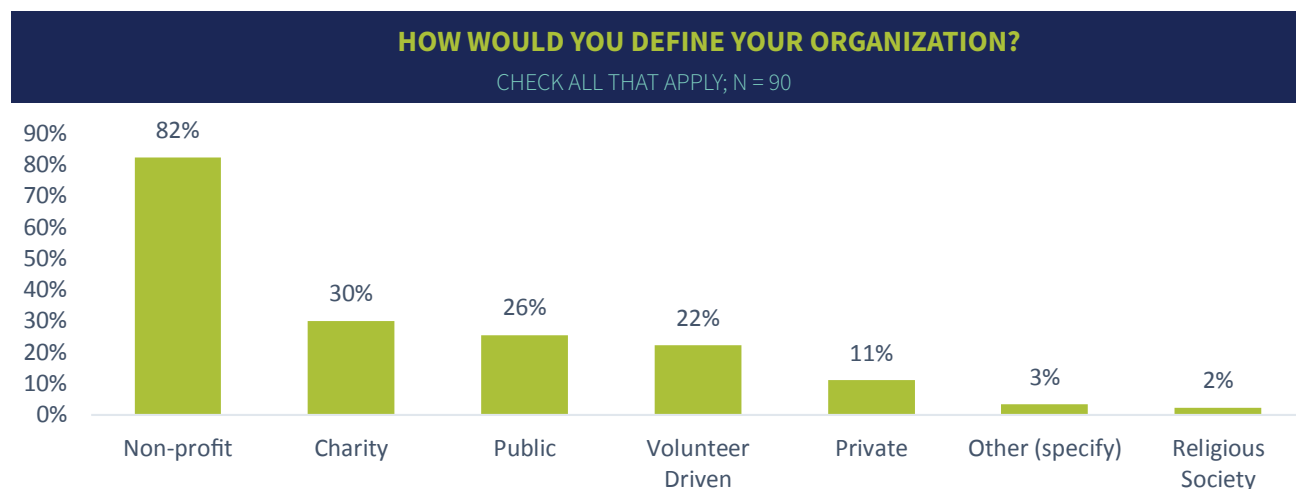


Figure 96: Program focus

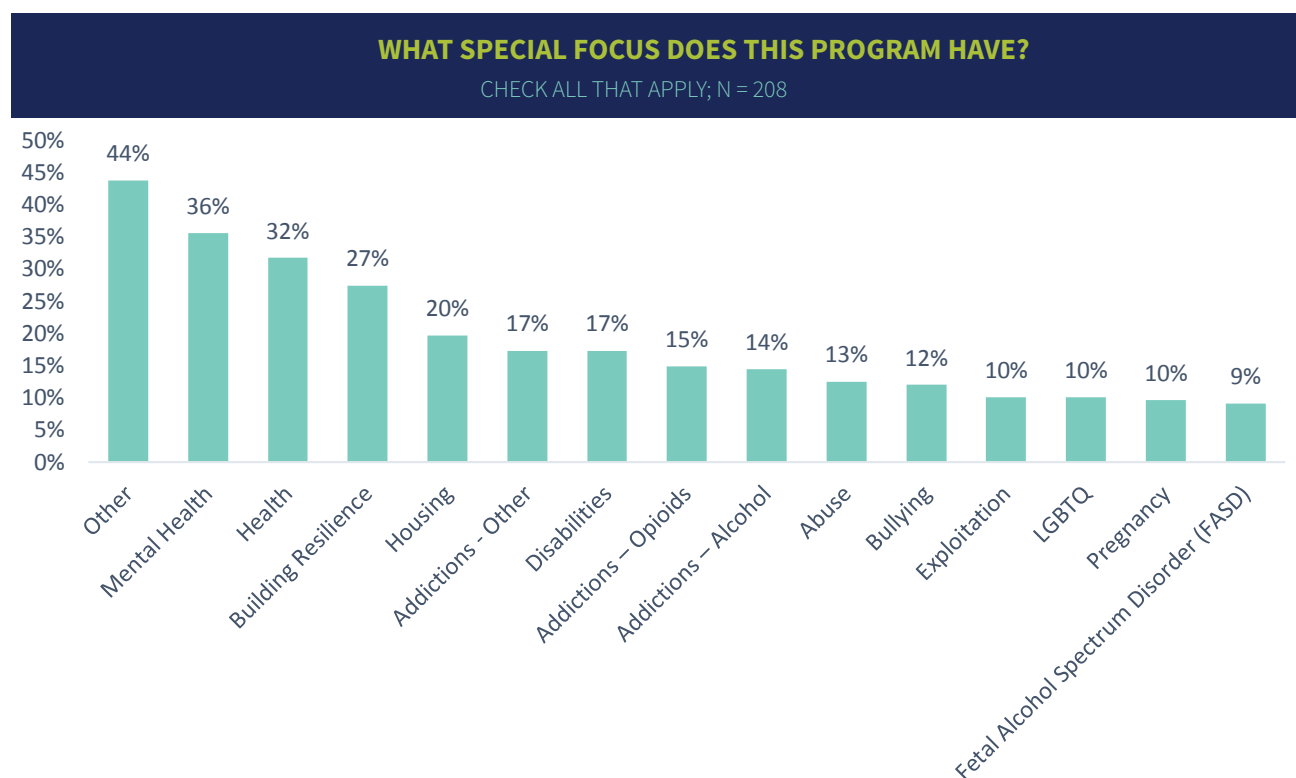


Figure 97: Past and Future Demand

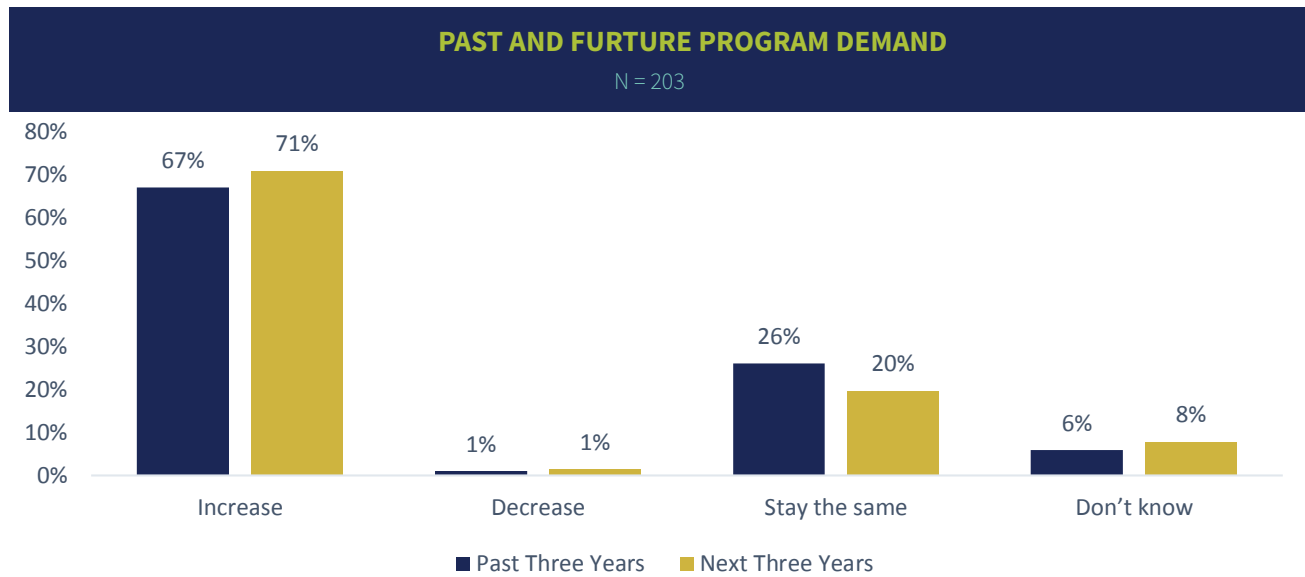
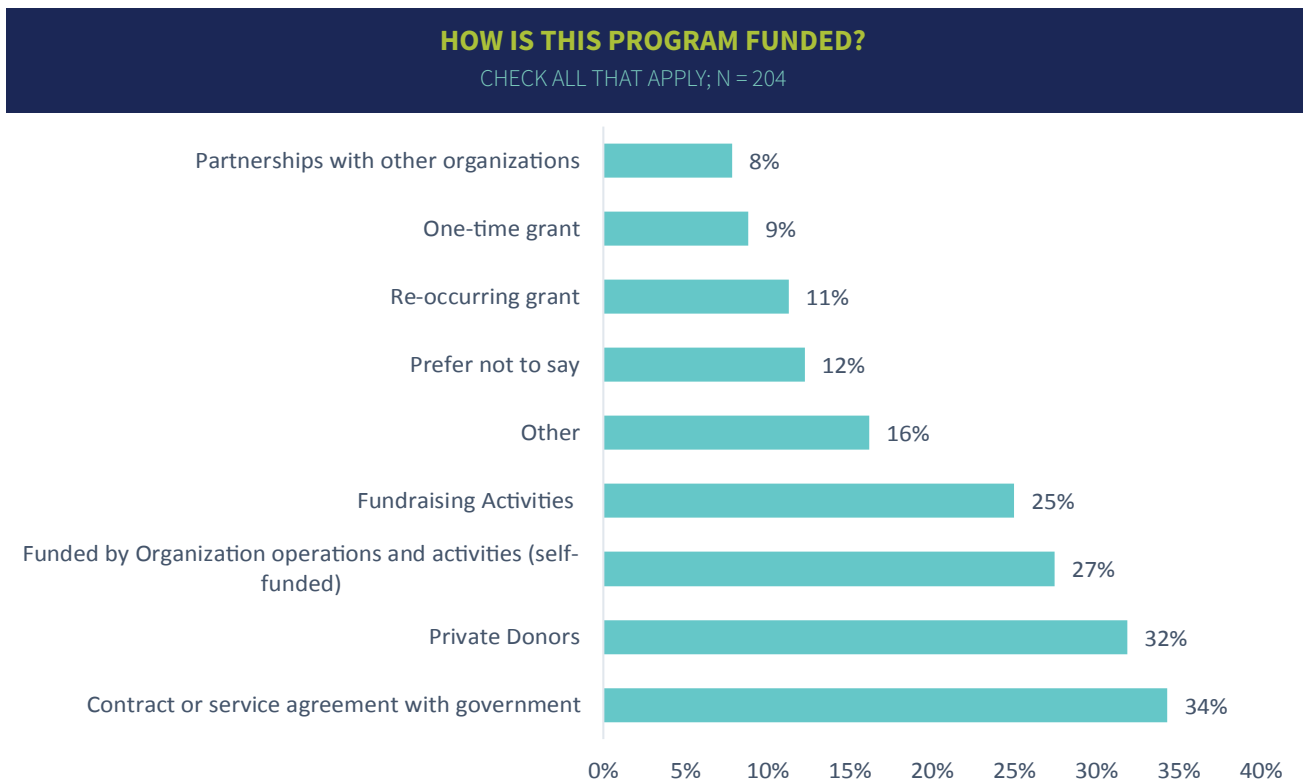


Figure 98: Program funding



Key findings from the questionnaire show that organizations providing supports and services identified 1) funding (enough and stability), 2) marketing of programs and services, and 3) volunteer management as their top challenges in program provision. Most identify as being a Not-for-profit organization, though some also have charitable status. Currently, programs funded in partnership with other organizations accounted for only 8%, the least selected funding option.

Figure 99: Program Provision Challenges



5.4. LETHBRIDGE CHARITABLE SECTOR FINANCIAL ANALYSIS

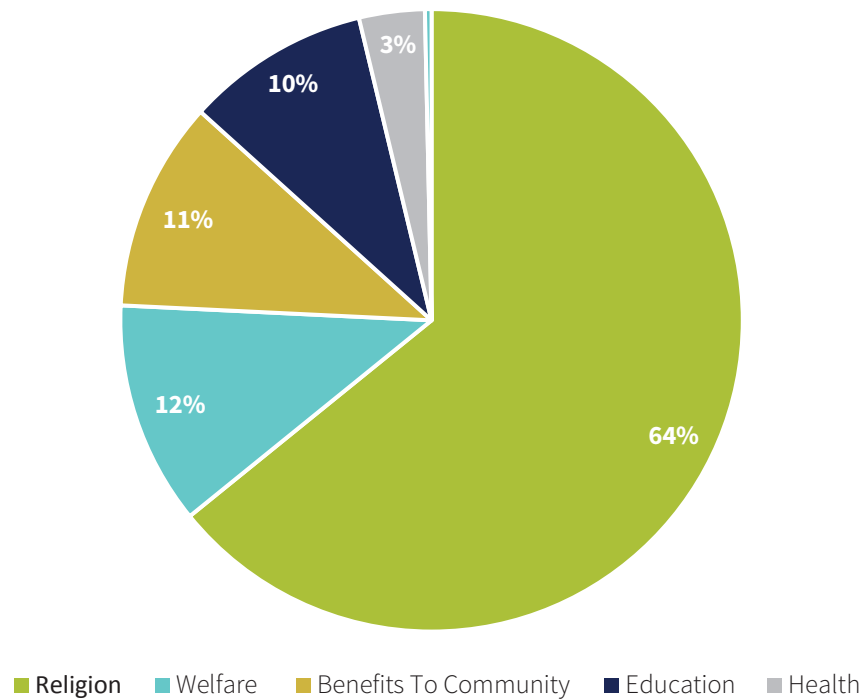
To better understand the scope of services working on wellbeing, Open Data was obtained from the Canada Revenue Agency on all charities working in Lethbridge. The financial data was analyzed to better understand the social assets in the community. Note that this analysis does not include the funds expended directly by government to operate public services (such as Income assistance, or medical services, police, etc.) or non-profits who were not charities. In this sense, this analysis only represents a part of the social safety net revenues and expenditures. We see this process as a roadmap through which we can explore how best to maximize our limited dollars to directly influence the broader community social asset value for best outcomes.

Using 2017 Canada Revenue Agency (CRA) data and audited financials of charities in Lethbridge supports a fulsome analysis of local services' sources of funds. Together with the asset map, this level of financial analysis will give the City a more complete picture of the investments already in community, areas of duplication, gaps, and direction for best use of limited municipal resources.

This is of particular relevance given that the City's resources (\$11M) are a fraction of the community's charitable social assets – estimated at \$700M per year. Of this \$11M, \$8.6M is overseen by the CSD department– the balance coming out of other City departments. Within the \$8.6M, CSD delivers provincial and federal funds for prevention and homelessness, leaving about \$600K in the direct control of Council.

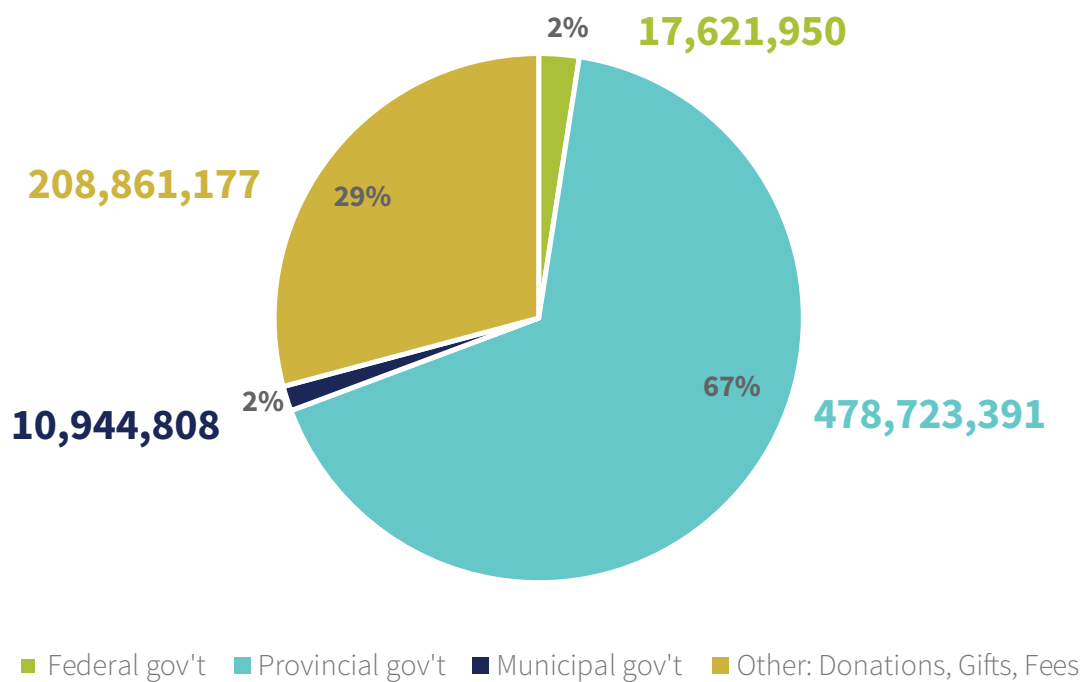
According to the Canada Revenue Agency, Lethbridge has nearly 300 charities operating in 2017, that can be categorised¹²⁸ as follows:

Figure 100: Lethbridge Charities



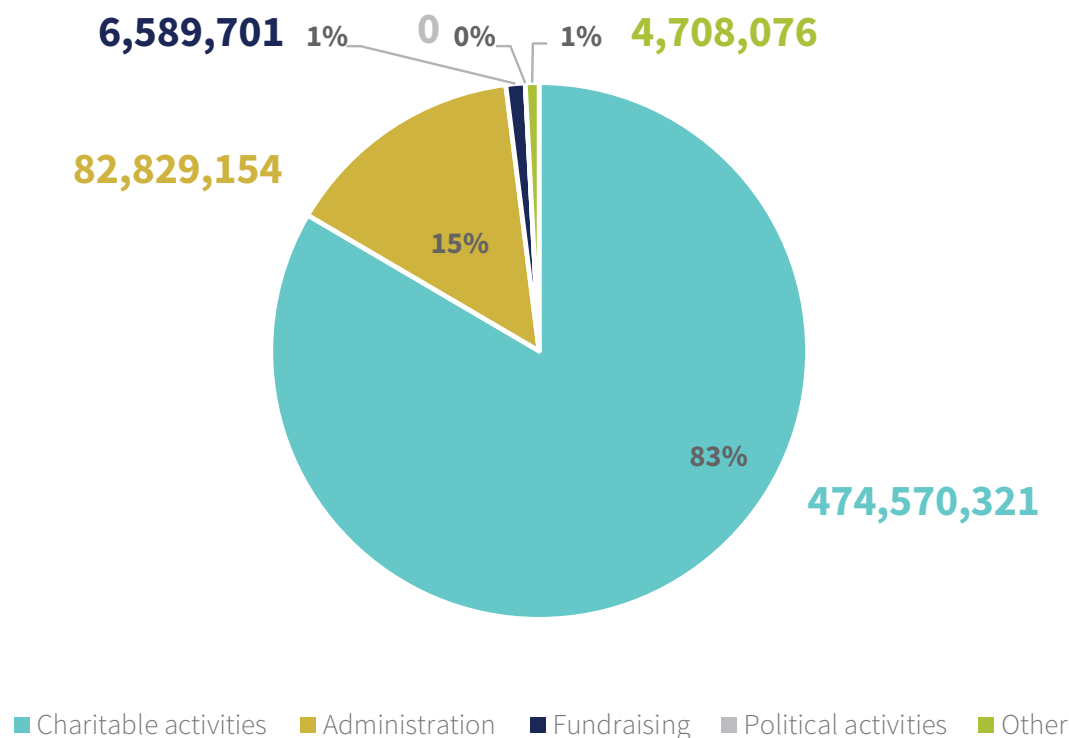
As evident below, the provincial government is the majority funder at 67% of these 293 charities, followed by donations, gifts, and fee of service sources. The municipal and federal governments are relatively small players at 2% each.

Figure 101: Charity Revenues in 2017 - Summary (n=293)



Looking at the expenditures of these charities, charitable activities are the main focus at 83%, followed by 15% for administration.

Figure 102: Charity Expenditures in Summary (n=293)



If we break out the charities by focus to examine funding sources, notable differences emerge. Education is most closely aligned with the average overall, but religion seems to be almost exclusively funded by donations/other. Welfare is split among provincial and donated funds. Benefits to community and health seem to have an even split among sources. Of note, the majority of funds goes into education, followed far behind by the rest of the categories.

Figure 103: Charitable Focus & Revenues (n=293)

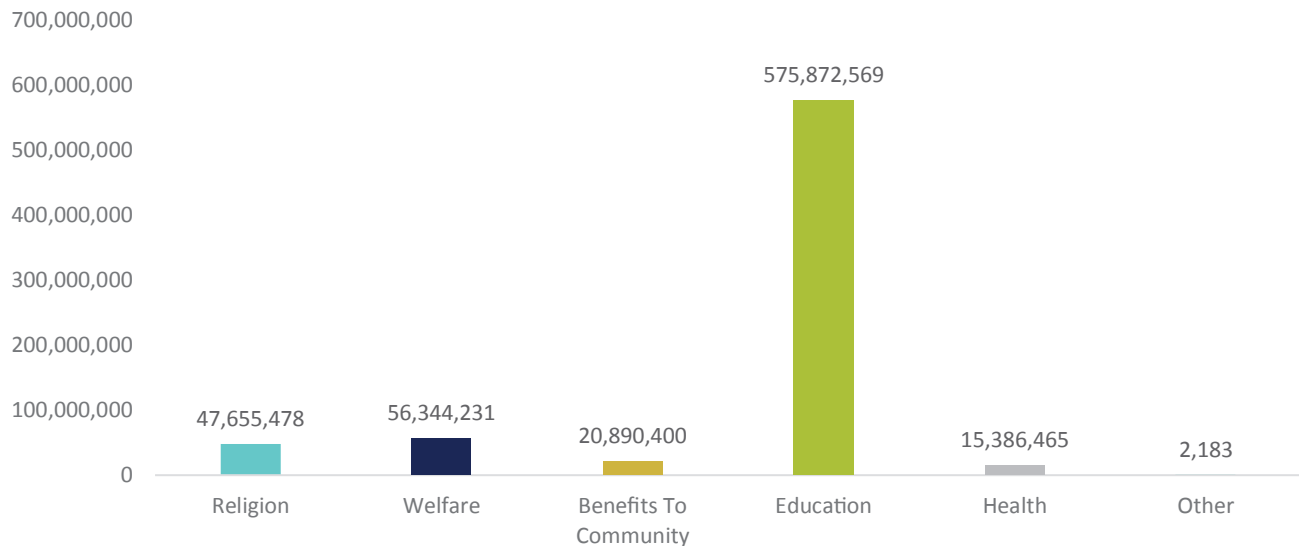


Figure 104: Funding Sources (n=293)

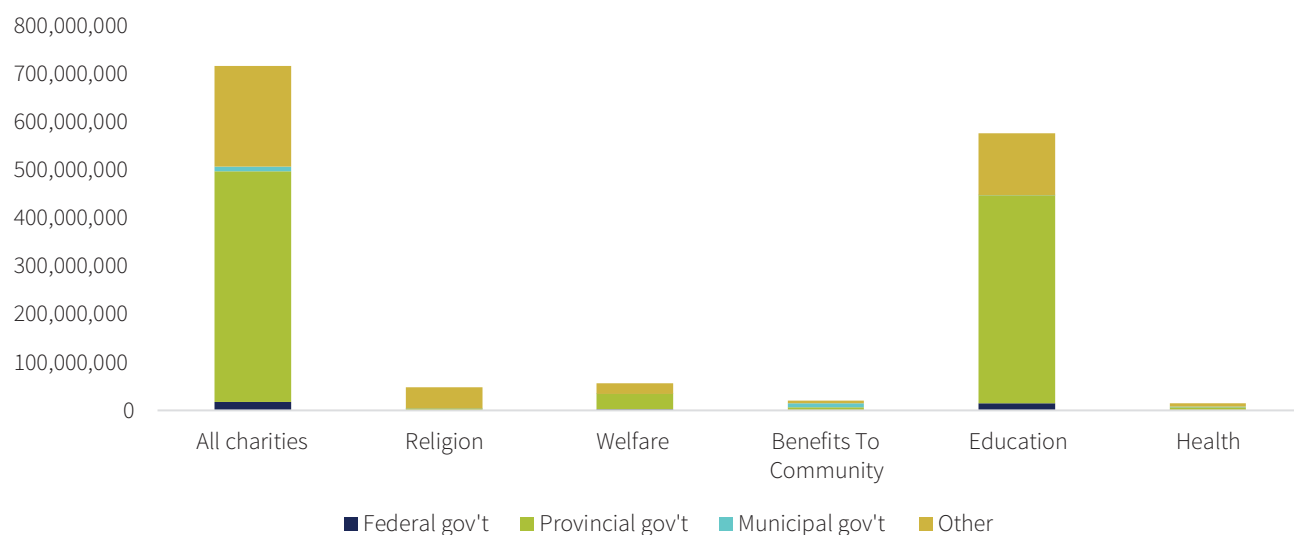


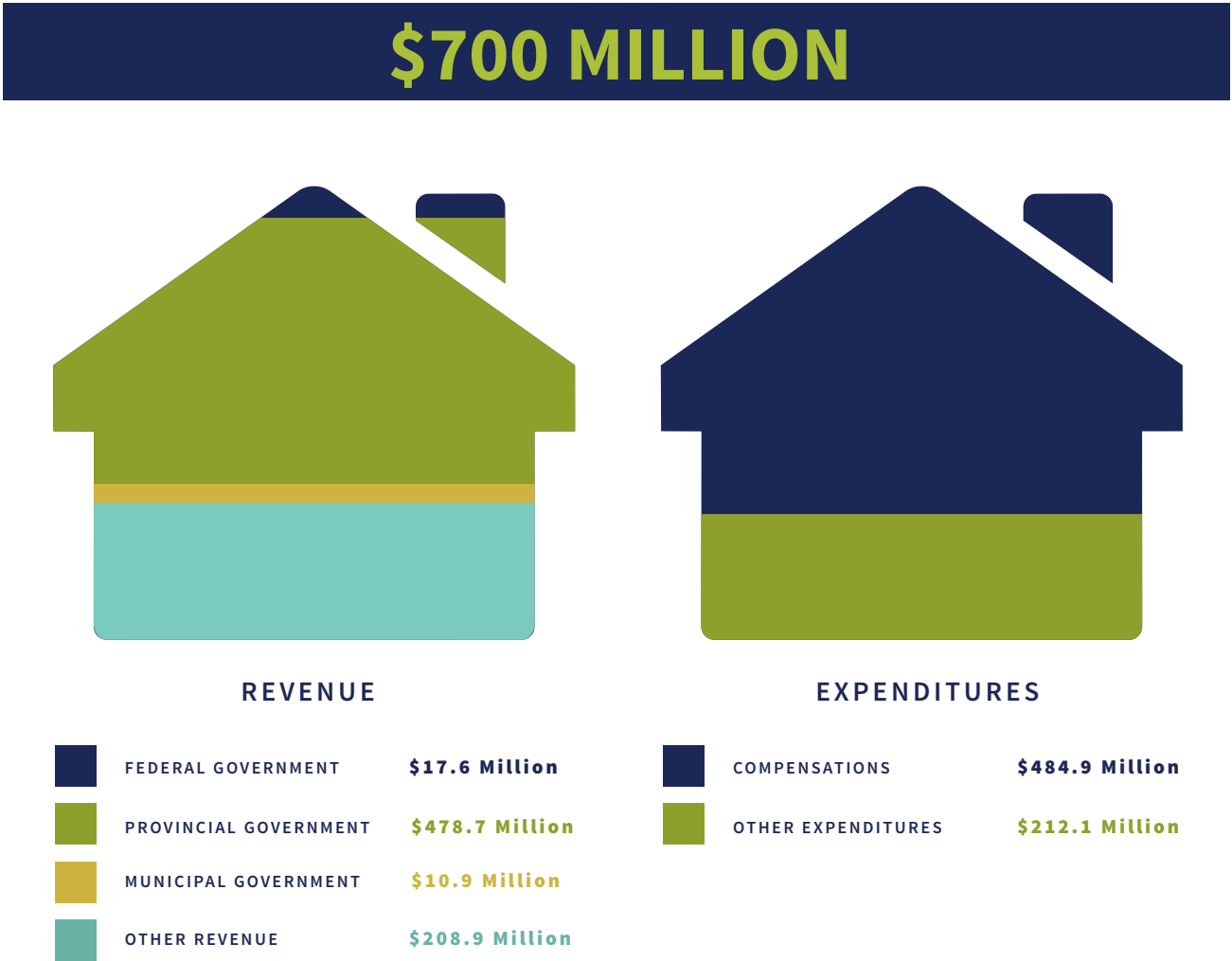
Figure 105: Charitable Revenues in Detail

	ALL CHARITIES	RELIGION	WELFARE	BENEFITS TO COMMUNITY	EDUCATION	HEALTH	OTHER
Revenue	716,151,326	47,655,478	56,344,231	20,890,400	575,872,569	15,386,465	2,183
Federal	17,621,950	203,865	2,486,888	594,937	14,320,938	15,322	0
Provincial	478,723,391	2,826,762	31,407,924	5,398,616	432,720,818	6,369,271	0
Municipal	10,944,808	758,109	462,510	8,238,845	169,722	1,315,622	0
Operating Expenditure	696,997,244	41,011,804	49,789,752	19,779,601	573,045,248	13,370,777	62
Gifts made to donees	6,476,273	3,259,399	987,351	48,185	71,328	2,070,010	40,000
Compensation	484,872,439	15,395,647	31,747,851	11,538,041	419,122,043	7,068,857	0
Number of full -time employees	4,683	321	293	134	3,847	88	0
Number of part-time employees	4,004	422	524	265	2,712	81	0
Total # charities	293	188	34	32	28	10	1

The figure below suggests that about \$700M comes into the community, mainly from provincial government sources, followed by grants and donations. Of this, most funds are attributed to staff compensation (\$485M for 8700 total positions), followed by administration or infrastructure costs (\$212M).

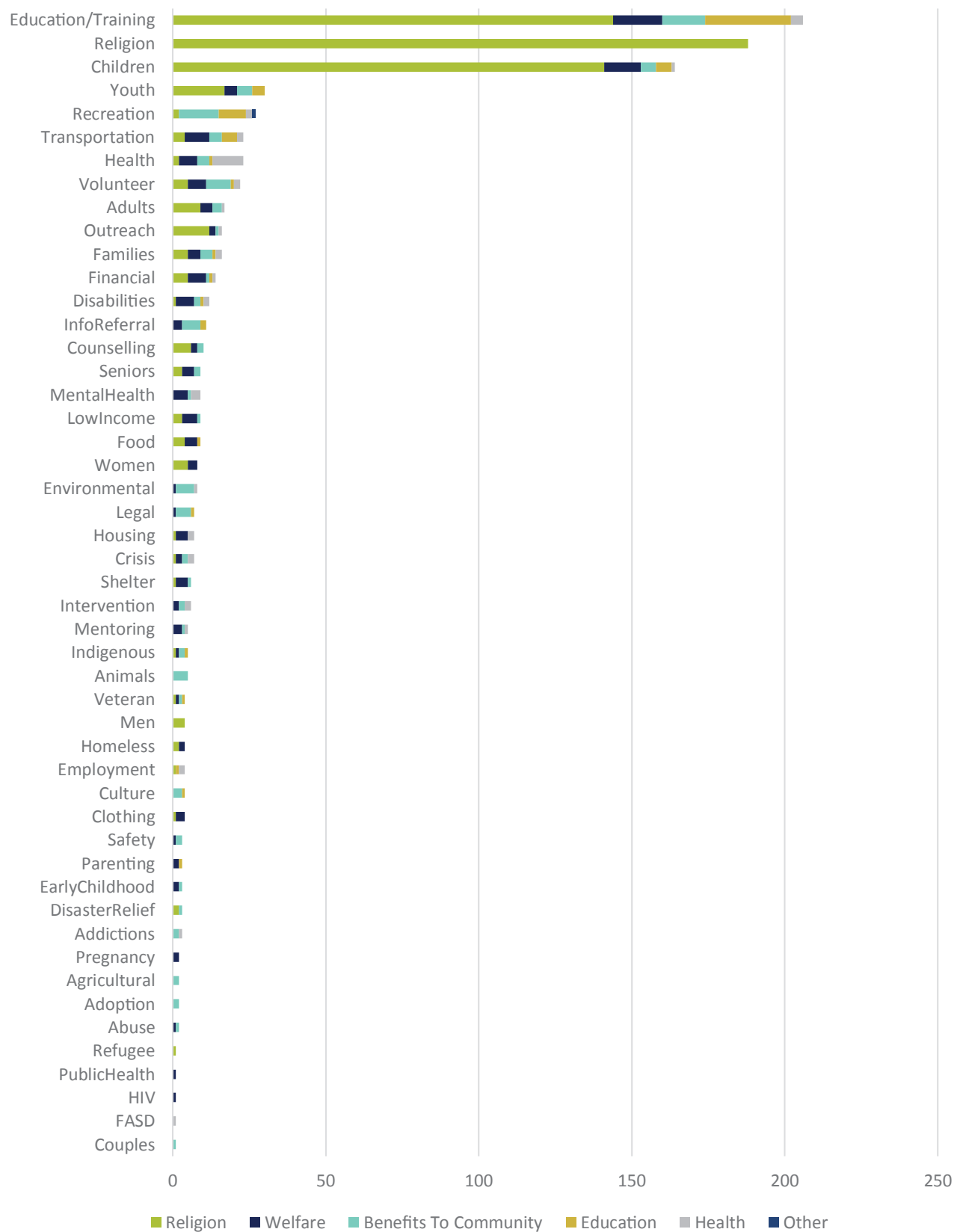
The municipal government made up \$11M of the \$700M coming into the community for charitable purposes – or 16%. Most of these funds are flow-through from provincial and federal government.

Figure 106: The Flow of Revenue and Expenditure



Breaking the charitable sector further by HelpSeeker categories, we can see where CRA focus fits with on-the-ground application of charitable work.

Figure 107: CRA Charitable Focus & HelpSeeker Categories



5.5. SYSTEM ASSETS KEY FINDINGS

The HelpSeeker platform has been rolled out across **400 social services** in Lethbridge. It allows for a fulsome analysis of the local resources relevant to wellbeing to inform identification of local needs and their corresponding responses.

Most commonly, the focus of services was on health, public health, education/training, information/referral, and mental health. The most common populations served by these services were adults, families, seniors, and children.

During the initial 2 weeks of January 2019, of the 2200 interactions recorded, some emerging insights are of interest:¹²⁹

- » Top interactions on populations: Adults, Youth, Families, Children, Women, Seniors
- » Top interactions on needs: Education/Training, Info & Referral, Addictions, Mental Health, Shelter

Organizations providing supports and services identified:

- 1) funding (enough and stability),
- 2) marketing of programs and services, and
- 3) volunteer management as their top challenges in program provision. Most identify as being a Not-for-profit organization, though some also have charitable status. Currently, programs funded in partnership with other organizations accounted for only 8%, the least selected funding option.

The City makes up 1.6% of funding to social services. The total tracked financial investment in local charities was \$700 million, of which \$11 million came from the City of Lethbridge – about 1.6%; the CSD budget is 8.6M – with the balance coming from other City departments.¹³⁰ Moving forward, it is essential that the City consider how best to maximize its limited investment to influence the broader \$700M community social asset value for best outcomes.

About \$100 million can be leveraged to address wellbeing. Most funds come from the province (67%) and donations (29%) for the purposes of: Education (\$576M); Welfare (\$56M); Religion (\$48M); Benefits to community (\$21M); and Health (\$15M). The City funds 75% of organizations working on benefits to the community – though most (58%) of this money is going to the public library.¹³¹

SUMMARY & NEXT STEPS

The City of Lethbridge's Community Social Development (CSD) completed a comprehensive process to develop its 5-year Strategic Plan grounded in research, data analyses, best practices, and community engagement as part of a broader effort to inform a future wellbeing and safety community-based effort.

6.1. KEY FINDINGS IN SUM

The Needs Assessment report outlined trends and issues impacting wellbeing in Lethbridge that directly shaped the strategic directions for the CSD moving forward. The diverse perspectives and sources of information analysed converged on several key priority social issues and demographic groups requiring tailored responses.

DOMINANT SOCIAL ISSUES

- » Mental health & addictions supports
- » Balancing prevention & crisis responses
- » Community safety measures
- » Interpersonal violence prevention/ intervention
- » Homelessness response
- » Poverty & inequality measures
- » Enhancing resilience and coping skills
- » Coordinating support services
- » Education, employment, training

PRIORITY POPULATIONS

- » Indigenous peoples
- » Youth & young adults
- » Seniors
- » Immigrants and refugees
- » Women fleeing violence
- » Families with children
- » People with disabilities
- » Those facing mental health challenges, addictions
- » Low income households

Note: these are not in any particular order.

In some respects, the social challenges Lethbridge is facing are those brought on by urbanization as the community grows from a town into a city. For this growth to be sustainable and beneficial across demographics, it will require social infrastructure adjustments and transformations.

The City's role as a convener on social issues is to spur action across diverse assets and initiatives to set Lethbridge up as a sustainable and inclusive city long term where everyone has the opportunity to thrive. The way forward will require strategic and intentional leveraging of community assets and will, both locally & regionally.

The growing population pressures associated with urbanization are associated with social challenges, particularly housing affordability/homelessness, population health, poverty, and strains on existing infrastructure. The community will have to consider how to best leverage and align current assets and efforts, especially in light of the relatively high proportion of seniors and children in the community.

The fact that Lethbridge continues to attract migration means that inclusion and belonging to support successful settlement will be essential. The high numbers of Indigenous and immigrant migrants into the city means that tailored approaches for these groups will continue to be essential. Increasing number of people with disabilities, both developmental and due to aging, will require supports to be healthy and belong.

The uneven impacts of social and material deprivation on Indigenous communities are concerning across Canadian communities. The overrepresentation of Indigenous people in the homeless population, those struggling with addictions and mental health, and poverty means that a cultural lens will continue to be a priority for Lethbridge.

The opioid crisis has hit Lethbridge particularly hard; overdoses, police calls, supervised consumption use trends are highlighting the devastating impacts experienced by those directly and indirectly affected. The impacts of the crisis are felt city-wide; thus, solutions will need to address the challenges holistically across stakeholder groups.

While safety and immediate crises responses are essential, recognizing and continuing to prioritize prevention cannot be understated. The spike in domestic violence in the city is telling us that families are under extreme strain. Mental health diagnoses and prescription rates are indicating as well that vulnerabilities are impacting more than what we immediately see in our crises response. We have to recognize and prioritize prevention so that the cycles of trauma and poverty can be challenged long term.

The fact that significant resources are in place, yet are reportedly strained and uncoordinated, points to the need for a more effective community-based response system. While \$700M/ year in charitable revenues are in place, there is still consistent reporting that more investment is needed to address the aforementioned challenges. Given the need for better leveraging and coordination, it is incumbent that effective and efficient use of these resources is achieved, particularly in a climate where social spending is strained.

The City's role within the wellbeing space should also be clarified appropriately. With its direct investment being very limited to provincial and federal flow-through funding of services, the value add of the City's involvement is that of convener among willing stakeholders working on safety and wellbeing. Moving forward, it is essential that the City consider how best to maximize its limited investment to influence the broader \$700M community social asset value for best outcomes for the community.

6.2. AFFIRMING DIRECTION

To gauge community feedback on these strategic directions, the City convened key community leaders together to provide feedback and discuss the possibilities of future collaborative work on community wellbeing and safety on Jan. 31, 2019¹³². From this dialogue, the City prepared its CSD Strategic Plan and received community support to begin convening key stakeholders to develop a Lethbridge Community Safety and Wellbeing Strategy over the course of the year.

Feedback confirmed the research and consultation input, particularly the focus enhanced integration of diverse initiatives towards common objectives. Stakeholders noted that balancing crisis responses and prevention will be essential moving forward. The priority needs and populations were confirmed as well – with an emphasis on mental health and addictions, disabilities, poverty and violence. The participants noted that the needs of priority populations will need to be taken to account holistically: pointing out that the priorities are interconnected and cannot be done in isolation of one another. A fulsome approach is needed to move the community in a coordinated manner.

The stakeholders also noted how interrelated and overlapping identities are at the individual level: someone may identify as LGBTQIA2s+, be a senior and Indigenous. Thus, a person-centred approach will be essential to meet the person where they're at, rather than crafting program-centric models that place artificial boundaries on complex realities.

6.3. EMERGING ALIGNMENT FOR A COMMUNITY WELLBEING & SAFETY STRATEGY

Stakeholders on Jan. 31, 2019 expressed that enhanced integration of efforts will ultimately be needed, paving the way forward to address common priorities collectively. To this end, most (87%) agreed to develop a Lethbridge Community Wellbeing and Safety Strategy. Those who did not agree with the direction noted that it may not be possible to align efforts due to fear over losing funding, lack of trust or ability to agree on common goals.

For social change to be successful long-term, a common understanding of intent, roles and responsibilities is needed. Each partner must be respected for what they can contribute, and operational realities such as funding, individual mandates, capacity, jurisdictional issues and willingness must be acknowledged.

The primary areas of focus for the future CWSS based on the Needs Assessment findings discussed/affirmed by stakeholders were:

- 1. Systems Planning & Integration** – focused on the need to improve integration of diverse services, efforts and resources towards the creation of a person-centred social safety ecosystem.
- 2. Safe & Resilient Communities** – focused on prevention/intervention measures to mitigate vulnerability to addictions, abuse, violence, trauma etc. and enhance resiliency for individuals and communities to be safe and thrive.
- 3. Basic Needs** – focused on ensuring the basic necessities of life are adequate and accessible, including shelter, food, transportation, as well as access to education, recreation, employment and training.
- 4. Social Inclusion** – focused on engagement and building strengths to create welcoming communities, social cohesion and belonging.

Stakeholders also noted that an overarching coordinating body is needed to lead these efforts, ensuring communication, resource coordination, joint outcomes measurement and clarity of direction. This aligns with the Collective Impact concept of the 'backbone organization,' tasked to convening and leading community efforts. There was agreement that the City should continue to convene stakeholders to develop the Community Wellbeing and Safety Strategy, with the understanding that the eventual role of the City in this work would be determined over the course of this next phase of work. To this end, the City will continue to build trust and relationships with key stakeholders to advance this agenda in community.

Based on this community feedback, the CSD will propose a departmental Strategic Plan to Council that focuses on supporting this direction as per stakeholder feedback. The CSD Strategic Plan will align with the emerging priorities identified in the Needs Assessment and the proposed directions of the CWSS.

As highlighted in the community sessions, there is a will to work together, improve outcomes and maximize impact. What's needed is a coordination vehicle to discern how to best achieve integration among diverse stakeholders.

THE CWSS WILL PROVIDE THE BLUEPRINT TO ACHIEVE THIS COLLECTIVE
WILL IN PRACTICE. IT WILL BE DEVELOPED AND IMPLEMENTED BY
COMMUNITY, FOR COMMUNITY: TRULY, A BOAT IN WHICH EVERYONE
HOLDS AN OAR, AND PULLS IN THE SAME DIRECTION:

A LETHBRIDGE

WHERE

EVERYONE

BELONGS AND

THRIVES.

APPENDIX 1- CURRENT EFFORTS TO ADDRESS WELLBEING

DOCUMENT SCAN KEY FINDINGS

The scan of Lethbridge documents revealed highlighting of multiple and cross-cutting social issues, and the following matrix displays only the issues that were targeted for action in each. The top issues addressed in these reports were:

- » Racism/Discrimination
- » Priority Populations: Seniors, Newcomers, Indigenous, Youth, People with disabilities
- » Access/Gaps/Infrastructure/Coordination
- » Family Wellbeing/Child Development
- » Disconnection/Isolation/Social Inclusion
- » Housing/Homelessness
- » Addictions/Mental Health/Wellness

What is emerging in Lethbridge's social services and wellbeing-focused agencies is practice around engaging in community efforts (leadership, coordination, systems change) to break the cycle of poverty including leading and supporting other stakeholders in policy advocacy.

	Poverty/Income Security	Housing/Homelessness	Racism/Discrimination	Addictions/Mental Health/Wellness	Crime/Community Safety/Family Violence	Learning/Literacy	Family Wellbeing/Child Development	Disconnection/Isolation/Social Inclusion	Transportation	Reconciliation	Seniors, Newcomers, Indigenous, Youth, Disabled Persons	Access/Gaps/Infrastructure/Coordination	Food Security	Environment
Policies, Strategies, and Plans														
Road Map for a Brighter Future – City of Lethbridge		1					1	1	1		1	1		
Towards a Brighter Future – City of Lethbridge		1					1		1		1			
Community Plan to End Homelessness: Bringing Lethbridge Home – Social Housing in Action		1	1	1								1		
Lethbridge Affordable Housing and Homeless Policy – City of Lethbridge		1										1		
Lethbridge Indigenous Community Strategic Plan – Native Counselling Services Alberta			1							1				
Reconciliation Implementation Plan 2017–2027 – City of Lethbridge & Lethbridge Indigenous Sharing Network			1					1		1				
Community Led Drug Strategy – City of Lethbridge (Workshop)				1	1						1	1		
2019 Downtown Clean & Safe Strategy – City of Lethbridge					1									1

A New Investment Framework & Priorities for Lethbridge – Lethbridge Family and Community Support Services			1				1	1				1		
Building Bridges – A Welcoming and Inclusive Lethbridge. Community Action Plan 2011–2020 – CMARD Team			1											
Community Coalition Action Plan – Lethbridge Early Years Coalition						1	1					1		
SUBTOTAL	0	4	5	2	2	1	4	3	2	2	3	6	0	1
Reports and Evaluations														
Vital Signs 2018 – Community Foundation Lethbridge and Southwestern Alberta				1				1			1		1	1
Lethbridge Community Outlook 2016–2023 – City of Lethbridge in cooperation with Economic Development Lethbridge and Environment Lethbridge	1	1		1	1	1	1				1			1
Understanding the Impacts of and Finding Community Solutions to Poverty in Lethbridge Using: Low Income Profile and “You’re Trying To Go Up A Waterfall” Poverty Roundtable Report – Vibrant Lethbridge	1		1									1	1	
Towards Health Equity: Indicators of Potential Need – Alberta Health Services				1				1			1			
Community Safety Strategy – City of Lethbridge					1						1			
Early Childhood Development Mapping – Alberta Education						1								
Newcomer Needs Assessment			1					1			1			
Age-Friendly Lethbridge											1			
SUBTOTAL	2	1	2	3	2	2	1	3	0	0	6	1	2	2
Evidence														
Quantitative Data	1	1		1	1	1					1		1	
Updated Data required			x			x	x	x	x	x			x	
SUBTOTAL	1	1	0	1	1	1	0	0	0	0	1	0	1	0
TOTAL	3	6	7	6	5	4	5	6	2	2	10	7	3	3

ORGANISATIONS

CITY OF LETHBRIDGE – COMMUNITY SOCIAL DEVELOPMENT

The CSD department is responsible for the following:

- » Preventive social services through Family & Community Support Services (FCSS),
- » Projects and programs to end homelessness through Social Housing in Action- Bringing Lethbridge Home (SHIA)
- » Social policy initiatives to address priority social needs
- » Community-based grants and fee for service contracts
- » Accessibility and aging in place for all people -- Research Initiative and Plan
- » CMARD (Coalition of Municipalities Against Racism and Discrimination)
- » Vibrant Lethbridge – Poverty Reduction
- » Building welcoming and inclusive neighbourhoods
- » Developmental assets to build healthy and resilient children, youth, and families
- » Syrian Refugee Resettlement Update available to the community

As of 2018, research and development of a Community Wellbeing and Safety Strategy is underway.

LETHBRIDGE FAMILY & COMMUNITY SUPPORT SERVICES

Family and Community Support Services (FCSS) is a funding partnership between the Government of Alberta and the City of Lethbridge to support preventative social services. The province contributes up to 80% of the program cost and the municipality covers a minimum of 20%. Funds go to well-established community organisations to assist in increasing social inclusion and strengthening neighbourhoods.

Programs funded must be preventative and enhance wellbeing in the following ways:

- » Strengthen independence, coping skills and resistance to crisis
- » Increase awareness of social needs
- » Strengthen interpersonal and group skills
- » Help community assume responsibility for decisions and actions that affect them
- » Provide support to help citizens to be active in community

Data for 2015 shows 15 organisations received FCSS funding for programs, with 18,307 participants in all programs offered, including:¹³³

- » 719 Indigenous people: Program participants who self-identify as First Nations, Métis, Inuit people;
- » 684 People with Disabilities: Persons who self-identify as having a disability; and
- » 667 New Canadians: New Canadians (ten years or less) receiving programs and services.

SOCIAL HOUSING IN ACTION¹³⁴

Social Housing In Action (SHIA) is the community-based organisation dedicated to: ending homelessness through a Housing First approach; the prevention of homelessness; and the provision of support services to end homelessness in Lethbridge. SHIA represents a healthy and collaborative cross-section of Lethbridge and community leaders and organisations and includes a range of partners including SHIA – an integral part of the Provincial 10 Year Plan to End Homelessness.

Role:

- » SHIA is the Community Advisory Board that oversees the implementation of "Bringing Lethbridge Home" Plan to End Homelessness
- » Provides recommendations and approval of various projects
- » Identifies and communicates the housing and support needs of the community to City Council and other orders of government

Values and Guiding Principles:

- » Any response to ending homelessness is based on Housing First: giving people who are homeless the safety, security, and dignity of their own home before all else.
- » All people have the right to be housed. Permanent housing is accessible, safe, and affordable.
- » A community is strengthened economically, and the health and wellbeing of people improves through equal access to safe and affordable housing.
- » Innovation is required for access to safe and affordable housing.
- » Support services are integral for the successful housing of all people.
- » The creation of opportunities for self-reliance, social integration, and community participation, including activities such as employment, and supports for people to successfully sustain their housing.
- » The leadership and support of all orders of government is essential to ensure all people are able to access housing opportunities and end homelessness.
- » Continuous learning and the development and implementation of best practice is critical.
- » Community involvement and volunteerism is required to achieve our goals.

UNITED WAY LETHBRIDGE AND SOUTH WESTERN ALBERTA¹³⁵

United Way is committed to ensuring access to immediate support for families and individuals. The agency invests in programs across southwestern Alberta to give Albertans the ability to stabilise, avoid, or move out of the cycle of poverty. Priority areas of focus (with 2017 data) include:

- 1. Poverty to possibility:** Programs and services helping people and families avoid or move out of poverty. In the Lethbridge region 2430 people were served by 11 programs in 2015–2016.
- 2. Strong communities:** Programs and services promoting supportive family relationships, positive mental health, physical wellbeing, inclusion, and accessibility. 10,306 people in the Lethbridge region were served by 14 programs in 2015–2016.
- 3. All that kids can be:** Programs and services supporting school readiness, in- and after-school supports, mentoring, healthy development, emergency shelter. In the Lethbridge region 10,306 people were served by 14 programs in 2015–2016..

COMMUNITY FOUNDATION OF LETHBRIDGE & SOUTHWESTERN ALBERTA¹³⁶

The Community Foundation of Lethbridge and Southwestern Alberta provides an effective, flexible method for caring and generous individuals of all means to connect to worthy causes in Southwestern Alberta.

Community Priorities Fund: Awarding over half a million dollars annually, the Community Priorities Fund is their biggest granting program. Support for this program comes from more than five decades of donations, beginning with the first gifts the Community Foundation received in 1966. Donors to this fund allocate their gifts to support the needs of the day. This program supports a wide range of projects in communities throughout our region.

PARTNERSHIPS, COALITIONS, AND COMMITTEES

VIBRANT LETHBRIDGE¹³⁷

As a subcommittee of CSD, the overall task of Vibrant Lethbridge is to elevate the profile of poverty in Lethbridge, engage multi-sector partners, identify community assets, and identify systemic/programmatic interventions that could strengthen the community's response to poverty-related issues.

Emerging Key Issues:

1. Low-cost Transportation
2. Neighborhood "Bumping" Spaces: for people to connect and create community
3. Pay Day Lending: prevalence, impact and alternatives
4. Advocacy to the provincial and federal jurisdictions including the implementation of the Poverty Reduction Strategy
5. Living Wage
6. Communication Plan
7. Food Security/Sustainability

Through broad community consultation, research and engagement activities, plans and reports are being developed to reduce poverty and its impact.

MUNICIPAL HOUSING STRATEGY TASK FORCE¹³⁸ – CITY OF LETHBRIDGE

The purpose of the Municipal Housing Strategy Task Force is to support the development of a Municipal Housing Strategy (MHS). The MHS will address the full spectrum of social, affordable, and market housing needs within Lethbridge. The mandate of the task force is to consult with key external stakeholders and internal City departments and to strategically collaborate with other organisations and orders of government to define:

- » Current and projected housing needs across the housing spectrum
- » Current housing inventory
- » Strategic priorities based on inventory and projected needs

COALITION OF MUNICIPALITIES AGAINST RACISM AND DISCRIMINATION (CMARD) TEAM¹³⁹

Based on the signing of the Declaration of Municipalities Against Racism and Discrimination and the resolution of City Council, the purpose of the CMARD Team is to take the steps required to develop and promote building a welcoming and inclusive community and to support the Common Commitments Coalition of Canadian Municipalities Against Racism and Discrimination.

LETHBRIDGE LOCAL IMMIGRATION PARTNERSHIP (LIP)¹⁴⁰

In 2016, the Lethbridge LIP was established as a community development initiative to strengthen the role of local and regional communities in serving the needs of immigrants through a local partnership. Lethbridge LIP seeks to collaborate, strengthen, and work together with local residents, community agencies, initiatives, organisations, businesses, and government agencies. At the same time, through conversation, research, public education, and strategic assessment, LIP staff will identify gaps, needs, and offer sustainable solutions.

Emerging Key Issues: Lethbridge has become home to over 1500 Bhutanese refugees and even more recently since the beginning of 2016 – approximately 200 refugees from Syria.

A 2014 Health Needs Assessment found Bhutanese refugees to be a diverse population who are also vulnerable.¹⁴¹ Contributors to their vulnerability include social determinants of health, such as past living conditions, culture and language barriers, low health literacy, income and employment issues, as well as education. Direct health concerns include mental health issues, nutrition issues, chronic disease, and communicable disease.

LETHBRIDGE EXECUTIVE LEADERS COALITION ON OPIOID USE¹⁴²

The Coalition on Opioid Use is a group of organisations that began meeting in the fall of 2016 to improve the coordination of services to respond effectively to the opioid crisis, and explore the feasibility of implementing Supervised Consumption Services.

Emerging Key Issues: Fentanyl Crisis, Methamphetamine Crisis, Crime

The goal of this group is to collaborate on a coordinated community approach to effectively address the growing issue of opioid abuse in Lethbridge. This comprehensive strategy includes prevention, early intervention, harm reduction, treatment, and rehabilitation.

Arches¹⁴³ is a non-profit agency which provides supervised consumption space, feet-on-the-street outreach, van outreach, 24-hour telephone service, and syringe recovery.

LETHBRIDGE EARLY YEARS COALITION¹⁴⁴

Lethbridge Early Years Coalition builds community support and awareness for the early years of children's development. LEYC works with the community to create positive environments for young children, and is a voice for the early years. The mission is twofold: • Create a community awareness of the importance of the early years of human development; and • Engage and support the community in creating and implementing an action plan specific to enhancing the early years.

AGE FRIENDLY LETHBRIDGE (FORMERLY SENIORS COMMUNITY FORUM)¹⁴⁵

In 1999, the Seniors Community Forum (SCF) was formed, which is a collaboration of community stakeholders working together to create a preferred future for the older adult population within Lethbridge. The purpose of this committee is to:

- » Share information and identify current issues impacting seniors, their families & other stakeholders
- » Work together to prevent fragmentation of services and supports and increase collaboration, cooperation and partnering opportunities.
- » Initiate projects and serves that support a healthy and age friendly community
- » Increase awareness and education and advocate on issues impacting seniors in Lethbridge.

POLICIES, STRATEGIES, AND PLANS

SOCIAL POLICY DEVELOPMENT: ROAD MAP FOR A BRIGHTER FUTURE¹⁴⁶ AND TOWARDS A BRIGHTER FUTURE¹⁴⁷ – CITY OF LETHBRIDGE

In 2005, this initial work identified the needs and priority issues for the community with the intent to inform and guide a social policy to guide the work for the City over the coming years, in particular the work of Community and Social Development. In 2008, this social policy report was updated, and included the achievements over the past three years, the new and persistent challenges in the community, priorities for action, and recommendations for the City for the next three years (2008 to 2011).

Emerging Key Issues: Housing, Transportation, Childcare, and Supports for Inclusion.

In 2015, the Social Policy¹⁴⁸ was updated, yet no formal report was commissioned. This document currently envisions a city in which all individuals, families, and communities have opportunities for healthy development leading to wellbeing:

- » All residents are treated with dignity and respect;
- » Diversity is recognised and viewed as an asset that enriches every aspect of people's lives;
- » Disparities between groups are reduced such that all residents have access to the basic necessities of life;
- » All people have opportunity to participate in community life, contribute to society, and to develop their potential, irrespective of their age, race, religion, gender, sexual orientation, or socio-economic position;
- » Residents experience a sense of belonging, acceptance, and recognition;
- » All residents share in the responsibility of ensuring the quality of life within a community.

The current focus is on improving community outcomes for inclusion, diversity, shared responsibility and strategic, resource allocation, and coordination of services.

COMMUNITY PLAN TO END HOMELESSNESS: BRINGING LETHBRIDGE HOME¹⁴⁹ - SOCIAL HOUSING IN ACTION

In June 2009, City Council approved the 5 Year Plan – “Bringing Lethbridge Home” – that focused on the core beliefs of a Housing First approach, rapid re-housing, client-centered community support services, and the prevention of homelessness. The Service Delivery Model was designed by Social Housing in Action (SHIA) in consultation with clinical and service delivery experts and community stakeholders, and grounded in the provincial and community homelessness plans. Research highlights included Homelessness and prioritising clients with the most complex and chronic needs, Affordable Housing, Subpopulation Focus (Men 30–55 years, Youth 18–24 years, Women, Multigenerational Families) Housing Needs.¹⁵⁰

Emerging Key Issues:

As of 2018, the Service Delivery Model highlights the following current issues for Lethbridge:

- » Decreasing vacancy rates, availability of Affordable Housing
- » Immigration of New Canadians
- » Migration
- » Poverty
- » P12 Project Results and Lack of Permanent Supportive Housing
- » Youth Homelessness
- » Senior Homelessness and Housing Challenges
- » Employment and Daily Meaningful Activities
- » Discrimination
- » Living Skills

The current 2018 priorities for SHIA include:

- » Support Project Operations
- » Develop a municipal housing strategy and business case
- » Initiate an Aboriginal Housing Strategy
- » Initiate a Homeless Youth strategy
- » Initiate a Meaningful Daily Activity Strategy for Housing First clients

- » Support the development of Permanent and Supportive Housing Resources

The following SHIA initiatives were launched in 2017–2018:

- » Asset-mapping: map and cluster the services provided by community and social groups and organisations within Lethbridge by topic and client need;
- » Strategic Planning: research-based social assessment required to identify Lethbridge's priority social issues;
- » Permanent Supportive Housing Plan for a target population of persons experiencing homelessness and addictions, with suspected or diagnosed FASD.

LETHBRIDGE AFFORDABLE HOUSING AND HOMELESS POLICY¹⁵¹ – CITY OF LETHBRIDGE

Linked to the above homelessness plan and social trends for action, in 2013 the City developed a policy to facilitate the development of affordable housing by leveraging dedicated resources to increase the supply of affordable housing units. The City's role focuses on:

- » Administration
- » Planning and regulation
- » Direct funding and development
- » Research and monitoring
- » Strategic partnerships
- » Community development
- » Advocacy

Emerging Key Issues: Housing costs, housing supply

As of 2018, the progress to date includes:

Affordable Housing: Lethbridge Housing Authority has acquired properties with a grant of \$400,000 from the federal and provincial governments' 'affordable housing' initiative and a conventional mortgage. Two buildings comprising of eight two-bedroom units are part of an integrated condominium complex located in North Lethbridge. Under the 'affordable housing initiative', rental rates may not exceed 90% of market.

Programming for the following has been established:

- » Low Income Family Housing
- » Community Housing
- » Rent Supplement Program
- » Seniors' Self-Contained Housing
- » Housing First

LETHBRIDGE INDIGENOUS COMMUNITY STRATEGIC PLAN¹⁵² – NATIVE COUNSELLING SERVICES ALBERTA

With the changes in Urban Aboriginal Strategy funding from Aboriginal Affairs and Northern Development Canada, the Aboriginal Council of Lethbridge – which was in operation since the 1990s in various iterations – closed in June of 2014. The loss of this community organisation has negatively impacted social service agencies' work and their Aboriginal clients.

Emerging Key Issues: Reconciliation, racism/discrimination, inclusive communities

In 2015, the Truth and Reconciliation Commission (TRC) released their final report and their 94 Calls to Action. This process provided an opportunity to create the Lethbridge Indigenous Community Strategic Plan 2016 to address the gaps and barriers to community access for First Nations, Métis, Inuit and non-status First Nations citizens who live in or frequent the community of Lethbridge.

The following goals were identified:

- » Aboriginal people in Lethbridge have access to community services that are delivered in a culturally-competent manner without discrimination;
- » Residents of Lethbridge understand and appreciate our local Aboriginal culture and welcome it as an important part of the culture of the community;
- » Individuals have access to primary, secondary, and tertiary health services, including harm-reduction, that are evidence-based, trauma-informed and culturally safe;
- » Aboriginal people in Lethbridge successfully complete their education at the level to which they aspire and find meaningful employment in their chosen career;
- » Aboriginal people experience a welcoming environment when accessing services within Lethbridge.

RECONCILIATION IMPLEMENTATION PLAN 2017–2027¹⁵³ – CITY OF LETHBRIDGE & LETHBRIDGE INDIGENOUS SHARING NETWORK

Dovetailing with the work above, as of 2017 the City of Lethbridge is working to become a community of reconciliation with the Indigenous population on Blackfoot lands. The City has developed a partnership with the Lethbridge Indigenous Sharing Network, the Kainai Nation and the Piikani Nation to achieve this.

Emerging Key Issues: Reconciliation, social inclusion, racism/discrimination

Since 2017, Lethbridge's vision for reconciliation has the following guiding principles:

- 1. Active Participation:** The City of Lethbridge will seek the advice, consultation, and participation of the Urban Indigenous Community on issues of mutual interest in the community and to promote collaboration on these issues between the City of Lethbridge and the Urban Indigenous Community.
- 2. Communication & Public Awareness:** The City of Lethbridge will promote its support for reconciliation as a method of raising awareness for the community, endorse educational opportunities, and create an understanding of the reconciliation process.
- 3. Service Provision:** The City of Lethbridge supports providing relevant services to the Urban Indigenous population that minimizes any disadvantage encountered by Indigenous people and where the responsibility to do so rests with the City of Lethbridge. The City of Lethbridge will advocate to provincial and federal governments for enhanced services where it is recommended.
- 4. Cultural Identity & Heritage:** The City of Lethbridge acknowledges the continued cultural and spiritual connection that the Blackfoot people have to their lands, and will seek opportunities to recognize Blackfoot heritage through physical structures like public art or monuments, and by supporting community cultural activities.
- 5. Commemoration:** The City of Lethbridge will work with the Kainai Nation, the Piikani Nation and the Lethbridge Indigenous Sharing Network to assist with recognising Indigenous history in the city that represents and reflects the past, present, and future contributions of Indigenous people to the City of Lethbridge.

COMMUNITY LED DRUG STRATEGY - CITY OF LETHBRIDGE (WORKSHOP REPORT)¹⁵⁴

This strategy is in the process of being developed. Current workshops have focused on the identification of a vision and strategies for addressing the Drug Crisis in Lethbridge.

Main themes from vision development include:

- » Timely, barrier free access
- » A connected services community
- » An informed respectful community
- » Comprehensive adaptable supports & services
- » A community-wide prevention program
- » Opportunities for purpose and connection
- » An effective continuum of services

- » Continuum of housing options
- » Culturally safe integrated community resources
- » Evidence of an effectively implemented drug strategy

Main themes from suggestions for working together to address obstacles and move towards the future:

- » Integrate Indigenous experience
- » Speak with a committed, unifying voice
- » Develop education & prevention programs
- » Strengthen inter-agency service collaboration
- » Ensuring a balanced approach between treatment and enforcement
- » Sharing agency expertise
- » Creating community positivity through client successes
- » Advocating for policy change
- » Advocating for collaborative funding
- » Improving inter-agency client support
- » Enhance evaluation & accountability

Emerging Key Issues: Addictions, Crime, Community Safety, Gaps, Infrastructure

DOWNTOWN CLEAN AND SAFE STRATEGY - CITY OF LETHBRIDGE

The Downtown Clean and Safe Strategy (DCSS) is city-led strategy that has been developed in collaboration with various stakeholders including Heart of Our City Committee, Downtown Lethbridge Business Revitalization Zone, Chamber of Commerce, Lethbridge Police Service, Diversion Outreach Team/Canadian Mental Health, and business and residents of Downtown.

The strategy will highlight, coordinate, and implement all the initiatives, programs, and tasks the City is doing in respect to addressing the negative perceptions on cleanliness and safety in the Downtown (and adjacent areas).

Action Plan Initiatives:

- 1.** LPS Downtown Policing Unit (DPU): Composed of 1 Sergeant and 8 constables that operate in 4 teams of 2. The DPU patrol on foot, bike when the weather permits and also the dedicated DPU Police van.
- 2.** LPS Watch Program: Assist in improving public safety in the downtown, parks and other areas throughout the city that attract negative users.
- 3.** Downtown HotSpot Security: Temporary program in place until Watch Program is operational. This hot spot patrol will complement the Galt Gardens/SAAG/CASA security.
- 4.** Public Facility Security: The City provides private security coverage for Galt Gardens, SAAG, CASA, and a mobile patrol of the various parks in the City.
- 5.** Diversion Outreach Team (DOT): Provide transportation supports for persons vulnerable to homelessness or other street behaviors and who may be exhibiting symptoms of public intoxication or drug use.
- 6.** S.A.G.E Clan Patrol Team (SAGE) : A patrol team tasked with engaging the aboriginal community through conversations, presentations and participation. The group has been responding to individuals that require assistance as well as other duties such as needle debris collection.
- 7.** Needle Drug Debris Collection Program : To combat needle and drug debris issues a needle collection program was which includes a needle collection, collection of needles from needle boxes and sharps containers, walking outreach, and community education and awareness.

8. Clean Sweep Program (CSP): Offers individuals experiencing homelessness the opportunity to engage in employment related activities such as cleaning up garbage, sweeping sidewalks, shoveling snow, needle cleanup, and other cleaning tasks etc.

9. Downtown Ambassador Program: Year round on the street engagement and promotion offering daily connection with businesses, residents, and tourists on the street in our Downtown - a visible and welcoming presence.

10. Downtown Safety Education Program: Designed after a successful LPS and BRZ “Business Watch Program” program from 2001 this education program would be a program outlining everything to do with Downtown Safety and Security. Program will include education in print/digital form as well as monthly seminar.

11. Mainstreet CPTED Grant Program: An expansion of the municipal main street program providing matching grant funding for Crime Prevention Through Environmental Design (CPTED) evaluations and improvements identified within evaluation.

12. City Department Tasks and Actions: The City of Lethbridge’s various departments are continually attending to a variety of tasks and actions related to their departments operations which address Downtown Clean and Safe.

A NEW INVESTMENT FRAMEWORK & PRIORITIES FOR LETHBRIDGE¹⁵⁵ -- LETHBRIDGE FAMILY AND COMMUNITY SUPPORT SERVICES

Since 2012, Family and Community Support Services (FCSS) funding in Lethbridge has focused on community-driven prevention social initiatives to enhance the wellbeing of individuals, families, and the community.

Emerging Key Issues:

» An aging society and changing family structures means families can no longer provide care for children and vulnerable adults in the same ways as in the past.

» Whole categories of the Canadian population are confronting difficulties in achieving social inclusion. Newcomers to Canada and visible minorities face higher barriers to labour market integration and other forms of integration than in the past.

» Indigenous peoples, living out the consequences of centuries of marginalization and mistreatment, require particular supports if they are to realize their full potential and achieve levels of wellbeing equivalent to those of other Canadians.

Current Priorities: Wellbeing and Resilience, Social inclusion and Cohesion, Access to Effective Community Services for Individuals and Families.

Outcomes-based progress: FCSS funding enables agencies to deliver programs and services that are aligned with and contribute to one or more of these five outcomes.

1. Individuals and families have the capacity to care for and nurture themselves and others.
2. Children and youth have healthy relationships and engage with their community.
3. Successful aging in place.
4. Individuals and families have positive social ties.
5. Communities are welcoming and inclusive.

BUILDING BRIDGES – A WELCOMING AND INCLUSIVE LETHBRIDGE. COMMUNITY ACTION PLAN 2011–2020¹⁵⁶ – CMARD TEAM

In 2012, the Coalition of Municipalities Against Racism and Discrimination (CMARD) Team developed an Action Plan that provides a ten-year strategy focused on combating racism and all forms of discrimination and championing equity and respect for all people.

Emerging Key Issues: Discrimination based on age, gender, race, ethnicity, privilege, religion, sexual orientation, physical or mental ability, or language.

Lethbridge has adopted the ten CMARD commitments:

1. Increase vigilance against systemic and individual racism and discrimination.
2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.

3. Inform and support individuals who experience racism and discrimination.
4. Support policing services in their efforts to be exemplary institutions in the fight against racism and discrimination.
5. Provide equal opportunities as an employer, service provider, and contractor.
6. Support measures to promote equity in the labour market.
7. Support measures to challenge racism and discrimination, and promote diversity and equal-opportunity housing.
8. Involve citizens by giving them a voice in initiatives and decision making.
9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and other forms of learning.
10. Promote respect, understanding, and appreciation of cultural diversity, and the inclusion of Aboriginal and racialised communities into the cultural fabric of the municipality.

COMMUNITY COALITION ACTION PLAN¹⁵⁷ – LETHBRIDGE EARLY YEARS COALITION

Lethbridge Early Years Coalition is working to engage and support the community in creating and implementing an action plan specific to enhancing the early years has been drafted with the following priority areas:

- » Community Engagement
- » Collaborative Planning and Partnerships
- » Knowledge Mobilisation and Communication
- » Coalition Development

Priority goals include:

- » Create community awareness of the importance of the early years of human development and how it affects long-term outcomes.
- » Increase understanding of how our community currently supports the early years of human development.
- » Engage the community in playing a fundamental role in creating environments that promote healthy human development.
- » Respond to the EDI assessments from Alberta Human Services, and use this information to further develop and implement the next steps of the action plan.

COMMUNITY SAFETY STRATEGY –CITY OF LETHBRIDGE

The current substance abuse crisis has highlighted the need for enhanced community safety.

Key goals of this strategy will be to:

- » Reduce the negative behaviours relating to substance abuse
- » Reduce crime related to substance abuse
- » Increase real and perceived safety within the community
- » Promote financial sustainability

The following strategies have been recently employed by the Lethbridge Police Service.

- » Watch Ambassador Program
- » CPOs (Community Peace Officers) Program
- » Enhanced Police and Crisis team (PACT)
- » Renewed Neighbourhood Watch Program
- » Enhanced Crime Stoppers Program

The overall goal is to ensure the safety of Lethbridge citizens.

REPORTS AND EVALUATIONS

Vital Signs 2018¹⁵⁸ – Community Foundation Lethbridge and Southwestern Alberta

Vital Signs is a periodic checkup that measures the vitality of our communities – gathering data and sparking conversation about significant social and economic trends to tell the story of how we are faring in key quality-of-life areas.

- » Community Connections
- » Environment
- » Healthy Communities
- » Living Standards
- » Cultural Life
- » Lifelong Learning

Social issues highlighted in the report:

- » Health: Obesity at >10%
- » Seniors: >30% rate their health as “less than good”
- » Food: Of the 11.6% who worried at some point, 3.3% indicated they worried about this “often”. This number is higher than both the previous year (2.7%) and the provincial rate (2.9%).
- » Harm Reduction: Supervised Consumption, Opioid Crisis

LETHBRIDGE COMMUNITY OUTLOOK 2016–2023¹⁵⁹ – CITY OF LETHBRIDGE IN COOPERATION WITH ECONOMIC DEVELOPMENT LETHBRIDGE AND ENVIRONMENT LETHBRIDGE

The Community Outlook Report evaluates the current state of Lethbridge within the context of the global, national, provincial and regional settings. It is intended to provide a snapshot of how well the city is positioned to continue to prosper, and to balance the needs of the community through time. It includes an analysis of the city of Lethbridge from an economic as well as a social perspective to provide insights into the current state of the community along with future projections that are intended to enable the community to anticipate, and plan for future services and needs.

Emerging Key Issues:

- » Demographic Change
 - Diversity
 - Families and Children
 - Seniors
 - Persons Living with a Disability
- » Health
 - Housing Needs
 - Poverty Profile
- » Education
- » Public Safety
- » Community Resilience (Fire/Flood)

As the environment is the foundation not only for much of the economy, but also for health and wellness, environmental issues

were thus also highlighted: human impact on biodiversity, water quantity/quality, air quality, waste diversion, energy use, and climate change.

NEWCOMER NEEDS ASSESSMENT 2018 – LETHBRIDGE AND AREA LOCAL IMMIGRATION PARTNERSHIP

In order to create a strategic plan and identify specific actions for the next three years, research was conducted with the purpose of identifying barriers faced by newcomers preventing them from integrating fully into the community. This report contains the findings of the information gathered from newcomers, settlement service providers and key informants. Summaries of a series of focus groups, a Newcomers Questionnaire and interviews were summarized and the following recommendations provided:

Settlement services and Access to Services:

- » Examine and create solutions as to how services are being communicated to newcomers.
- » Newcomers need to know what is available for them, who is eligible, and how to access them (remember that language is a barrier).
- » Add information on the Lethbridge LIP website.

Employment/Education

- » Inform newcomers, prior to them immigrating to Canada, specifics regarding the transferability of their credentials and what they will be required to do in order to qualify for certifications or professional designations allowing them to work in Canada. The reason for this would be to 1) Newcomers could commence that process while they are waiting to come to Canada. 2) It would allow them be more prepared for the realities of the Canadian employment expectations, and it would allow newcomers to make more informed decisions.
- » Insuring that all newcomers, especially those who have come via Family or Economic streams have access to programs that explicitly teach how to write a Canadian normed resume, apply for employment, job interview practice, developing networking skills, employment standards and Canadian workplace culture expectations.
- » There are some excellent employment services that already exist in Lethbridge however it appears not all newcomers know about them or how to access them. Better coordination and advertng of these services is recommended. It appears that employment services specifically for newcomers with highly specialized and professional skills may be lacking.
- » Respondents suggested that employment programs designed to help newcomers get more Canadian experience, help them update their current skills faster, have a practicum or work experience program allowing them to obtain Canadian work references would be very helpful.
- » Educate employers as to how to better work with newcomers including understanding foreign credentials and increased cultural awareness.
- » Provide more flexibility as to when and where ESL classes are offered, for example in the evenings and on weekends.
- » Offer sector language specific ESL classes and those which will assist directly with employment.
- » Wait to do English language assessments until the newcomer has recovered from jet lag and has had a chance to get a little more settled.
- » Inform sectors regarding provincial language line. (<https://www.albertahealthservices.ca/assets/info/refugee/if-refugee-access-phone-interpretation-non-ahs.pdf>)
- » Have informal get-together's with mainstream Canadians so newcomers can practice their English and share each other's culture.
- » Encourage mainstream Canadians to have a little more patience with those who are still learning the language.

LIVING IN LETHBRIDGE

- » Create welcome packages that included items such as a city map, bus schedule and contact information for settlement services and other essential contact information – Have them available in obvious public places and with service providers.
- » Create a widespread campaign that encourages inclusion, celebrates diversity and/or provides direct cultural information.
- » Educate and provide information to newcomers on Canadian values and give seminars on certain settlement topics (especially aimed at people who have entered Canada via the Economic or another stream.) This would include but not be limited to information about landlords and tenants and the public transportation system.

» Educate mainstream Canadians about other cultures and dispels myths that they may hold about newcomers and immigration policies.

» Have more events either formal or informal encouraging more interaction between newcomers and mainstream Canadians: Be considerate regarding dietary restrictions for newcomers.

Emerging Key Issues:

» Employment and newcomers

» Social inclusion

» Racism/Discrimination

UNDERSTANDING THE IMPACTS OF AND FINDING COMMUNITY SOLUTIONS TO POVERTY IN LETHBRIDGE¹⁶⁰ USING: LOW INCOME PROFILE¹⁶¹ AND “YOU’RE TRYING TO GO UP A WATERFALL” POVERTY ROUNDTABLE REPORT¹⁶² – VIBRANT LETHBRIDGE

The 2011 low-income profile identified Lethbridge as having the highest level of child poverty in the province with one in five children affected, food bank usage increasing, and the need for a living wage.

The 2013 Waterfall report aimed to glean an understanding of community and individual experiences of poverty in Lethbridge from people who have lived experience with the effects of poverty. Poverty impacts included:

» The cyclical and intergenerational nature of poverty

» Self-esteem and connection to people, community

» Interconnections of fear, stress, depression, health (mental and physical) and addictions

» Inadequate, non-standard work

» Emotional poverty

» Structural support and systemic failures

The final report synthesised these two sources of information to develop an overview of poverty in Lethbridge, combining 2011 census data sources, provincial policies that affected the community at the time, and community service data. Along with consultations with community, the following issues were discussed:

Emerging Key Issues:

» Government and nongovernmental agency cooperation

» Stigma

» Transportation

» Employment issues

» Education

» Healthcare

» Housing

» Food

» Recreation

» Immigrants

Many of the suggestions that were made by both people living in poverty and people working in agencies reflect a desire to create broader networks between people living in the city.

TOWARDS HEALTH EQUITY: INDICATORS OF POTENTIAL NEED¹⁶³ – ALBERTA HEALTH SERVICES

Health equity can be defined as, “a state of society in which avoidable, unfair and socially created differences in health outcomes do NOT exist, and processes, structures, relationships and activities that address social determinants of health (SDOH) and social gradient in health do exist.”¹⁶⁴

This 2014 report highlighted the fact that across the province and in Lethbridge there are groups of people who experience poorer health than other groups. A framework is proposed to enhance capacity to assess and monitor the health status of the population in the southern zone.

Across Lethbridge, the Indicators of Potential Need suggest that Lethbridge North seems to be the LGA where a greater proportion (~30%) of the population are recent immigrants to the city as well as the greatest proportion of households where non-official languages are spoken most often at home. At City Hall, urban planners propose to grant space in a Lethbridge North community centre to the Lethbridge Local Immigration Partnership, a consortium of non-profit organisations that support newcomers to the city. The team also proposes encouraging engagement between the non-profits, Chinook Primary Care Network, and South Zone Public Health to tailor communication materials and services for some of the non-official languages being spoken in the community.

Emerging Key Issues:

Newcomers, Social Inclusion

EARLY CHILDHOOD DEVELOPMENT MAPPING¹⁶⁵ - ALBERTA EDUCATION

Beginning in 2011, the Early Child Development (ECD) Mapping Initiative, led by Alberta Education, was a five-year research and community development activity that included implementation of the Early Development Instrument (EDI) in kindergarten classes across the province. Data was tracked for:

- » Physical Health and Wellbeing
- » Social Competence
- » Emotional Maturity
- » Language and Thinking Skills
- » Communication Skills and General Knowledge

In 2012, the Lethbridge ECD Report stated though the majority of children in Lethbridge are developing appropriately, a large percentage are experiencing difficulty or great difficulty, particularly in emotional maturity (26.6 percent), physical health and wellbeing (26.4 percent), and social competence (25.2 percent).

Emerging Key Issues:

Healthy Childhood Development

AGE FRIENDLY COMMUNITIES

Age Friendly Lethbridge conducted a survey to examine issues affecting seniors and identify priorities about challenges within the community that need to be addressed for the aging population. An age-friendly community strives to ensure physical and social environments support healthy aging, enable autonomy, and confront ageism. Key findings from the report include:

Lethbridge is Perceived as a Great Place for Seniors – The vast majority of respondents agreed that Lethbridge is a great community for seniors to live (92%) and that they would like to continue to live in Lethbridge as they grow older (92%).

Highest Priority Areas were Housing, Community Support and Health Services, and Transportation – The survey examined issues within eight areas that help define a community as being age-friendly. Of these areas, housing, community support and health services, and transportation were ranked as highest for need of improvement.

Affordability of Services is a Concern – There is evidence in the survey to suggest that affordability of services is a key area of concern for seniors. Indeed, almost a third of survey respondents disagreed that they would have sufficient funds for daily living expenses as they age. Housing, health services, and transportation are basic needs and many residents may be concerned about how they will sustain themselves as they get older.

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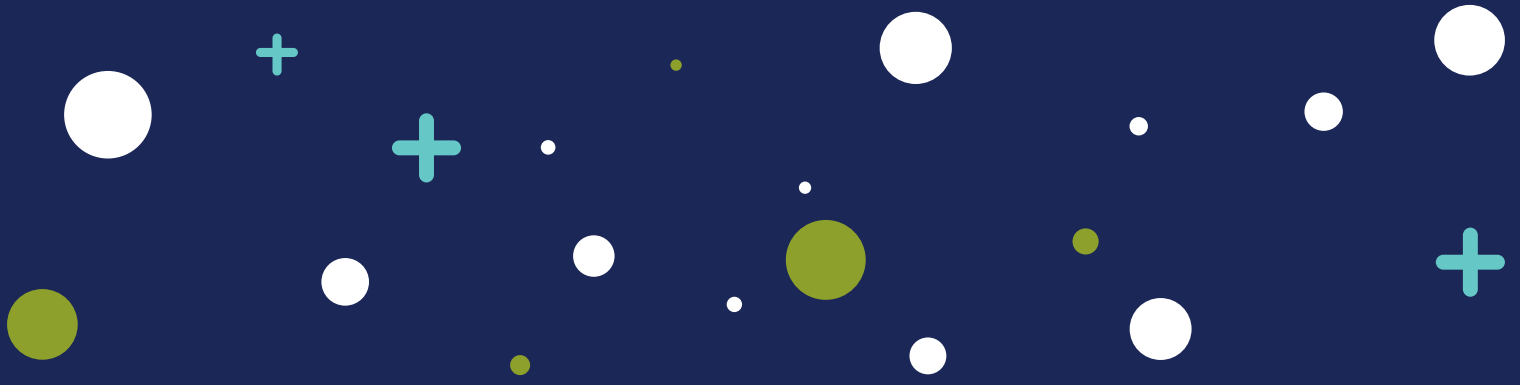
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CONTACT

MARTIN THOMSEN

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My name is Lance Dudar and I am the Coordinator for The Regina intersectoral Partnership (TRiP). I am submitting this email as a request to speak in favor of the motion being put forward by Councillor Andrew Stevens and several of his colleagues on November 25, 2019.

It is agreed that deep rooted social issues have a significant impact on our population. Children and youth are not isolated from those impacts. Those impacts are measured in vulnerability and risk for these individuals. In children and youth this may manifest itself in such things as, criminal activity, school absenteeism/disengagement, behavioral issues and mental health. Children may be living in an environment that warrants protection and as a result the child may be apprehended. Reducing the negative risk factors and increasing the positive risk factors will cause a reduction in vulnerability, ultimately having a positive impact on reducing the harm caused by deep rooted social issues. Three independent evaluations completed on the work of 11UI and TRiP have shown very positive results. The most recent evaluation was delivered in 2017, it showed that 82% of the youth/children who worked with TRiP during that time showed a moderate to strong reduction in aggregate vulnerability.

I have attached a word document that provides a more detailed description of TRiP.

If there are any questions please feel free to contact me at the information listed below.

Thank you for considering this request.



a targeted collaborative approach to crime prevention, reduction & community well-being

summary | November 2019

The Regina Intersectoral Partnership (TRiP)
1600 4th Avenue | Regina, Saskatchewan | S4R 8C8
Lance Dudar | Coordinator | TRiP

Summary

The Regina intersectoral Partnership (TRiP) is a two-component, multi-sector collaborative risk-driven initiative designed to improve community safety and well-being in Regina, Saskatchewan. These components include the 11 and Under Initiative (11UI) and the twelve&up Initiative (twelve&up).

By focusing on coordinated service support, reduction of barriers to pro-social activities, and school engagement, both 11UI and twelve&up aim to generate risk reduction, and ultimately reduced vulnerability of children and their families.

The focus of TRiP's 11UI and twelve&up is "behaviours or conditions that place children in a position of vulnerability". The goal is to "make appropriate connections and referrals for children to optimize their health, safety and development through improved communication and collaboration among service providers".

TRiP is a shared commitment by multiple human service agencies including Ministry of Social Services, Ministry of Justice, Regina Qu'Appelle Health Region, Regina Public and Catholic School Boards, Regina Police Service working to improve client outcomes through intersectoral collaboration, risk reduction, and coordinated service provisions. This is an innovative approach to mitigating or eliminating varying levels of risk and victimization in a collaborative working environment.

TRiP has the capacity, expertise and current mobilization of multi-sector resources to generate positive results on our identified goal. One of the greatest strengths of TRiP is the positive working relationship developed amongst key stakeholders and families which translates into positive impact with clients. These relationships have been further solidified through the dedication of human resources by TRiP stakeholder representatives. Finally, having our team work from a centralized location helps to foster this relationship and encourages accountability and meaningful dialogue that builds our collective capacity to help meet the composite needs of children and their families.

Given the proven success articulated in three independent evaluations, we are confident that TRiP is a solid model which has proven to reduce vulnerability and increase the wellbeing of children and youth in our community.

John Howard Society of Saskatchewan
Submission on MN 19-21: Community Safety and Wellbeing

Your Worship, Councillors, Members of the Administration,

My name is Pierre Hawkins. I am Public Legal Counsel with the John Howard Society of Saskatchewan, on whose behalf I appear tonight. The John Howard Society of Saskatchewan serves and advocates for those most at risk of interaction with the justice system.

The motion before you is an important one. It acknowledges that crime, community safety, and community wellness are problems that extend beyond the reach of the police. The motion seeks to place the City in the larger community safety discussion. It stresses the need to address the root causes of crime, along with the need to reduce the harm caused to individuals and communities when crime happens.

An effective response to crime considers every aspect of the problem, from addressing root causes, to policing, to victim supports, to harm reduction, to rehabilitation, to reintegration. The current approach is not enough. We in Saskatchewan continue to imprison large numbers of poor, young, and indigenous people. This is ineffective, expensive, and fundamentally inhumane. Root causes are not tackled head-on. Our penal system does not have the resources to effectively rehabilitate perpetrators. There is significant work still to be done.

Crime is a problem that can only be addressed by engaging entire communities. It is a fundamentally personal transgression from the perspectives of perpetrators, victims, and surrounding community members alike. It requires a personal and empathetic response. As the level of government closest to communities, the City of Regina has a role to play, as do community organizations like the John Howard Society of Saskatchewan.

The John Howard Society of Saskatchewan currently partners with the Province to help house those at risk and to help reintegrate people who have served their sentence, among other social and justice partnerships. These partnerships have meant the delivery of effective and personalized service to those who need assistance. These are the sorts of partnerships that this motion encourages. We are keen to partner with other community organizations and with all levels of government. We are particularly keen to engage the municipal level of government, which is so close to the communities you serve.

Finally, this motion is important because it recognizes the impact that City decisions can have on poverty, addiction, isolation, and other root causes of crime. I thank Council for focusing on its role in the fight to make our communities safer and for acknowledging that community safety means more than police action. We all have a role to play.

Thank you for your time.

Mayor Fougere and Council,

Re: Community Safety and Wellbeing & Civilian Representation on the Board of Police Commissioners

My name is Jim Elliott, Chairperson of the Al Ritchie Community Association. We are situated south of Victoria Avenue and east of Winnipeg Street extending to the Wascana Park on the south and the Ring Road to the east. There is a small part of this area east of McDonald Street and south of Arcola Avenue and Broadway Avenue that is another sister association, the Boothill Community Association.

On the question of more civilian members on the Board of Police Commissioners, we are in favour of this change. It will give the public some additional assurances that there is sufficient public oversight and more eyes on what happens within this city and how their views and concerns may be represented and expressed in the administration of the Regina Police Commission and through them, the Regina Police Service.

Community safety and wellbeing is important to the residents of the Al Ritchie Community Association. In the past, we were part of a pilot community policing model that is still operating in the inner city of Regina. We housed one of the two stations in the city facilities, right next door to our community association offices. We met regularly with staff to review crime statistics for our area and got to be aware of some of the activities used in our area to make our streets and homes safer. Since then and more recently, we have initiated a community patrol in some measure modelled around the White Pony Lodge of the North Central community. We go out weekly walking the streets and alleys monitoring and checking for graffiti, drug paraphernalia and other safety issues.

Part of our mandate and interest in this topic has been the utilization of community programming to replace or push out those behaviours that do not make our community safer or increase our wellbeing. These programs happen all year long. We also work on many of the social determinants of health. We operate a family wellness centre for families with children under six years of age. We provide a second chance clothing shop with used clothing and household items free of charge. We do an annual cleanup of our community to help limit garbage but also allow individuals to remove items that they may not be able to afford to dispose of themselves. We operate a "summer jam" program during the months of July and August for children over the summer holidays. We have two community garden plots for our residents to grow their own food at reasonable

costs. We supervise two outdoor ice rinks during the winter. We cooperate with our inner city community associations on zone wide programming. We work with many partners that are working with at risk individuals, families and children.

But this does not necessarily get to the point where we are having those problems lessen or disappear. We know that there are some that are driven city wide or are symptoms of provincial, national or international circumstances. Housing or the lack thereof is but one example that shows up in our community. Rents still increase with the increase in rental unit numbers. Wages or assistance has not been going up to cover off the needs of the family or individual hit with inflation or other costs. Once you get out of the employment workplace, it become ever harder to get back in with the march of technology or changes in skill needs. Opportunities that might solve some problems are out of reach. Many, many organizations are putting forward programs to either lessen the impacts or help to deal with some of the social determinants.

One recent example of this that worked on the premise that if our children are provided with the best supports and given the right encouragement and help, they would in time grow the community out of those problems of safety, risky behaviours and crime and would in time provide mentorship, models of strength and leadership in our community. This is what is called asset building, developed by the Search Institute (www.search-institute.org), initiated in the past by our YMCA through the Alliance of Asset Champions. The action determined that each child has the potential for 40 Assets and that as the numbers in each child got more than half (20+), those risky behaviours and problems would begin to decrease, their school achievements would increase and they would do better overall. When assessed, we were like most communities in North America, having most of our children averaging around that 20 point.

This is but one example of where working from the bottom up allows us to diminish over time the likelihood of parameters like gang recruitment, risky behaviours or problem neighbourhoods.

Yours sincerely,

Jim Elliott, Chairperson
AI Ritchie Community Association

MOTION

November 25, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Re: Community Safety and Wellbeing

WHEREAS the Official Community Plan recognizes that “Health and safety are key elements in ensuring that Regina remains a city of choice in which to live, work, and raise a family”;

WHEREAS Regina, along with other prairie cities, routinely rank as experiencing the highest crime severity index and rates in Canada;

WHEREAS the Police Chiefs in Saskatoon and Regina acknowledge that we cannot arrest or police our way out of the root causes of crime, but they are nonetheless shouldered with the responsibility of reacting to these problems;

WHEREAS community safety and wellbeing is a City and community issue, not just the responsibility of the Regina Police Service;

WHEREAS crime in our city can be attributed to social issues like poverty, homelessness, inequality, addictions, mental health issues, among other factors;

WHEREAS a harm reduction and social determinant approach is required to address the causes of crime in our community; and

WHEREAS many neighbourhoods throughout the city have witnessed an increase in crime, thus impacting safety in our community;

THEREFORE BE IT RESOLVED THAT Administration return to the Priorities and Planning Committee in Q4 of 2020 with a Community Safety and Wellbeing Report, which:

1. Identifies the roles and responsibilities of all three levels of government;
2. Identifies ways in which the City of Regina can take a leadership role in making communities safer;

3. Identifies the role of harm reduction, anti-gang, anti-poverty, employment and other strategies in addressing the underlying causes of crime in our communities;
4. Explores opportunities to partner with policing, crime, and harm reduction experts, community-based organizations, and community associations;
5. Identifies the value of, and potential terms of reference for a Community Safety and Wellbeing Advisory Committee;
6. Includes a framework for information sharing and collaboration between community groups and associations, the Regina Police Service, and the City of Regina; and
7. Identifies potential short and long-term action items.

Respectfully submitted,



Andrew Stevens
Councillor – Ward 3



Bob Hawkins
Councillor - Ward 2



Lori Bresciani
Councillor – Ward 4



John Findura
Councillor – Ward 5



Jason Mancinelli
Councillor – Ward 9



Jerry Flegel
Councillor – Ward 10

Presentation to Council Nov 25 '19

Lynda Schofield

Good evening and thank you for your time and attention.

I represent the many citizens who have volunteered on steering committees and user groups and associations in the last 15 years, the predecessors to OLDPUG. I try to provide history and context to Connie, as chair of OLDPUG, since as we have seen repeatedly, people and policies can change a lot over the time it takes to actually implement the off-leash plans.

Like Councilor Flegel, I too am tired of talking about dog parks, and I fully support his comments at Committee that suggested "just find the money and put the municipal parks in place – why is it so hard to do this?" It is probably too much to hope that the funds can be found to do all three municipal locations, along with the Regent Par 3 development, but if nothing else, I fully support finding the funds for the Mt. Pleasant location as well as the Regent Par 3 development.

I cannot, however, support the proposal to develop two unfenced off-leash areas in a 3 year pilot project. This was first brought to Council in 2016 – it was not a good idea then, and it is not a good idea now. Following through on old directives, using old information, just because 'we were directed to do this in 2016' seems foolish. Since this Council created that directive, I am sure it can also remove it.

Why remove it?

In 2013 a survey conducted by the Regina Off-Leash Association, with well over 400 responses from dog owners in the city had 76.9% identifying that the most important consideration in new off-leash spaces was full fencing. Only 16% expressed a desire for unfenced off-leash space in their neighbourhood parks.

The City itself conducted a survey in 2015 or so, and asked about off-leash spaces – asking both dog owners and non-dog-owners and had similar results. Yet here we are, proposing two unfenced off-leash areas. There are many concerns regarding the safety of children and adults also using those spaces, the safety of dogs loose in small unfenced areas, and the concerns for traffic

and residential areas having dogs loose because they were too excited to read the signs. In addition, the whole purpose of neighbourhood off-leash space is inclusion – allowing those who cannot drive to municipal park locations, or walk long distances to get to them, access to off-leash space close to home. Making that space unusable to many who are not willing to take the risks involved – unusable to almost 80% of potential users if the City and ROLA surveys are correct, is not inclusive at all.

Other cities that have unfenced off-leash areas have very specific criteria in place for those spaces: usually quite large areas, areas with natural barriers like hedges, trees, ditches, berms. Winnipeg for example, has unfenced areas, but in its most recent master plan specifies that all neighbourhood parks MUST be fenced. Burlington, Oakville, Kitchener, all require fencing of ALL off-leash areas.

Guelph, a city that had 8 unfenced off-leash areas is moving to a model that requires fencing and other barriers.(See table 1 &2)

Even Calgary – the city most often waved as the poster city of off-leash use – along with Winnipeg and Edmonton – all require specific setbacks and multiple other requirements that do not seem to be in place for unfenced trial areas here. (See table 3)

When asking the Administration what cities were used in the research for this proposal, and how recent the information is, the answers were rather vague, and came back to 'we were told to do this in 2016'.

So my request to Council is to not proceed as planned with unfenced trials until current data is reviewed, criteria for development is in place, and criteria for measuring success or failure are created. Let's not spend money on options that may not still be the best choices, just because they are fast and cheap.

Thank you

Table 1

Figure 10 - Question 7: What are your most important concerns with parks that have leash free areas in the City of Guelph? Please choose your top three.

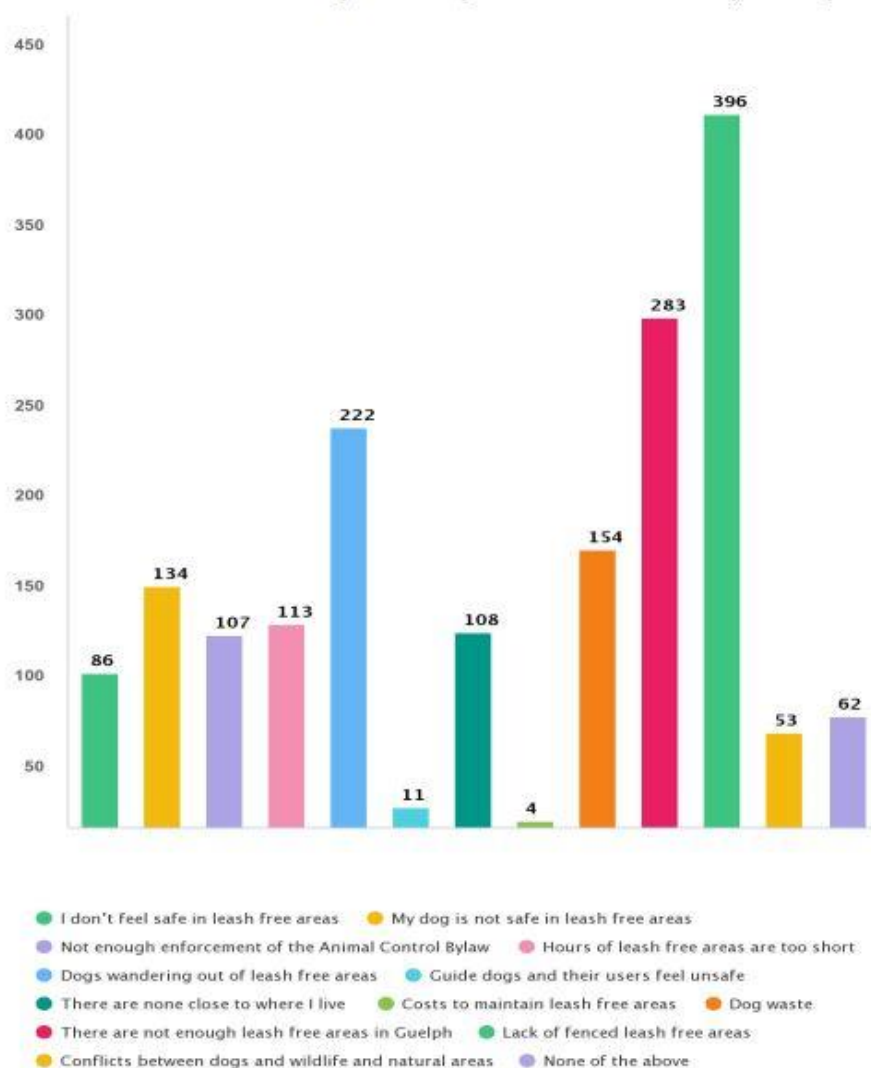


Table 2

Analysis of Leash Free Areas

Figure 1: Comparison of leash free areas, facilities and service levels

Municipality	Number of Dog Parks (a)	Number of Dog Parks (b)	Number of Leash Free Areas	Fully Fenced Facilities	Unfenced Facilities	Separate Areas for Small and Large Dogs	Lighting	Water Stations/ Access	Parking	Permitted Hours of Use	Dog Waste Specific Disposal	Dog Waste Bags Supplied	Signage Indicating Rules, Regulations and Expectations	Dogs Permitted on Sports Fields	Leash Free Areas Per 1,000 Population (Service Level)
City of Burlington	3	0	0	3	0	2	1	0	3	YES	0	3	YES	NO	0.02
Township of Centre Wellington	0	1	0	0	1	0	0	0	1	YES	0	1	YES	NO	0.04
City of Hamilton	7	1	4	8	4	0	1	3	7	YES	9	9	YES	NO	0.02
City of Kitchener	3	0	0	3	0	0	1	0	3	YES	3	3	YES	NO	0.01
Town of Oakville	7	0	0	7	0	2	0	2	7	YES	7	7	YES	NO	0.04
City of Guelph	0	0	8	0	8	0	0	0	7	YES	0	0	NO	YES	0.06

Figure 1 illustrates the differences in leash free areas and facility styles and service levels between the studied municipalities and compared to areas and service levels in the City of Guelph.

Table 3



Figure 10: Illustrative Example of a 'Large' Neighbourhood OLA

- 3.3.4.5 Large Neighbourhood OLAs should be approximately 0.1 to 0.5 hectares in size.
- 3.3.4.6 Large Neighbourhood OLAs do not need to be completely fenced in; however, clearly defined boundaries must be established using a combination of secure and permeable boundaries such as landscaping, berms, trees/shrubs, partial fencing, or other boundary features. Where necessary, the installation of partial fencing may be required to maintain and enhance the safety of all users, or to protect adjacent land-uses. In addition, where feasible, a small fenced enclosure should be considered.
- 3.3.4.7 Small Neighbourhood OLAs should be approximately 0.04 to 0.1 hectares in size.
- 3.3.4.8 Small Neighbourhood OLAs shall be completely enclosed with a minimum 1.5-metre (5 foot) fence, a double-gated entry, and be classified as 'single-use'.
- 3.3.4.9 The establishment of small Neighbourhood OLAs should be focused in Winnipeg's high-density urban neighbourhoods.
- 3.3.4.10 The City will encourage multi-family residential developers to establish private small Neighbourhood OLA facilities within their development sites.

I am excited to see some progress being made on behalf of dog park users in this City. Thank you for this opportunity to make things better.

After presenting at the previous Committee to this Council meeting, I have been told that the lines drawn on the maps in Administrations proposal are more like a marker to show that an off-leash dog park is planned for those general areas. I'm glad to see the details aren't carved in stone but rather are open to modification upon input from interested groups and individuals. I also noticed however, that the proposed sizes are listed. I hope those aren't carved in stone either. I will focus on the Regent Par 3 location as it is one that is suppose to be completed in the 1st phase. The suggested drawing says .4 of a hectare. That equals approximately $\frac{3}{4}$ of an acre. The drawing also shows one dog park. The motion made in June at Council called for "dog parkS", with an 'S', plural. That wording was chosen on purpose, deliberately, after much discussion. Remember the phrase 'Small and All'? I want to make sure it is noted that there will be 2 areas in the Regent Par 3 renovation project for dog parks, one for small dogs and one for all dogs and those areas will need to be of an appropriate size for the purpose they are meant for. I would suggest 1 – 1.5 hectares for the 2 parks.

I would also like to talk a bit about 'UNFENCED' off-leash areas. This is not something dog park users have asked for or would use. With the number of rabbits in Regina it would be all too easy for a dog to see one and be off and running into neighbourhoods, traffic and adjoining property which could easily be open fields. It is very difficult if not impossible to call back even the best trained family dog when it sees a wild rabbit hopping away in front of it. While in Edmonton on vacation this summer I spoke with some people in one of their unfenced dog parks and was told about dogs who where killed when that exact thing happened.

One of the locations being proposed as an unfenced off-leash area, Iannone Park is already a multi-use park that is also a 'dry pond' with sloping sides. The space is a lovely green space where people of all ages walk, kids can toboggan in winter and run and play in summer. Adding unleashed dogs to this mix is a mistake. When talking about this space on our Facebook page there was only one person who commented that they would like a multi-use space for her family. There have been dozens and dozens of other comments about how park users do not want that for themselves or their dogs, let alone no fence at all.

With the locations of the new parks we will have many more options for design and won't have to consider what can and can't be done because they are in flood plains or water retention area. More simple, user friendly, and less costly solutions can be used for things like gating, substrate materials and amenities. With nice parks perhaps we as park users could even expand our role and enjoy making improvements to the space as time goes on. We have had ideas brought forward such as creating 'In Memoriam Rock Gardens' for pets who have passed on, growing and planting trees, building bag dispensers and help sourcing advertising funding in some way perhaps. With nice parks, our community will take pride in making our off-leash areas more welcoming and useable spaces. These are just a few ideas that could be explored in the future if we work together.

Rather than wasting money on trials for something we don't want we would rather the City spend that valuable money on getting useable dog parks up and running in Regina in a more timely fashion. You, Mr. Mayor and the Councillors know all too well how long this promise of more dog parks in the city has been delayed and delayed. This is the most progress we have made in years and now there is even a plan, a plan that could actually work and is welcomed. Now is the time to get it done. Get consultation done, get ideas formulated, get designs developed sensibly and completely and get dog parks built throughout the city so they can be enjoyed by the thousands of people and dogs who are currently using the 2 worn out, inadequate 2 parks we have. We look forward to the progress.

Connie Buchan

I would like to present on the potential location of the off leash dog park for neighbourhood – North west reservoir park.

I am not in favour for the following reasons.

1. The park is within 50 feet of my house
2. The park is not fenced
3. There is no parking in the area other than street parking
4. Increased traffic to area with only 2 points of access
5. Will reduce my property value by restricting possible buyers
6. Would never have built the house if I knew this was a possibility
7. Was never informed of this possibility
8. 24 hour dog parking 50 feet from my house
9. Dog urine will ruin the grass
10. We have a shift worker in our house that will now have interrupted sleep due to barking

Garth Tomlinson

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Community and Protective Services Committee: Off-Leash Dog Park Consultation and Implementation

RECOMMENDATION

RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

1. That Council consider funding the construction of one municipal off-leash site and up to two unfenced neighbourhood off-leash sites through the 2020 budget process.
2. That CR19-35 be removed from the Community and Protective Services List of Outstanding Items.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

The following addressed the Committee:

- Connie Buchan, representing Off-Leash Dog Park User Group (OLD PUG);
- Lynda Schofield; and
- Debbie Crabbe.

The Committee adopted the following resolution:

1. That Council consider funding the construction of one municipal off-leash site and up to two unfenced neighbourhood off-leash sites through the 2020 budget process.
2. That CR19-35 be removed from the Community and Protective Services List of Outstanding Items.

Recommendation #3 does not require City Council approval.

Councillors: Lori Bresciani, John Findura, Jerry Flegel and Andrew Stevens (Chairperson) were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at its meeting held on November 7, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That Council consider funding the construction of one municipal off-leash site and up to two unfenced neighbourhood off-leash sites through the 2020 budget process.
2. That CR19-35 be removed from the Community and Protective Services List of Outstanding Items.
3. That this report be forwarded to the November 25, 2019 City Council meeting for approval.

CONCLUSION

Administration has established design criteria and proposed locations for the development of up to three additional fenced municipal scale and up to 14 additional neighbourhood scale off-leash areas, both fenced and unfenced. In 2020, Administration intends to focus available funding on the development of one fully fenced municipal scale off-leash area and the establishment of a pilot project including up to two unfenced, neighbourhood-level, off-leash areas. Additional consultation with the community will take place prior to establishment of the parks.

BACKGROUND

There are currently two dedicated off-leash dog parks and several boarded rink sites that serve as seasonal off-leash sites in Regina. These off-leash parks were established to enable dog owners and dogs to gather and socialize at the community level. The City's Recreation Master Plan acknowledges that off-leash parks are in demand and that additional sites are required throughout the city.

On March 29, 2016, Council considered a report from Administration recommending development of three additional off-leash areas in municipal reserve (MR) lands in new developments in the north/northwest, south and east areas of the city; and to develop criteria to identify and pilot two or three unfenced off-leash areas. Since then, Administration has worked with the development community to identify appropriate locations for the new facilities per Council's direction. These efforts have not yet resulted in new off-leash areas for a number of reasons, including the ongoing slow-down in residential development, as well as recent changes to the Government of Saskatchewan's *Planning and Development Act, 2007* mandating that public and separate schools be accommodated in MR space. These elements resulted in a significant reduction in available land in new developments that could be dedicated to all recreation facilities including off-leash areas.

As a result of public interest in accelerating establishment of new dog parks in the city, at its April 29, 2019 meeting, Council directed Administration to “bring forward a report by the end of Q4 of 2019 with a plan to consult and implement off leash dog parks in the city’.

DISCUSSION

Overview of Process Developed to Identify Sites

Administration began by undertaking an analysis of each of the City’s parks, open spaces and vacant properties to find potential locations for off-leash areas within the City’s existing park and open space inventory. As part of this analysis, Administration developed criteria for site evaluation for two types of parks, *neighbourhood* and *municipal*. While neighbourhood parks are intended to be smaller, local, walkable sites, municipal parks are intended to draw residents from outside of the neighbourhood, serving a larger population base, as outlined in the following table.

Municipal Off-Leash Dog Park Development Criteria	Neighbourhood Off-Leash Dog Park Development Criteria
City-wide destinations	Local walkable sites
Larger sites >1.0 Ha	Smaller Sites .2 - 1.0 Ha
Goal of 5 total city-wide	Long-term goal of up to 1 per Community Association
Off-street parking provided	No off-street parking provided
Wheel-chair accessible	Wheel-chair accessible preferred
1.8m high (6’) fencing	1.2m high (4’) fencing*
Benches, trees, trash receptacles	Benches, trees, trash receptacles

*In locations where fencing is provided.

Through this process, which allows for neighbourhood level parks as small as .2Ha, Administration was able to identify many existing open spaces that could accommodate an off-leash area. Administration then visited each site in the spring of 2019 to assess the appropriateness based on the established criteria. This resulted in the elimination of some potential sites and the addition of others. Over the summer of 2019, Administration met with internal and external stakeholders, Community Associations, and affected user groups seeking input on the identified potential locations.

Potential Locations for Further Consultation

Based on this assessment, along with the preliminary consultations, the following sites have been identified for further consideration through a more in-depth consultation process. Appendix A provides maps of each site; it should be noted the proposed list would provide reasonable coverage across geographic areas.

Municipal: (1.0 Ha +)	Neighbourhood (.2 – 1.0 Ha +)
North Mount Pleasant (1.6 Ha)	North Iannone Park (1.7 Ha) unfenced pilot project site North West Reservoir Park (.8 Ha) Hawkstone (Future, location TBD)
West AE Wilson Park (2.2 Ha)	West Westerra (Future location TBD) Coopertown (Future, location TBD)
Central Cathy Lauritsen (existing)	Central Edgar Street Park (.5 Ha) Leslie Park (.2 Ha) small-breed off-leash area Regent Par 3 (.25 Ha)
South	South 4927 Pasqua Street (.8 Ha) unfenced pilot project site Qu'Appelle Park (.5 Ha) Harbour Landing (Future, location TBD)
East Harding Park (1.7 Ha) East Industrial (existing)	East Fines Drive Park (1.1 Ha) 485 University Park Drive (.8 Ha) The Towns (Future, Location TBD)

Administration will engage the public separately on each site, prior to inclusion in the budget process. Engagement regarding the neighbourhood-level sites will be focused within the surrounding Community Association boundary with the intent of gathering neighbourhood-specific, rather than city-wide, feedback on each park option. Once the feedback for each potential park has been gathered, Administration will report back to Council on the results and recommendations prior to undertaking detailed design and construction.

Next Steps

Administration is recommending that in 2020, a municipal level off-leash park be established at Mount Pleasant. This is in addition to the planned establishment of a neighbourhood level off-leash park at the Regent Par 3 site, which was approved by Council as part of the site development plan considered earlier this year. Administration further recommends that Harding

Park and AE Wilson Park locations be considered as the next priorities for consideration. Administration will also continue to work with the development community to plan new sites as the community grows.

In addition to these proposed fenced parks, Administration is recommending that a three-year pilot project be established to test two unfenced off-leash dog parks at 4927 Pasqua Street and Iannone Park. Subject to consultation with the community, these sites would see improvements such as additional benches and trash receptacles along with signage that designates them as off-leash areas. Administration will monitor the sites once established and report back on the functioning and impact of these areas at the end of the three-year pilot.

Should Council approve the above recommendations for development of two fenced and two unfenced parks in 2020, by the end of 2021, Regina will have a total of three municipal level parks (Cathy Lauritsen, East Industrial and Mount Pleasant), one fenced neighbourhood level park (Regent Par 3), two unfenced neighbourhood level parks (Pasqua Street and Iannonne Park) and several seasonal sites in the boarded rinks.

RECOMMENDATION IMPLICATIONS

Financial Implications

Through the capital budget \$170,000 has been requested for the implementation of the Mount Pleasant, 4927 Pasqua Street and Iannone Park off-leash areas. Funding for the Regent Par 3 off-leash area has been included in the 2020 budget request for that project. 30 per cent of the funding (\$48,000) for the municipal dog park site will come from SAF reserves with the remaining funds being requested through taxation.

Maintenance and operations costs for each off-leash area will vary depending on the scale of the facility. Currently the City spends approximately \$10,000 per year on the operation of each of its off-leash areas. This number, however, is expected to fall as the current use is redistributed over more sites.

Environmental Implications

The addition of several new off-leash areas in the city over the next few years is expected to lower the impact high-levels of use are having on the turf and trees in the Ross Industrial and Cathy Lauritsen off-leash areas. Development of each new park is expected to include additional trees, adding to the city's urban forest.

Policy and/or Strategic Implications

While the provision of off-leash areas is not specifically referenced in *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP), such facilities are intended to contribute to

quality of life in the City helping to create a complete, livable, healthy, accessible, inclusive community for all of Regina's residents. The addition of off-leash areas to existing parks is consistent with the OCP's Parks, Recreation and Open Space Goal 9.6.1: *Multifunctional parks and open space will be strategically located to provide convenient access and designed to accommodate diverse and changing needs and interests.*

The establishment of three additional municipal-level off-leash sites is consistent with the recommendation of the *Recreation Master Plan* (2019) that the service level for off-leash parks be increased to 1/45,000 population by adding parks to the north/northwest, south and east sides of the city.

Other Implications

None with respect to this report

Accessibility Implications

Future off-leash areas are intended to be accessible, however not all sites may be suitable for all users.

COMMUNICATIONS


In advance of this report, Administration reached out to stakeholders and Community Associations to get preliminary feedback on the sites that have been identified. Public engagement regarding the individual sites contemplated for 2020 construction will begin in January of 2020.

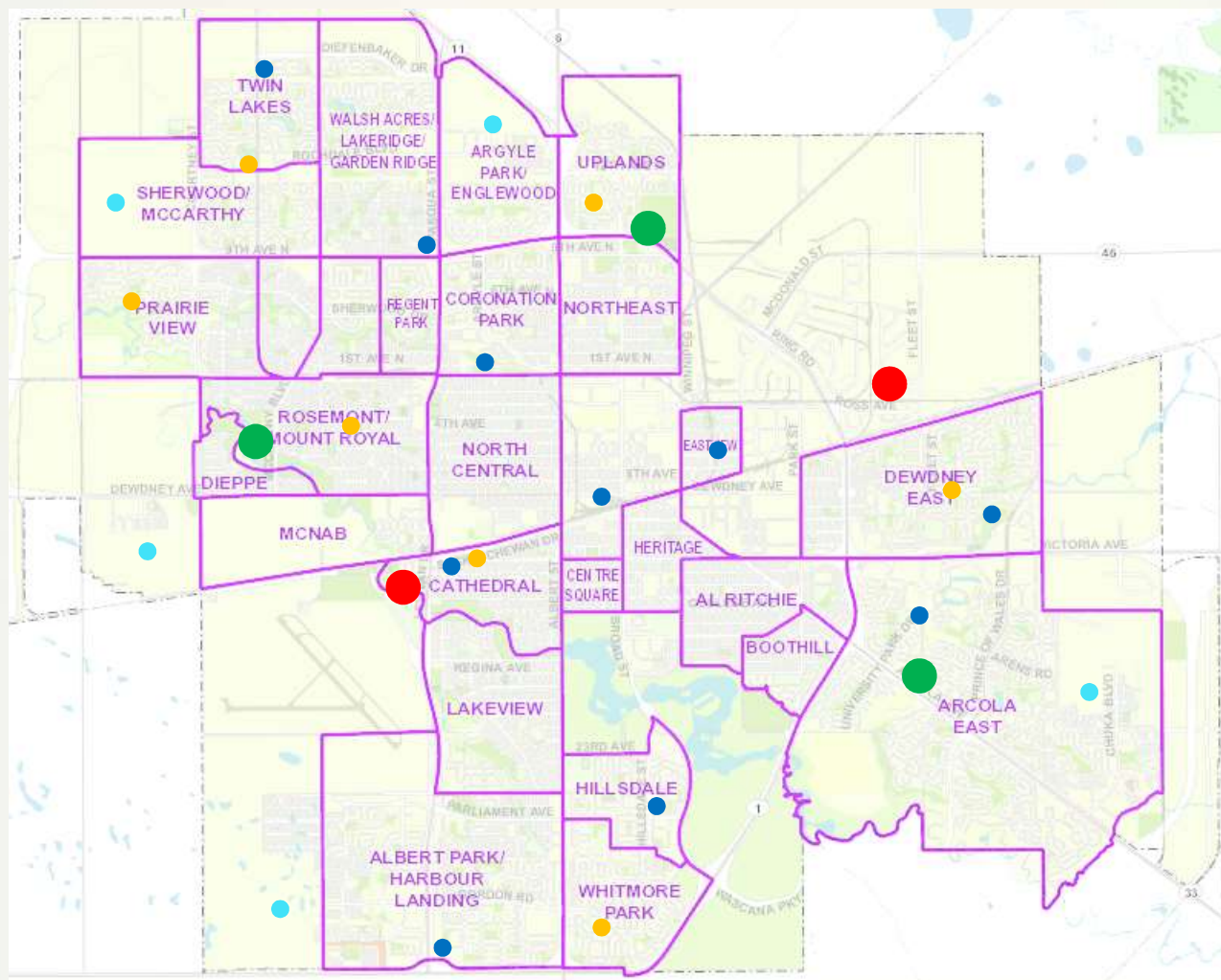
DELEGATED AUTHORITY

The recommendation in this report is within the delegated authority of the Community and Protective Services Committee.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

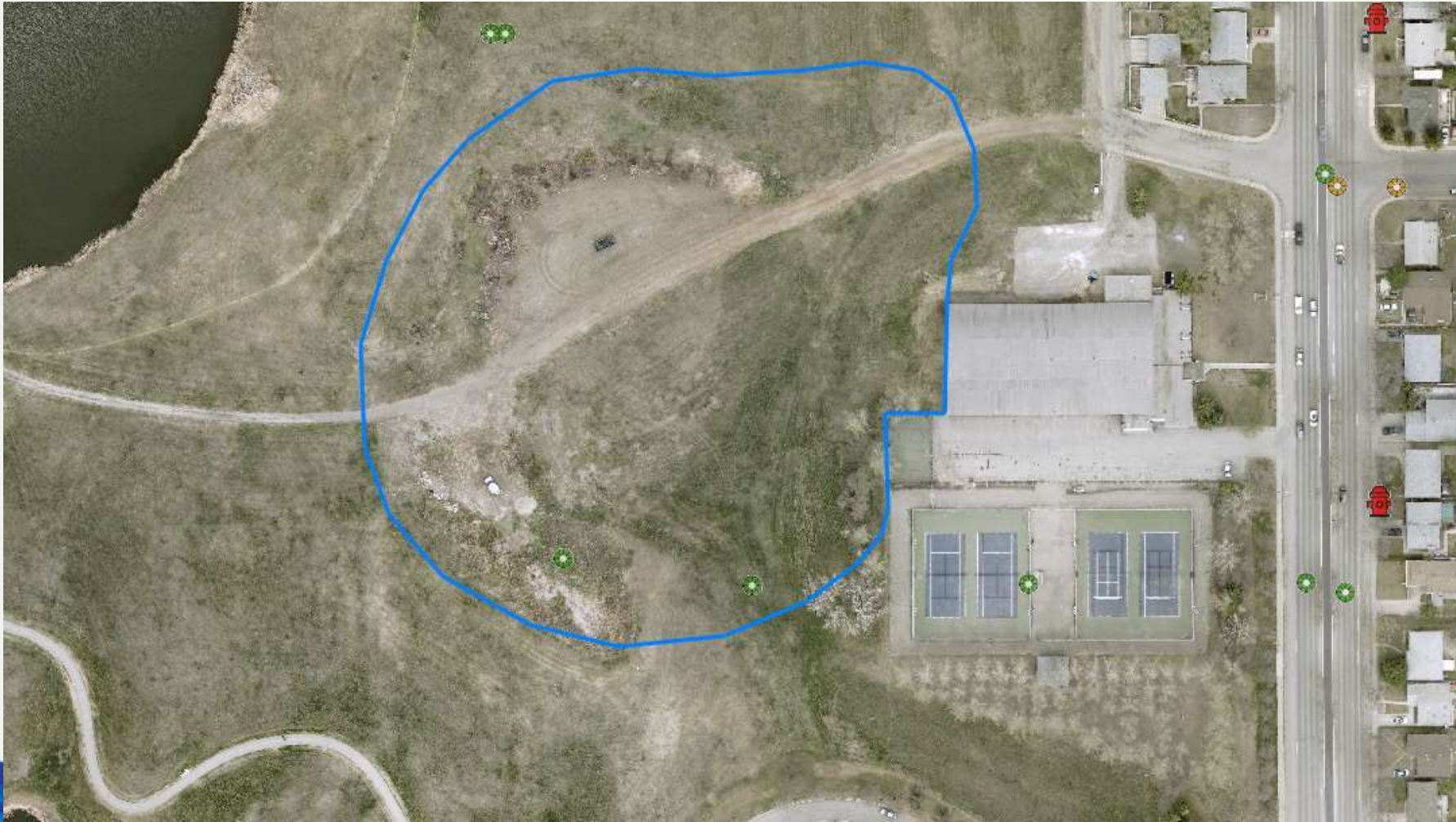

Tracy Brezinski, Secretary 11/20/2019.



- Existing Municipal Dog Parks
- Existing Seasonal Dog Parks
- Proposed Municipal Dog Parks
- Proposed Neighbourhood Dog Parks
- Future Neighbourhood Dog Parks

Municipal Sites

A.E. Wilson Park Off-Leash Area: 2.2Ha



Harding Park Municipal Off-Leash Area : 1.7Ha



Mount Pleasant Off-Leash Area : 1.6Ha



Neighbourhood Sites

City of Regina

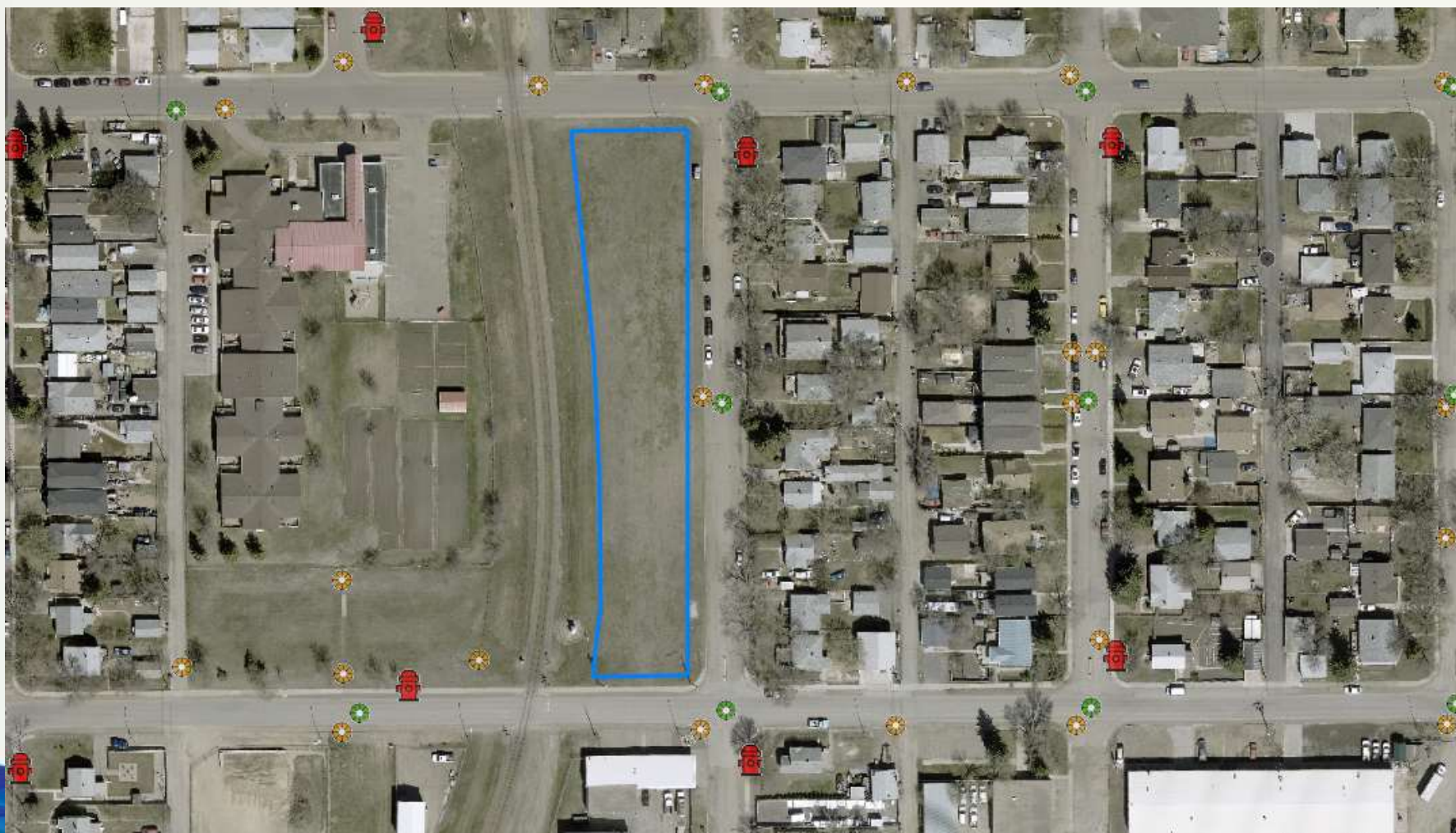


Albert Park Off-Leash Area : .8 Ha

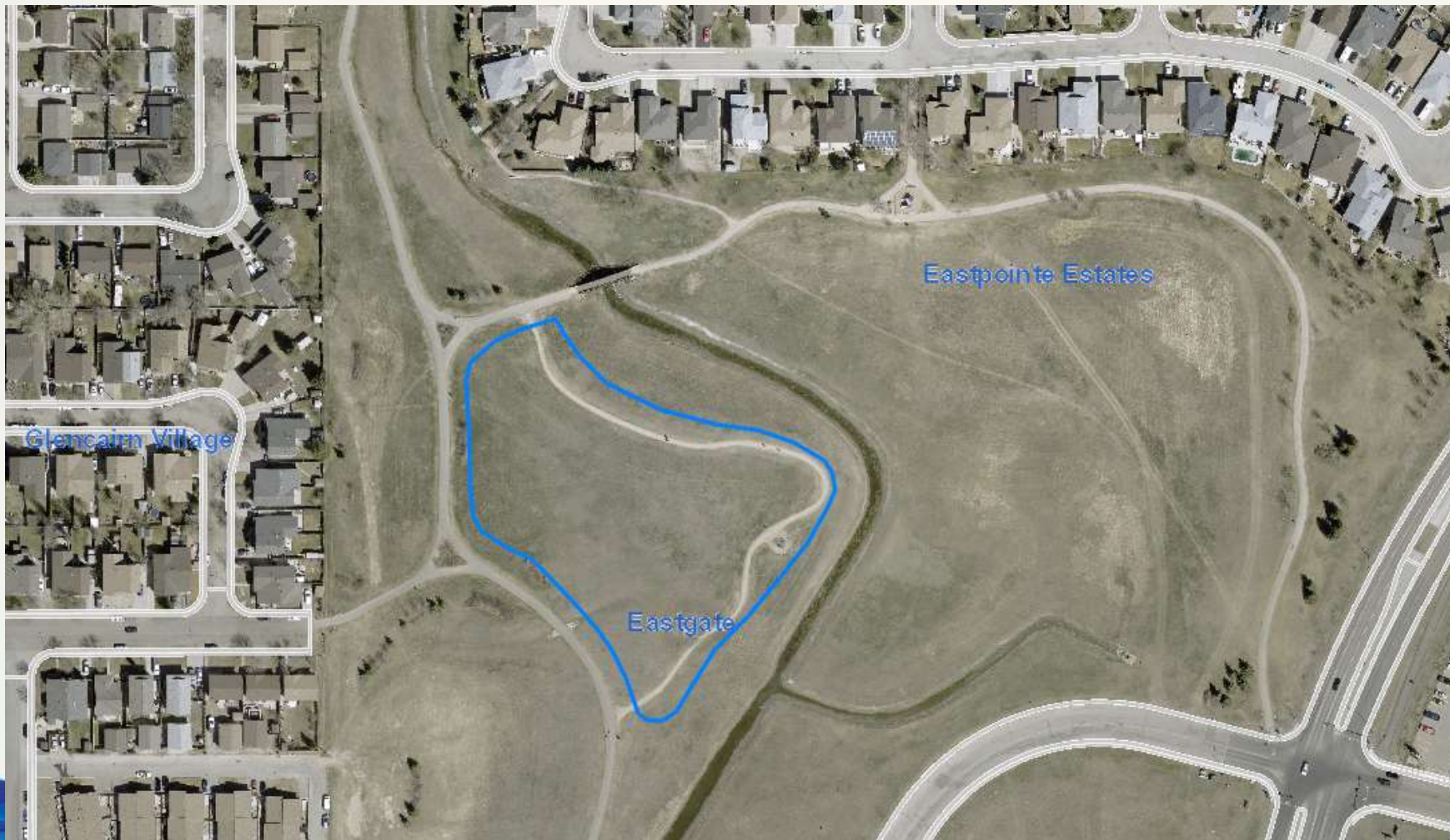
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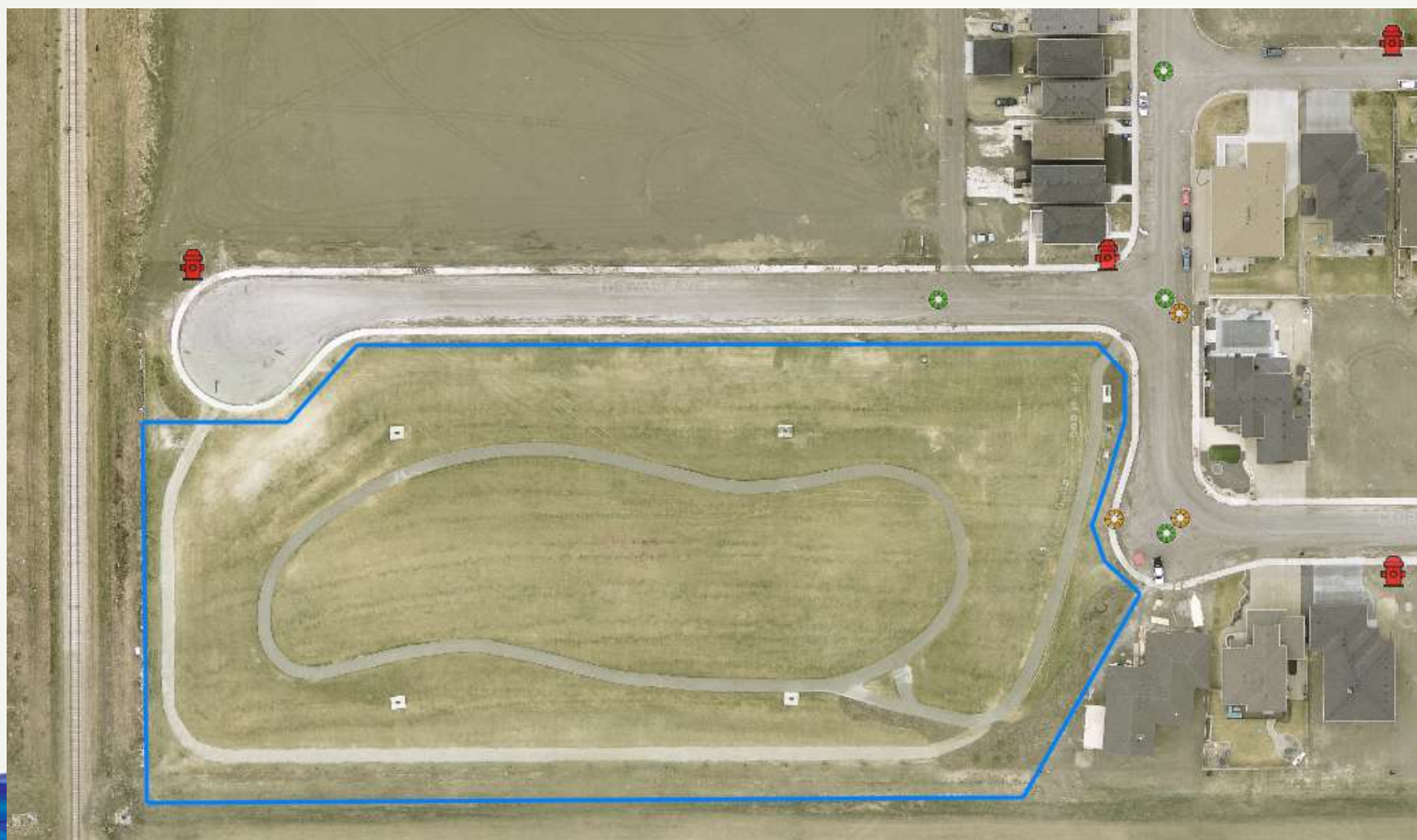
Edgar Park Off-Leash Area : .4Ha



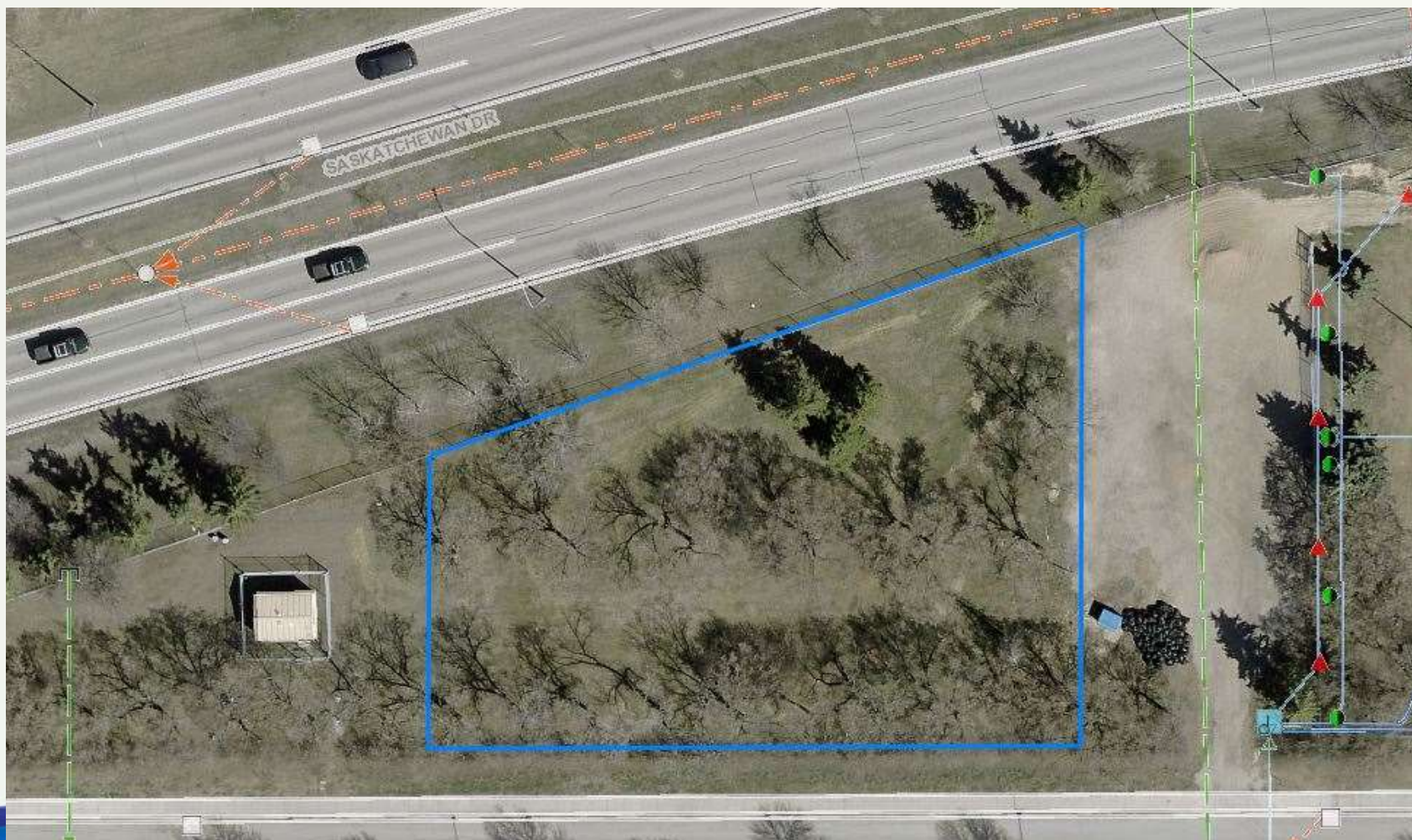
Fines Drive Park Off-Leash Area : 1.1Ha



Iannone Park Off-Leash Area : 1.7Ha



Leslie Park Small Breed Off-Leash Area : .2 Ha



NW Reservoir Park Off-Leash Area: .8Ha



Qu'Appelle Park Off-Leash Area: .5Ha



Regent Par 3 Off-Leash Area: .3 Ha



University Park Drive Off-Leash Area : 0.7Ha



Future Neighbourhood Off-Leash Sites

The Towns
Westerra
Coopertown
Hawkestone
Harbour Landing

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Regina Police Service 2020 Operating and Capital Budget (This report will be tabled to the budget meeting scheduled for December 9, 2019.)

RECOMMENDATION

**RECOMMENDATION OF THE BOARD OF POLICE COMMISSIONERS
– OCTOBER 15, 2019**

1. That the 2020 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$96,028,900 and revenues of \$10,399,600, resulting in a Net Operating Budget of \$85,629,300, be approved.
2. That the 2020 Capital Budget of \$3,998,700 with capital funding to be determined by Regina City Council, be approved.
3. That this report be tabled to the December 9, 2019 City Council budget meeting, for approval.

BOARD OF POLICE COMMISSIONERS – OCTOBER 15, 2019

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

Mayor Michael Fougere (Chairperson), Councillors: Barbara Young and Joel Murray, and Commissioners: Vic Pankratz and Jada Yee were present during consideration of this report by the Board of Police Commissioners.

The Board of Police Commissioners, at its meetings held on September 25 and October 15, 2019, considered the following report from the Administration:

RECOMMENDATION

It is recommended the Board of Police Commissioners:

1. Approve the 2020 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$96,028,900 and revenues of \$10,399,600, resulting in a Net Operating Budget of \$85,629,300.
2. Approve the 2020 Capital Budget of \$3,998,700 with capital funding to be determined by Regina City Council.

3. Forward this report, as it may be amended, to Regina City Council.

CONCLUSION

The Regina Police Service proposed 2020 Operating and Capital Budget has been prepared based on a thorough review of challenges and opportunities and the endorsed Organizational Review for the Regina Police Service. Spending has been reduced where possible and to contain increases to the amount absolutely needed. The Regina Police Service 2020 Operating and Capital Budget is aimed at ensuring Regina Police Service performance, effectiveness and value to the community.

BACKGROUND

The Regina Police Service is presenting its proposed 2020 Operating and Capital Budget to the Board of Police Commissioners. The Board is required to make its budget available to Regina City Council by December 31, 2019.

DISCUSSION

Operating Budget

The 2020 Operating Budget supports cost adjustments to reflect changing internal and external conditions and Strategic Plan initiatives. For 2020, the Regina Police Service proposes a Net Operating Budget of \$85,629,300; this includes \$96,028,900 in gross operating expenditures and \$10,399,600 anticipated revenues. The resulting Net Operating Budget is a \$3,125,000 or 3.79% increase over the 2019 budget. This is arrived through an expenditure increase of \$3,568,800 and a revenue increase of \$443,800. Staffing expenditures support 600 permanent and 13.8 casual FTE's and comprises 87.9% of the Gross Operating Budget.

Regina Police Service 2020 Operating Budget

	2019 Budget	2020 Budget	Dollar Change	Percentage Change
Revenue Budget				
Provincial Programs	7,285,500	7,523,200	237,700	
Federal Programs	263,600	160,100	(103,500)	
Other Programs	2,406,700	2,716,300	309,600	
	\$ 9,955,800	\$ 10,399,600	\$ 443,800	4.46%
Gross Operating Budget				
Salary/Benefit Costs	82,158,600	84,449,000	2,290,400	2.79%
Corp of Commissionaires	318,000	347,600	29,600	9.31%
Operational Expenses	9,983,500	11,232,300	1,248,800	12.51%
	\$ 92,460,100	\$ 96,028,900	\$ 3,568,800	3.86%
Net Operating Budget	\$ 82,504,300	\$ 85,629,300	\$ 3,125,000	3.79%

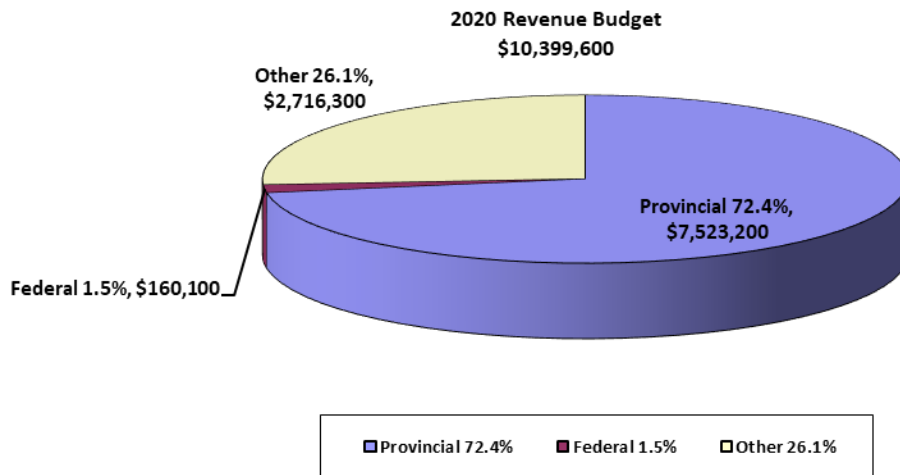
Operational expenses reflect an increase of \$1,248,800 or 12.51% from the 2019 level. The Corp of Commissionaires budget increased by \$29,600 or 9.31%.

Highlights of the 2020 Operating Budget changes include:

- Permanent staffing adjustments for a net increase of 4 police positions: four frontline constables.
- Permanent staffing adjustments for a net increase of six civilian positions: Communication Centre Dispatcher (2); Communications Strategist; Intelligence Analyst; Psychologist and Digital Media Assistant.
- Casual staffing adjustments for a net increase of 3.8 positions: Fleet Garage Attendant (0.5); Mentorship Candidate (1); Summer Student (1); Court Information Clerk (0.5); and Corporate Services Casual (0.8).
- Salary and benefit changes include the full year cost of the 2019 approved positions; step increases for junior employees; and related benefits on these salary changes.
- \$600,000 increase for Community Policing Initiative, which in 2020 will fund Grey Cup Special Duty assignments and equipment expenses. This new expenditure accounts for 47% of the non-salary budget increase.
- \$315,600 increase in Contracted Services including implementation of Medical Professional Services in Detention; second Process Server and contact increase for Corp of Commissionaires; benefit review of the Long Term Disability Plan; Motorola radio contract increase; and an increase in the cost of meals in Detention.
- \$127,800 increase in Fleet contracted services such as equipment and vehicle maintenance; cleaning services; leased vehicles; and contracted fuel costs related to a larger geographical footprint of the city.
- \$102,000 increase in Facilities contracted services such as HVAC maintenance; waste disposal; Wisetrack hardware; electrical and plumbing repairs; annual rent increase on leased buildings and cost of ergonomic office equipment.
- \$60,500 increase for Information Technology software maintenance agreements; equipment replacement and data / internet connection costs.
- \$55,100 increase for postage; radio user fees and equipment; publications; meetings; and grants to Regina Human Services Partnership and the Police Pipe Band.
- \$54,000 increase in Human Resources for CEW cartridges, training suits, and conductive targets; training costs related to Canadian Police College courses; recruitment marketing strategy; and an RPS recruitment scholarship.
- \$48,700 increase in first aid and safety supplies; replacement of NARCAN supply; and clothing such as armoured vest carriers.
- \$15,600 increase to the Provincial Government Victim Services contracts.
- Cost saving and reductions of \$45,600 for the T1 Line; \$25,000 for traffic equipment; \$22,000 for Contracted Services of a Psychologist; and \$8,300 reduction in hardware maintenance costs were identified.

Revenue Budget

The 2020 Revenue Budget is \$10,399,600, an increase of 4.46% over 2019. The Revenue Budget supports 10.8% of the Regina Police Service Gross Operating Budget and funds 71.5 permanent and casual FTE's. Revenue sources include funding from the provincial government (72.4%), federal government (1.5%) and other revenues (26.1%). Other revenues include funding for the School Resource Program, Police College Training Officer, traffic initiatives, criminal record checks, Special Duty, and other miscellaneous revenue.



Highlights of the 2020 Revenue Budget changes include:

- Revenue additions from the provincial government under established partnerships include: equipment replacement and increase in fuel cost recovery for the CTSS Provincial Response Team for \$121,800; Sask 9-1-1 PSAP contract increase for \$204,500; Victim Services Missing Persons Liaison contract increase for \$2,600; and Victim Services Responder – RCJC contract increase for \$2,500.
- Revenue formula for CFSEU has changed to reflect the new mandate of the program, resulting in a decrease of \$73,700.
- Revenue decrease to Serious Violent Offender Response program for \$20,000.
- Revenue decrease from the federal government of the Secondment for the Drug Recognition Expert program for (\$103,500).
- Revenue increases from other programs include: Criminal Record Checks of \$25,000; Range Rental of \$25,000; Special Duty / Public Events of \$125,000; and Grey Cup Special Duty of \$140,000.

Capital Budget

The value of the proposed five-year Capital Budget is \$21.0 million including \$3,998,700 in 2020 which has been significantly reduced from previous projections. Capital financing is provided by the City of Regina and in the past by the Police General Reserve. In 2020 additional funding is provided by SGI for the Combined Traffic Safety Section (CTSS) – Provincial Response Team. The current balance of the Police General Reserve is \$630,474 and can be used to sustain Police operations through any financial circumstances or challenges that may arise. The City of Regina has adopted a minimum \$400,000 and a maximum \$2,000,000 target balance for the Police General Reserve.

The Capital Budget includes five program areas: Facilities Development, Communications, Information Technology, Emergency Services Equipment, and Fleet. The five-year plan includes projects that will enhance Regina Police Service performance and provide the tools to get the job done.

Regina Police Service 2020-2024 Capital Budget (000's)

Capital Program	2020	2021	2022	2023	2024	Total
Facilities Development	107.0	250.0	170.0	210.0	135.0	872.0
Communications	524.7	88.2	120.0	50.0	450.0	1,232.9
Information Technology	2,024.0	2,389.0	2,224.0	1,959.0	2,241.0	10,837.0
Emergency Services Equipment	365.0	1,512.8	155.0	270.0	719.0	3,021.8
Fleet	978.0	978.0	1,078.0	1,028.0	1,028.0	5,090.0
Capital Total	\$ 3,998.7	\$5,218.0	\$3,747.0	\$3,517.0	\$4,573.0	\$ 21,053.7
Capital Financing	2020	2021	2022	2023	2023	Total
Current Contributions to Capital	3,870.7	5,090.0	3,619.0	3,389.0	4,445.0	20,413.7
Other Funding Source (SGI)	128.0	128.0	128.0	128.0	128.0	640.0
Police General Reserve	-	-	-	-	-	-
Capital Financing Total	\$ 3,998.7	\$5,218.0	\$3,747.0	\$3,517.0	\$4,573.0	\$ 21,053.7
1. The Police General Reserve balance following the 2019 year end reconciliation is \$630,474.						
2. SGI will be funding the CTSS Provincial Response Team purchase of vehicles and equipment.						

Capital program highlights for 2020 include the following:

- \$107,000 in Facilities Development for ongoing furniture replacement and upgrade of video recording of facilities.
- \$524,700 in Communications for a new Radio Antenna Site (SE Sector); and portable and mobile radios and equipment.
- \$2,024,000 in Information Technology to support infrastructure and business applications. Funding includes ongoing replacement of computer equipment, mobile laptops and expenditures for supporting computer infrastructure. Business application funding includes ongoing implementation of video recording in front-line cars; and CAD and CAD map upgrades.
- \$365,000 in Emergency Services Equipment to support ongoing upgrades at the Tactical Training Facility; and Conducted Energy Weapons (Taser) replacement.
- \$978,000 in Fleet continues to provide ongoing funding for the regular replacement of marked, unmarked and specialty vehicles and new CTSS vehicles funded by SGI.

RECOMMENDATION IMPLICATIONS

Financial Implications

The Regina Police Service budget will have financial implications for 2020 as outlined in this report.

Environmental Implications

None with respect to this report.

Strategic Implications

The Regina Police Service budget is prepared in conjunction with the Regina Police Service strategic planning process and the Organizational Review previously endorsed by the Board.

Other Implications

Regina Police Service performance has an impact on the community and its citizens.

COMMUNICATIONS

The Regina Police Service 2020 budget will be submitted to Regina City Council once the budget has been reviewed and approved by the Board of Police Commissioners.

Respectfully submitted,

BOARD OF POLICE COMMISSIONERS


Elaine Gohlke, Secretary 11/20/2019

Appendix A Regina Police Service 2020 Highlights

The Regina Police Service (RPS) takes a lead role in providing public safety in the City of Regina. Recognition of this role is embodied in the Service's vision statement of "Working together to keep Regina safe."

The current four year Strategic Plan extends from 2019-2022. The plan is based on **Our Service** and **Our Community** objectives. The Our Service objective has goals that relate to capacity, culture, financial accountability, competency, information technology and operational excellence. The Our Community goals focus on engagement, community safety, partnerships and growth of partnerships. Below are highlights of progress in meeting those goals for 2019.

2019 Highlights

Active Directory Migration

- *Strategic Objective Alignment: Our Service*
- The Regina Police Service Information Technology Team is currently working on moving all employee user accounts to a newer version of Active Directory. This project is approximately 30% complete. These changes will modernize our technology and allow for a more secure network. It will also enable us to implement Microsoft cloud-based services and provide the ability to upgrade to a newer version of Exchange Server.

Addition of a Third Superintendent

- *Strategic Objective Alignment: Our Service and Our Community*
- In 2017, the Regina Police Service conducted an Operational Review to ensure that our Service's organizational structure, processes and practices are optimized and adaptable within a continuously evolving public safety environment. The addition of a third Superintendent provides a more balanced span of control and will help improve service delivery and operational effectiveness of the Regina Police Service. This allows us to start 2020 with a new Support Services Division.

Annual Employee Survey

- *Strategic Objective Alignment: Our Service*
- As part of a continued effort to improve communication throughout the Regina Police Service an employee survey was conducted. All Regina Police Service employees were invited to complete a 9-question survey discussing themes of: motivation, culture, training and education, safety, and trust. This survey will identify the positive work our organization is doing as well as areas for improvement. Aggregate results of the survey will be shared in the fall and will be used to inform and support changes that align with our strategic goals and objectives.

Annual Training

- *Strategic Objective Alignment: Our Service and Our Community*
- Each year, in-house training is offered to sworn and civilian members that covers a variety of subjects. This year, courses were offered that provided information related to: Regina Police Service's contact policy, possession of stolen property, Regina Police Service's pursuit policy, freedom of information legislation, mental health, the police and crisis team, cannabis and impaired driving, and cannabis legislation.

Bicycle Registry

- *Strategic Objective Alignment: Our Community*
- In 2019, the Community Engagement Unit began testing an online bicycle registry. This tool will allow citizens of Regina to register their bicycles. In the event of a bicycle being stolen, the registry will be a helpful tool in the recovery of bikes and tracing them back to their owners.

CAD and NICHE RMS Upgrades

- *Strategic Objective Alignment: Our Service*
- In 2019, the Information Technology, Communications and Police Information and Evidence Management teams worked diligently to upgrade our call taking and police file systems to newer versions with enhanced capabilities. These upgrades offer improved and streamlined capabilities and include added officer safety features allowing GPS tracking for officer radios.

Call Back Unit

- *Strategic Objective Alignment: Our Service and Our Community*
- In March 2019, a Call Back Unit was established to serve a number of purposes, including: meaningful work for members on light duties; additional investigative support for the Front Line; more timely follow-up with victims in our community; and increased chances of securing timely evidence such as surveillance video.

Canine Puppies

- *Strategic Objective Alignment: Our Community and Our Service*
- Regina Police Service's Canine team has acquired two new canine puppies. A #namethatpup contest was opened to Regina elementary students. Anthony from St. Dominic Savio school chose the name Storm and the students of Ms. Walby's class, along with Elder May Desnomie, chose the second puppy's name kîsik, which means "sky" in Cree.

Civilian Armourer

- *Strategic Objective Alignment: Our Service*
- Early in 2019, the Regina Police Service began transitioning the sworn Armourer position to a civilian position. The new Armourer, Rob Stevenson is taking an active role in our firearms training, and also working on firearms.

Cops N' Readers

- *Strategic Objective Alignment: Our Community and Our Service*
- This is a new partnership between the Regina Public Library, the Regina Police Service, and the Regina Public School Board. It involves police officers reading to students on a regular basis in an effort to build positive relationships with kids, while encouraging them to read. These children were asked to draw pictures of police officers before and after participation in this program. Many kids initially drew violent or operational type of police settings. After spending time building relationships, many drawings changed to positive scenarios with police reading or spending time with family.

Employee Health and Wellness – Fatigue Management

- *Strategic Objective Alignment: Our Service*
- As part of the Wellness Program, workshops providing information about fatigue management have been offered throughout 2019. These workshops featured customized presentations for RPS employees and family members. The goal of these sessions were to provide information, practical tools and plans that work and help employees have a foundational understanding of workplace fatigue and the impact it has on cognition and safety; understand how sleep and psychological health and safety share a synergistic relationship; be better able to increase quality and quantity of sleep; and understand how to improve overall mental health.

Employee Health and Wellness – Yoga and Meditation

- *Strategic Objective Alignment: Our Service*
- In June, the RPS Wellness Program introduced yoga and meditation sessions for front-line personnel as a pilot project. These initial courses were utilized by members and these classes are now available four times a month in July and August for all Regina Police Service Employees. Other police services have offered these classes and are reporting great benefits.

Encompassing Visions Evaluation Software

- *Strategic Objective Alignment: Our Service*
- Human Resources has acquired a new application to help gather information about jobs and civilian employee performance. This tool will help managers provide feedback and evaluation to employees and support coaching and career planning. Training has been provided to civilian managers and the application is currently being set up and tested.

Get Fit With Five-0

- *Strategic Objective Alignment: Our Community and Our Service*
- This new program at the Regina Police Service is aimed at promoting health and wellness in our community allowing our police members to meet and interact with our community members in a positive way. These events provide an opportunity to have some laughs, ask some questions, and meet local police officers. The first Get Fit With Five-0 event was held at Oxygen Yoga & Fitness Regina in May.

Language Interpreters

- *Strategic Objective Alignment: Our Community and Our Service*
- In November 2018, the RPS sought help from our community to improve access to language interpreters. In 2019, we added to our language interpreter resources including community organizations and telephone interpretation options. We also updated our external and internal list of interpreters. More interpreter resources means we are able to communicate and fully understand individuals that we interact with in our community.

Major Case Management Enhancements

- *Strategic Objective Alignment: Our Community and Our Service*
- In 2019, Regina Police Service began a review to look for ways to improve the quality of our investigations. Time was spent identifying investigative areas where improvements were needed and conducting research on effective and innovative practices. Regina Police Service conducted internal consultations to ensure processes would meet the needs of other areas within our Service and also our external partners such as Prosecutions. Two Corporals have completed concentrated training and become subject matter experts. These officers have been piloting this new investigative approach on a small scale in Major Crimes, reviewing past cases, and they are now piloting the approach on new cases. Standard operating procedures are being developed and new curriculum will be developed for investigators and all police members that will improve the quality of our investigative practices.

National Inquiry into Missing and Murdered Indigenous Women and Girls

- *Strategic Objective Alignment: Our Community and Our Service*
- On June 3, 2019, the National Inquiry into Missing and Murdered Indigenous Women and Girls released their final report entitled “Reclaiming Power and Place”. The report contains 231 Calls to Justice, including 11 specific recommendations for police services. The Regina Police Service is reviewing the Calls to Justice to ensure an appropriate response.

New Headquarters

- *Strategic Objective Alignment: Our Service*
- Work continues to move forward on the design and development of the former STC depot to transform the facility into a part of Regina Police Service’s infrastructure.

Online Stolen Property Unit

- *Strategic Objective Alignment: Our Service*
- In January, the Online Stolen Property Unit became operational. This five-person Unit works out of CID - Street Crimes. Their mandate includes investigating property crime, stolen autos, and robbery offences; stolen property offences committed online; pawn shop bylaw offences related to stolen property; and graffiti offences. The Online Stolen Property Unit will continue to build capacity to investigate other cyber offences and adapt to the changing ways technology influences crime. In this respect, the Commercial Crime Cybercrime Support Unit will support this newly developed Unit.

Our Journey - walking with our Indigenous community a reflection of our work

- *Strategic Objective Alignment: Our Community and Our Service*
- This compilation is a reflection of many of our past and current initiatives, partnerships, activities and relationships that assist our Service in achieving our Vision and supports the current Strategic Plan. The document, once reviewed by our Elders Advisory Council will be made public.

Ribbon Skirt Workshop

- *Strategic Objective Alignment: Our Community and Our Service*
- A four-week workshop was held where Regina Police Service officers and civilian employees were taught by Tanya Sayer, learned her story, and were educated about Indigenous culture and the significance of the ribbon skirt.

Security Camera Enhancements

- *Strategic Objective Alignment: Our Service*
- In 2019, the Information Technology team has been viewing demonstrations and seeking a vendor to upgrade or replace our current security camera system. Our current cameras are outdated and replacing them will modernize our technology, improve safety and security, and help employees feel more safe.

Splunk

- *Strategic Objective Alignment: Our Service*
- The Information Technology team has purchased and is implementing a Security Information and Event Management tool called SPLUNK to improve our security posture. This tool captures data on security events so we can monitor, review, and act on security occurrences when necessary.

Stolen Auto Strategy

- *Strategic Objective Alignment: Our Community and Our Service*
- Meetings between the Regina Police Service, Ministry of Justice, and the Ministry of Corrections and Policing have occurred as we work to re-invigorate our approach to address the current landscape. The Regina Police Service will continue to work diligently to reduce the number of vehicles stolen in the city and is committed to work collaboratively with our partners and the community to hold offenders accountable for their actions. We believe this renewed approach will bring the desired results for us, our partners and the community.

Street Crimes In-service Training

- *Strategic Objective Alignment: Our Community and Our Service*
- In March 2019, members of the Criminal Investigation Division completed training related to the following areas: intelligence gathering, informant and source handling, search and seizure procedures, warrants, firearms training for plainclothes officers, interviewing techniques, radios, surveillance, and debriefing procedures.

Tactical Rescue Vehicle

- *Strategic Objective Alignment: Our Community and Our Service*
- In 2019, the RPS acquired a tactical rescue vehicle which was specially designed to help with high risk incidents where safety is a concern. This vehicle is a valuable tool that has been used to assist in the timely and safe conclusion of events that are of elevated risk to members of the public, officers, victims, and accused / offenders. In the first six months of 2019, the tactical rescue vehicle has been used to enhance safety in 20 occurrences.

Teaching Feast

- *Strategic Objective Alignment: Our Community and Our Service*
- RPS Police officers and civilian employees were invited to attend a traditional Indigenous ceremony to learn about protocols and history of Indigenous culture.

Truth and Reconciliation Committee Lunch and Learn Session

- *Strategic Objective Alignment: Our Community and Our Service*
- A lunch hour learning opportunity was made available to Regina Police Service Police officers and civilian employees by Retired Corporal Jim Pratt who taught members about the Regina Police Service Tipi, Eagle Staff, and Round Dance.

Victim Identification Lab

- *Strategic Objective Alignment: Our Community and Our Service*
- A Victim Identification Lab was held at the Regina Police Service in June 2019. It is a global investigative tool to assist in identifying and rescuing the victims of child sexual abuse. The Lab enables investigators to share sanitized child sexual abuse images from ongoing and unsolved investigations with the widest possible audience. Viewers can leave comments on the images and elements that could potentially help investigators identify the location where the material was produced. In addition to identifying the objects in the images which may be unrecognizable to the investigator, but could be a well-known item to someone from another region of the country. The hope is, by having as many people as possible view the edited images, someone might recognize the scene, a piece of clothing or something distinguishing in the photo that would lead to an investigative rescue of a victim.

Violence Against Women Advocate Case Review

- *Strategic Objective Alignment: Our Community and Our Service*
- The Violence Against Women Advocate Case Review, which has been introduced to the Board previously, is looking to begin reviews of sexual assault files October 15-18. The first review session will include a training component for reviewers from Sexual Assault Services of Saskatchewan and the Regina Sexual Assault Centre. Regina Police Service is working with partners to complete a memorandum of understanding, define the scope of the project, and finalize any remaining project details.

VPN Security Enhancements

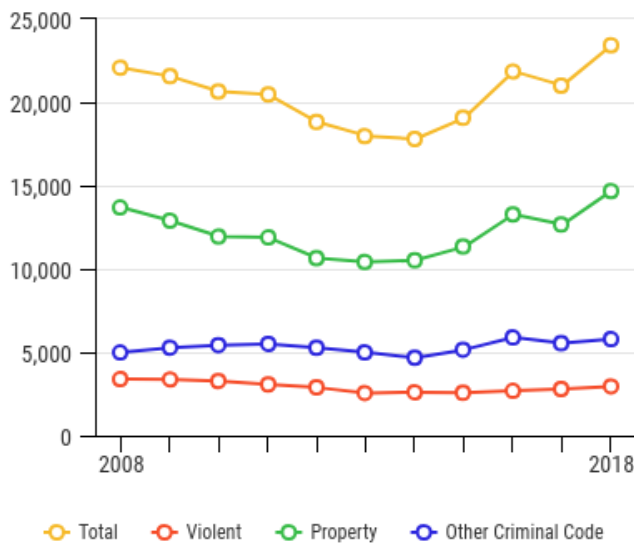
- *Strategic Objective Alignment: Our Service*
- The Information Technology team is working to implement a multi-factor logon for Regina Police Service's VPN to improve network security.

Appendix B

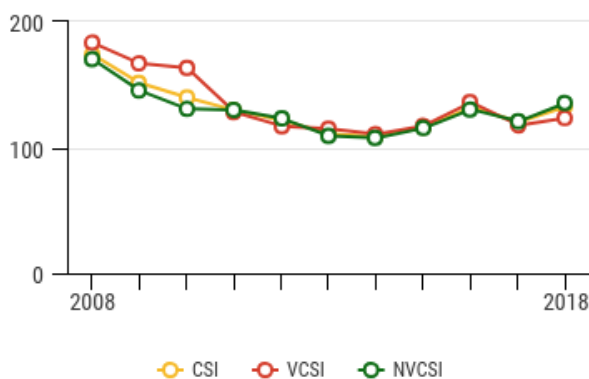


our progress in review.

Criminal Code Violations



Crime Severity Index

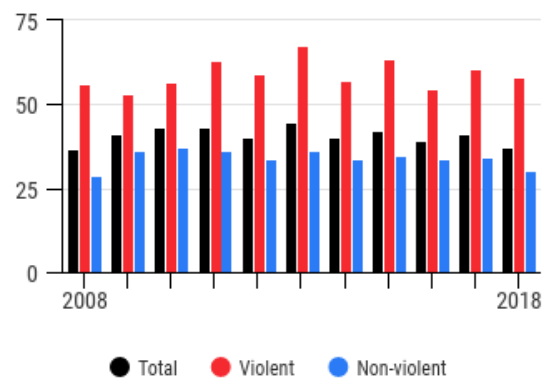


Crime in Regina

The Crime Rate has decreased by 14% over the last ten years, and has increased by 5% compared to the previous year, 2017.

The Crime Severity Index (CSI) has decreased by 24% over the last ten years, and has increased by 10% over the last year, 2017. The Violent Crime Severity (VCSI) has decreased by 33% over the last ten years, and has increased 5% over the last year. The Non-violent Crime Severity (NVCSI) has decreased by 20% over the last ten years, and increased 12% compared to last year.

Weighted Clearance Rates



Total weighted clearance rate: + 2% (10 years)
- 9% (1 year)

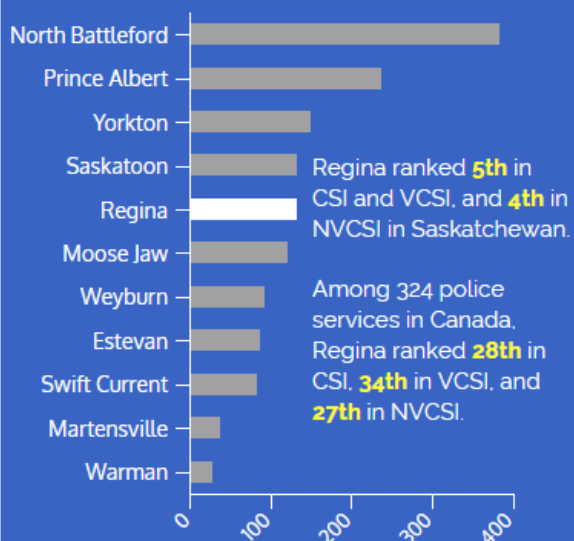
Violent weighted clearance rate: + 4% (10 years)
- 4% (1 year)

Non-violent weighted clearance rate: + 6% (10 years)
- 11% (1 year)

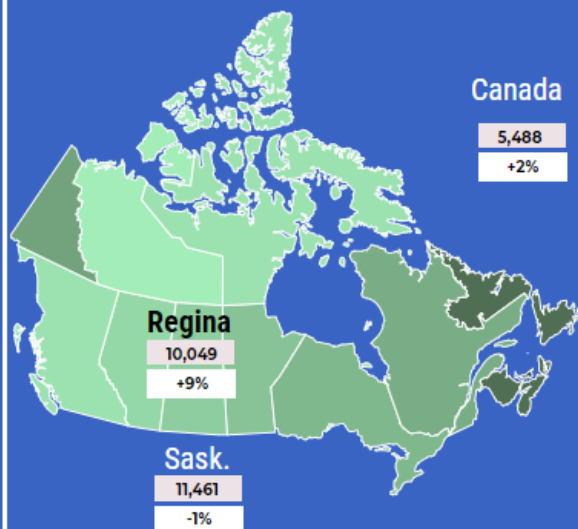


How does the City of Regina **compare?**

2018 CSI SK Breakdown



2018 Crime Rate Breakdown

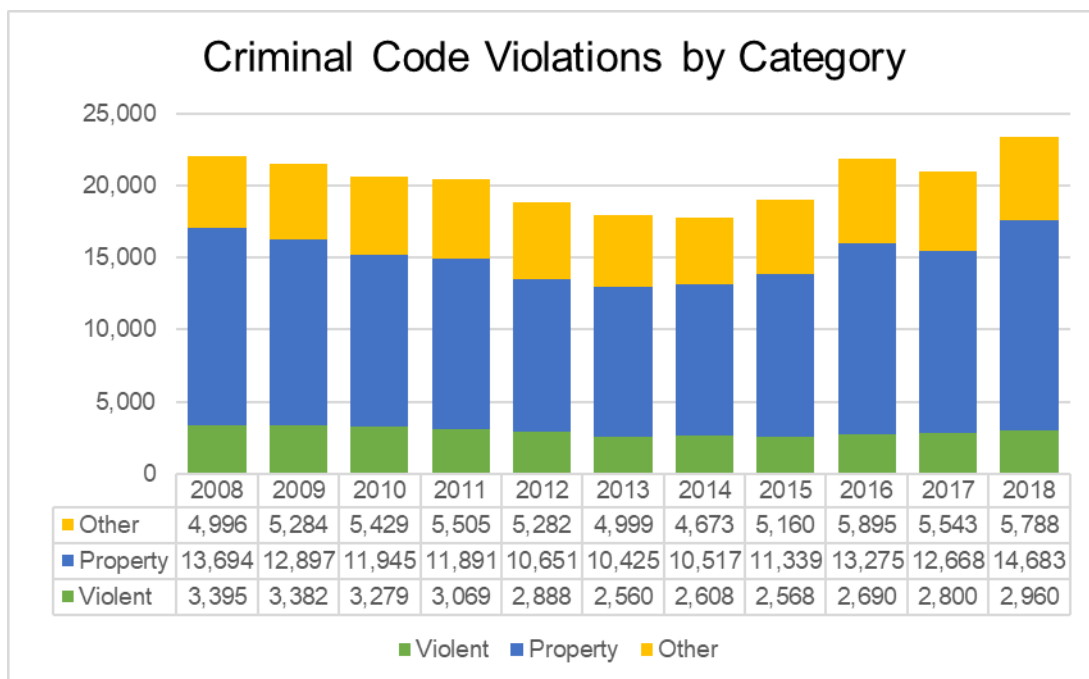


Regina Police Service by the Numbers

The Regina Police Service continuously looks to improve its service delivery and measures its performance through established performance indicators. These indicators provide internal accountability to the Board of Police Commissioners and external accountability to the citizens of Regina.

- Crime rates, crime severity index, and calls for service

There was an overall reduction of 14% in total crime rate and 24% in the Crime Severity Index from 2008 to 2018. Calls for service to the Regina Police Service have remained steady over the ten years although the nature of calls is changing. RPS began reporting on occurrences related to non-dispatched events such as occurrences taken by Front Desk, DEVR, Communications Centre, and Court Services, etc. in 2010. In 2010 there were 24,403 non-dispatched reports and in 2018 there were 28,607 reports for a ten-year increase of 17%.



November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: 2020 Council and Committee Meeting Schedule

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That Wednesday meetings as outlined in Appendix D be approved.
2. That Council meetings commence at a specified time in the afternoon, with the understanding that delegations be heard at 5:30 p.m.
3. Where a Committee of Council has a majority of citizen members, that we consult with that committee as to a meeting start time.
4. That the City Solicitor be instructed to amend *The Procedure Bylaw, Bylaw No, 9004*.

EXECUTIVE COMMITTEE – NOVEMBER 13, 2019

The Committee adopted the following resolution:

1. That Wednesday meetings as outlined in Appendix D be approved.
2. That Council meetings commence at a specified time in the afternoon, with the understanding that delegations be heard at 5:30 p.m.
3. Where a Committee of Council has a majority of citizen members, that we consult with that committee as to a meeting start time.
4. That the City Solicitor be instructed to amend *The Procedure Bylaw, Bylaw No, 9004*.
5. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

Recommendation #5 does not require City Council approval.

Mayor Michael Fougere, Councillors: Jerry Flegel (Chairperson), Lori Bresciani, Sharron Bryce, John Findura, Bob Hawkins, 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 its meeting held on November 13, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That Option 1: Status Quo - 2020 City Council and Committee meeting calendar as outlined in Appendix A be approved.
2. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

CONCLUSION

This report seeks a determination of the Council meeting schedule for 2020 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. 9004* 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.”

As outlined above, Council has historically adopted yearly calendars with a varied meeting schedule. For the past number of years, Council has met once per month, typically the last Monday of each month, with committees scheduled in the two weeks prior to the Council meeting.

Earlier this year, Council directed the City Clerk to provide a number of options for consideration in 2020, including scheduling Council meetings every second week as well as having a dedicated day each week for two committee meetings during the month with Council meeting once at the end of the month (the “Saskatoon” model).

DISCUSSION

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

The four options presented are in response to Council’s direction to provide it with a variety of meeting schedules for consideration in 2020.

The primary features and implications of each option are as follows:

Status Quo – Appendix A

- **Council meetings held once per month, the last Monday of each month**
- **Committee meetings held throughout the weeks prior to Council meeting**
- A two-week break and a three-week break between committee and Council meetings in July and August, respectively

Bi-weekly – Appendix B

- **Responds to interest expressed by some members for “more but shorter” meetings of Council**
- **Council meetings will be held every two weeks, with the first meeting on Monday, January 27th**
- Three main committees of Council, as identified in **black print-type** will meet one week and their respective reports will flow to a Council meeting typically two weeks later (identified as “C”); Committees identified in **red print-type** will meet later in the month and their respective reports will flow to a Council meeting two weeks later (identified as “C”);
- Only Executive Committee and Regina Planning Commission will have meetings scheduled in July and August, facilitating a two-week break and three-week break in July and August, respectively

Tuesdays – Appendix C

- **The first three Tuesdays of each month will have two Council committees scheduled, one in the morning at 9 a.m. and one in the afternoon at 2 p.m.**
- **The last Tuesday of the month will be the regular Council meeting at 5:30 p.m.**
- Only Executive Committee and Regina Planning Commission will have meetings scheduled in July and August, facilitating a two-week break each month
- Will require an amendment to *The Procedure Bylaw* moving the public release of meeting agendas from Wednesday to Thursdays by noon.

Wednesdays – Appendix D

- **The first three Wednesdays of each month will have two Council committees scheduled, one in the morning at 9 a.m. and one in the afternoon at 2 p.m.**
- **The last Wednesday of the month will be the regular Council meeting at 5:30 p.m.**
- Only Executive Committee and Regina Planning Commission will have meetings scheduled in July and August, facilitating a two-week break each month
- Will require an amendment to *The Procedure Bylaw* moving the public release of meeting agendas from Wednesday to Fridays by noon.

Note: The following implications arise under any of the four options presented:

- Only Executive Committee and Regina Planning Commission will meet in October due to the pending Municipal/School Board Election

- No committee meetings held between Thanksgiving (October 12th and Election Day (November 9th)
- Council meeting scheduled for Monday, October 26th is a placeholder and will only be held if required to deal with urgent business
- Council orientation will be scheduled during the week of November 16th – 20th
- Only Executive Committee and Regina Planning Commission will meet in December
 - Executive Committee meeting on December 9th will include annual Councillor appointments to committees
- The 2021 Budget will not be considered until January 2021, dates to be determined
- The Mayor's Housing Commission will be scheduled once every two months, dates to be determined
- Regina Appeal Board will be scheduled once every month, dates to be determined

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 2020 provides Council, citizen committee members, media and the public with advance knowledge of the meeting schedule and assists in 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 Council.

Other Implications

Revisions to the approved meeting schedule or the addition of special meetings of Council or committees may be added in accordance with sections 96, 97 and 98 of *The Cities Act*.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

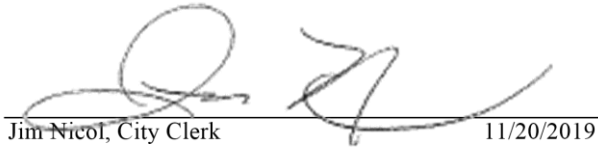
Following approval by City Council, the 2020 meeting schedule will be released publicly and will be available on regina.ca.

DELEGATED AUTHORITY

The recommendation of Executive Committee requires City Council approval.

EXECUTIVE COMMITTEE

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Jim Nicol', is written over a horizontal line. The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail that extends to the right.

Jim Nicol, City Clerk 11/20/2019

2020 COUNCIL AND COMMITTEE MEETINGS Status Quo

JANUARY						
S	M	T	W	T	F	S
			◆ 1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	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	7	8
SUMA	SUMA	SUMA	SUMA			
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24 C	25	26	27	28	29

MARCH						
S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30 C	31				

APRIL						
S	M	T	W	T	F	S
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27 C	28	29	30		

MAY						
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3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	C					

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

◆ Holiday

BPC: Board of Police Commissionaire 9:00 a.m.
 C: City Council 5:30 p.m.
 ● Community & Protective Services 4:00 p.m.
 ● Executive Committee 11:45 a.m.
 ● Finance & Administration Committee 4:00 p.m.
 ● Regina Planning Commission 4:00 p.m.

DAB: Development Appeals Board 5:30 p.m.
 ● Mayor's Housing Commission 4:00 p.m.
 ● Priorities & Planning Committee 11:45 a.m.
 ● Public Works & Infrastructure Committee 4:00 p.m.
 RAB: Regina Appeals Board 4:00 p.m.
 AAC: Accessibility Advisory Committee 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

2020 COUNCIL AND COMMITTEE MEETINGS Status Quo

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

AUGUST						
S	M	T	W	T	F	S
						1
2	◆ 3	● 4	● 5	● 6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
				C	A	P
23	24	25	● 26	27	28	29
CAPG 31						

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

OCTOBER						
S	M	T	W	T	F	S
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4	5	● 6	● 7	8	9	10
11	◆ 12	13	14	15	16	17
18	19	20	21	22	23	24
25	C 26	27	28	29	30	31

NOVEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	◆ 11	12	13	14
	Election					
15	16	17	18	19	20	21
22	23	24	25	26	27	28
	Swearing in Ceremony					
29	C 30					

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

BPC: Board of Police Commissionaire 9:00 a.m.
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 AAC: Accessibility Advisory Committee 4:00 p.m.

◆ Holiday

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

2020 COUNCIL AND COMMITTEE MEETINGS Bi-Weekly

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

FEBRUARY						
S	M	T	W	T	F	S
						1
	3	4	RPC 5	EXA 6	7	8
SUMA	SUMA	SUMA	SUMA			
9	C 10	11	MHC 12	13	14	15
16	◆ 17	CPS 18	PPC 19	PWI 20	21	22
23	C 24	25	26	27	28	29

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

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

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

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

BPC: Board of Police Commissionaires 9:00 a.m.
 C: City Council 5:30 p.m.
 CPS: Community and Protective Services Committee 4:00 p.m.
 EX: Executive Committee 11:45 a.m.
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DAB: Development Appeals Board 5:30 p.m.
 Mayor's Housing Commission 4:00 p.m.
 PPC: Priorities and Planning Committee 11:45 a.m.
 PWI: Public Works and Infrastructure Committee 4:00 p.m.
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◆ Holiday

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FOR FURTHER INFORMATION
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 CITY CLERK AT 306-777-7262

2020 COUNCIL AND COMMITTEE MEETINGS Bi-Weekly

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

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

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

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

NOVEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9 Election	10	◆ 11	12	13	14
15	16	17	18	19	20	21
22	23 Swearing in Ceremony	24	25	26	27	28
29	C 30					

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

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

C: City Council 5:30 p.m.

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

EX: Executive Committee 11:45 a.m.

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

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

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

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◆ Holiday

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

2020 COUNCIL AND COMMITTEE MEETINGS - Tuesday

JANUARY						
S	M	T	W	T	F	S
			◆ 1	2	3	4
5	6	● 7	8	9	10	11
12	13	● 14	15	16	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	7	8
SUMA	SUMA	SUMA	SUMA	●		
9	10	● 11	● 12	13	14	15
16	17	● 18	19	20	21	22
23	24	C 25	26	27	28	29

MARCH						
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1	2	● 3	4	5	6	7
8	9	● 10	11	12	13	14
15	16	● 17	18	19	20	21
22	23	24	25	26	27	28
29	30	C 31				

APRIL						
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12	13	● 14	● 15	16	17	18
19	20	● 21	22	23	24	25
26	27	C 28	29	30		

MAY						
S	M	T	W	T	F	S
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10	11	● 12	13	14	15	16
17	18	● 19	20	21	22	23
24	25	C 26	27	28	29	30
31						

JUNE						
S	M	T	W	T	F	S
	1	● 2	3	4	5	6
		●		FCM	FCM	FCM
7	8	● 9	10	11	12	13
FCM		●				
14	15	● 16	● 17	18	19	20
21	22	23	24	25	26	27
28	29	C 30				

- Top meetings start at 9:00 a.m.
- Bottom Meetings start at 2:00 p.m.

◆ Holiday

BPC: Board of Police Commissionaire
 C: City Council 5:30 p.m.
 ● Community & Protective Services
 ● Executive Committee
 ● Finance & Administration Committee
 ● Regina Planning Commission

DAB: Development Appeals Board
 ● Mayor's Housing Commission
 ● Priorities & Planning Committee
 ● Public Works & Infrastructure Committee
 RAB: Regina Appeals Board
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FOR FURTHER INFORMATION
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 CITY CLERK AT 306-777-7262

2020 COUNCIL AND COMMITTEE MEETINGS - Tuesday

JULY						
S	M	T	W	T	F	S
			1 ◆	2	3	4
5	6	7 ● ●	8	9	10	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
						1
2	3 ◆	4 ● ●	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20 C	21 A	22 P
23 CAPG	24 31	25 C	26	27	28	29

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

OCTOBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6 ● ●	7	8	9	10
11	12 ◆	13	14	15	16	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	5	6	7
8	9 Election	10	11 ◆	12	13	14
15	16	17	18	19	20	21
22	23 Swearing in Ceremony	24 C	25	26	27	28
29	30					

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

BPC: Board of Police Commissionaire
 C: City Council 5:30 p.m.
 ● Community & Protective Services
 ● Executive Committee
 ● Finance & Administration Committee
 ● Regina Planning Commission

○ Top meetings start at 9:00 a.m.
 ○ Bottom Meetings start at 2:00 p.m.

DAB: Development Appeals Board
 ● Mayor's Housing Commission
 ● Priorities & Planning Committee
 ● Public Works & Infrastructure Committee
 RAB: Regina Appeals Board
 AAC: Accessibility Advisory Committee

◆ Holiday

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

2020 COUNCIL AND COMMITTEE MEETINGS

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

FEBRUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	● 6	7	8
SUMA	SUMA	SUMA	SUMA	●		
9	10	● 11	● 12	13	14	15
16	17	18	● 19	20	21	22
23	24	25	C 26	27	28	29

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

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

JUNE						
S	M	T	W	T	F	S
	1	2	● 3	4	5	6
			●	FCM	FCM	FCM
7	8	9	● 10	11	12	13
FCM			●			
14	15	● 16	● 17	18	19	20
21	22	23	C 24	25	26	27
28	29	30				

Last updated November 26, 2019

◆ Holiday

BPC: Board of Police Commissioners
 C: City Council 2:00 p.m.
 ● Community & Protective Services 9:00 a.m.
 ● Executive Committee 2:00 p.m.
 ● Finance & Administration Committee 9:00 a.m.
 ● Regina Planning Commission 4:00 p.m.

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

2020 COUNCIL AND COMMITTEE MEETINGS

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

AUGUST						
S	M	T	W	T	F	S
						1
2	3 ◆	4	5 ● 9 am ● 4 pm	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24 31	25	26 C	27	28	29

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

OCTOBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7 ● 9 am ● 4 pm	8	9	10
11	12 ◆	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28 C	29	30	31

NOVEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9 Election	10	11 ◆	12	13	14
15	16	17	18	19	20	21
22	23 Swearing in Ceremony	24	25 ●	26	27	28
29	30					

DECEMBER						
S	M	T	W	T	F	S
		1 Light the Lights	2 C	3	4	5
6	7	8	9 ● 9 am ● 4 pm	10	11	12
13	14	15	16 C	17	18	19
20	21	22	23	24	25 ◆	26
27	28	29	30	31		

Last updated November 26, 2019

BPC: Board of Police Commissioners
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 ● Community & Protective Services 9:00 a.m.
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 ● Finance & Administration Committee 9:00 a.m.
 ● Regina Planning Commission 4:00 p.m.

DAB: Development Appeals Board
 ● Mayor's Housing Commission 4:00 p.m.
 ● Priorities & Planning Committee 2:00 p.m.
 ● Public Works & Infrastructure Committee 9:00 a.m.
 RAB: Regina Appeals Board
 AAC: Accessibility Advisory Committee

◆ Holiday

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 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: 2020 Elected Official Committee Appointments

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That City Council appoint and approve the elected member appointments to the committees summarized in Appendix A.
2. That all appointments be made effective January 1, 2020 with terms of office to December 31, 2020 unless otherwise noted.

EXECUTIVE COMMITTEE – NOVEMBER 13, 2019

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

Recommendation #3 does not require City Council approval.

Mayor Michael Fougere, Councillors: Jerry Flegel (Chairperson), Lori Bresciani, Sharron Bryce (teleconference call), John Findura, Bob Hawkins, 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 November 13, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That City Council appoint and approve the elected member appointments to the committees summarized in Appendix A.
2. That all appointments be made effective January 1, 2020 with terms of office to December 31, 2020 unless otherwise noted.
3. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

CONCLUSION

The appointment of elected members to committees should be determined by reviewing Appendix A item by item. All recommendations will be forwarded to City Council for approval.

BACKGROUND

Elected official appointments are required annually to fill vacancies on various committees. The purpose of this report is to facilitate the appointments required for 2020.

DISCUSSION

To facilitate the appointment process, Appendix A summarizes the committees to which appointments are required.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Elected officials' participation on various boards, committees and commissions is required to facilitate the decision-making process of the City. It also ensures the Vision for Regina is articulated from the top level and works to foster inclusiveness and harmony in the community.

Other Implications

Clause 65(c) of *The Cities Act* requires elected officials to participate in council and committee meetings and meetings of other bodies to which they are appointed by Council.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

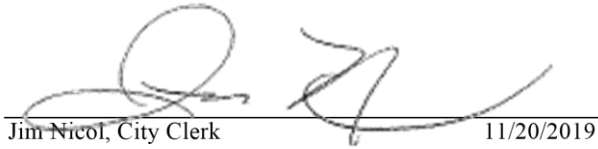
After the appointments are approved by City Council, a list of committee members will be communicated to all departments, the media, and other interested parties.

DELEGATED AUTHORITY

The recommendations contained within this report require City Council approval.

EXECUTIVE COMMITTEE

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Jim Nicol', is written over a horizontal line. The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail that extends to the right.

Jim Nicol, City Clerk 11/20/2019

Appendix A
2020 Elected Official Representation - Boards and Committees

Page 1

BOARD, COMMISSION OR COMMITTEE	NUMBER OF VACANCIES	LENGTH OF TERM	NEW TERM EXPIRES	OTHER INFORMATION	RECOMMENDED APPOINTMENTS
Accessibility Advisory Committee	2	1 year	Dec. 2020 Dec. 2020	Both vacancies are non-voting Councillor Liaison positions.	1. Councillor Bresciani 2. Councillor Findura
Board of Police Commissioners	2	Ongoing 1 year	Dec. 2020 Dec. 2020		1. Councillor Murray 2. Councillor Young
Canadian Capital Cities Organization, Memberships	1	Ongoing	Dec. 2020 Dec. 2020	Mayor has traditionally been a member of this organization. Meetings are generally held by conference call.	1. Councillor Flegel
Canadian Western Agribition Association, Board of Directors	1	1 year	Dec. 2020		1. Councillor Flegel
Community and Protective Services Committee	5	1 year	Dec. 2020 Dec. 2020 Dec. 2020 Dec. 2020 Dec. 2020		1. Councillor Findura 2. Councillor Flegel 3. Councillor Hawkins 4. Councillor Mancinelli 5. Councillor Stevens
Finance and Administration Committee	5	1 year	Dec. 2020 Dec. 2020 Dec. 2020 Dec. 2020 Dec. 2020	A member of this Committee is also a member of the Casual Employees' & Elected Officials' Pension Plan Administrative Boards.	1. Councillor Bresciani 2. Councillor Bryce 3. Councillor Mancinelli 4. Councillor Murray 5. Councillor Young
Mayor's Housing Commission	3	Ongoing 1 year	Dec. 2020 Dec. 2020 Dec. 2020		1. Councillor Findura 2. Councillor Murray 3. Councillor Stevens
Moose Jaw Industrial Corridor Committee	1	1 year	Dec. 2020		1. Councillor Mancinelli Councillor Findura (Alternate)

Appendix A
2020 Elected Official Representation - Boards and Committees

BOARD, COMMISSION OR COMMITTEE	NUMBER OF VACANCIES	LENGTH OF TERM	NEW TERM EXPIRES	OTHER INFORMATION	RECOMMENDED APPOINTMENTS
Public Works and Infrastructure Committee	5	1 year	Dec. 2020 Dec. 2020 Dec. 2020 Dec. 2020 Dec. 2020		1. Councillor Bresciani 2. Councillor Findura 3. Councillor Hawkins 4. Councillor Mancinelli 5. Councillor Stevens
Regina Appeal Board	3	1 year	Dec. 2020 Dec. 2020 Dec. 2020		1. 2. 3.
Regina Downtown Business Improvement District, Board of Directors	1	1 year	Dec. 2020		1. Councillor Flegel
Regina Planning Commission	3	1 year	Dec. 2020 Dec. 2020 Dec. 2020	The Chairperson of this Commission must be a member of City Council.	1. Councillor Flegel 2. Councillor Stevens 3. Councillor Young
Regina Public Library Board	1	2 year	Dec. 2021		1. Councillor Bryce
Regina Warehouse Business Improvement Board	1	1 year	Dec. 2020		1. Councillor Murray
Saskatchewan Assessment Management Association, City Advisory Committee	1	1 year	Dec. 2020	Two Representatives from City of Regina nominated by Council	1. Councillor Mancinelli 2. City Manager/Designate
Saskatchewan Urban Municipalities Association, Board of Directors	2	1 year	Dec. 2020 Dec. 2020		1. Councillor Hawkins 2. Councillor O'Donnell Councillor Bresciani (Alternate)
School Boards/City Council Liaison Committee	2	Ongoing 1 year	Dec. 2020 Dec. 2020		1. Councillor O'Donnell 2. Councillor Stevens
Sherwood-Regina Regional Development Committee	2	2 year	Dec. 2020 Dec. 2020		1. Councillor Findura 2. Councillor O'Donnell Councillor Mancinelli (Alternate)

Appendix A
2020 Elected Official Representation - Boards and Committees

BOARD, COMMISSION OR COMMITTEE	NUMBER OF VACANCIES	LENGTH OF TERM	NEW TERM EXPIRES	OTHER INFORMATION	RECOMMENDED APPOINTMENTS
Provincial Capital Commission	1	1 year	Dec. 2020 Dec. 2020		1. Councillor Young Councillor O'Donnell (Alternate)
Wascana Watershed Advisory Committee	1	2 years	Dec. 2020		1. Councillor Bresciani
White Butte Planning Committee	1	Ongoing 1 year	Dec. 2020 Dec. 2020		1. Councillor Bresciani Councillor Mancinelli (Alternate)

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: 2020 Citizen & Organization Appointments to Committee

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That the following individuals be appointed to the Accessibility Advisory Committee for terms of office indicated below:

Amy Alsop	January 1, 2020 to December 31, 2020
Bernadine Flaman	January 1, 2020 to December 31, 2020
Shae Sackman	January 1, 2020 to December 31, 2020
Allard Thomas	January 1, 2020 to December 31, 2021
Ashley Nemeth	January 1, 2020 to December 31, 2022
Dylan Morin	January 1, 2020 to December 31, 2022
Jennifer Cohen	January 1, 2020 to December 31, 2022

2. That the following individuals be appointed to the Board of Police Commissioners for terms of office indicated below:

Vic Pankratz	January 1, 2020 to December 31, 2020
Jada Yee	January 1, 2020 to December 31, 2020

3. That the following individuals be appointed to the Board of Revision for a term of office as indicated below:

Regan Kizlyk	January 1, 2020 to December 31, 2020
Madlin Lucyk	January 1, 2020 to December 31, 2021
Erica Pederson	January 1, 2020 to December 31, 2020
Randy Schellenberg	January 1, 2020 to December 31, 2022
Daniel Falayi	January 1, 2020 to December 31, 2021

4. That the following individuals be appointed to the Development Appeals Board for a term of office as indicated below:

Daniel Hebert	January 1, 2020 to December 31, 2022
Evan Markewich	January 1, 2020 to December 31, 2022

5. That the following individuals be appointed to the Regina Planning Commission for a term of office as indicated below:

Cheri Moreau	January 1, 2020 to December 31, 2022
Tak Pham	January 1, 2020 to December 31, 2022
Steve Tunison	January 1, 2020 to December 31, 2022

6. That the following individuals be appointed to the Regina Public Library Board for a term of office indicated below:

Barbara March-Burwell	January 1, 2020 to December 31, 2020
Marj Gavigan	January 1, 2020 to December 31, 2020

7. That Patrick Mah be appointed to the Mayor's Housing Commission for a three-year term of office effective January 1, 2020 to December 31, 2022

8. That Melissa Coomber-Bentsen be appointed as a non-profit representative to the Mayor's Housing Commission for a two-year term of office effective January 1, 2020 to December 31, 2021

9. That the following Regina Catholic School Board Representatives be appointed to the School Board/City Council Liaison Committee for a one-year term of office as indicated below:

Bob Kowalchuk	January 1, 2020 to December 31, 2020
Vicky Bonnell	January 1, 2020 to December 31, 2020
Dom Scuglia	January 1, 2020 to December 31, 2020
Curt Van Parys	January 1, 2020 to December 31, 2020

10. That the following Regina Public School Board Representatives be appointed to the School Boards/City Council Liaison Committee for a one-year term of office as indicated below:

Adam Hicks	January 1, 2020 to December 31, 2020
Katherine Gagne	January 1, 2020 to December 31, 2020
Greg Enion	January 1, 2020 to December 31, 2020
Naomi Mellor	January 1, 2020 to December 31, 2020

11. That the members appointed to each board, committee and commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

EXECUTIVE COMMITTEE – NOVEMBER 13, 2019

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

Recommendation #12 does not require City Council approval.

Mayor Michael Fougere, Councillors: Jerry Flegel (Chairperson), Lori Bresciani, Sharron Bryce, John Findura, Bob Hawkins, 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 November 13, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the following individuals be appointed to the Accessibility Advisory Committee for terms of office indicated below:

Amy Alsop	January 1, 2020 to December 31, 2020
Bernadine Flaman	January 1, 2020 to December 31, 2020
Shae Sackman	January 1, 2020 to December 31, 2020
Allard Thomas	January 1, 2020 to December 31, 2021
Ashley Nemeth	January 1, 2020 to December 31, 2022
Dylan Morin	January 1, 2020 to December 31, 2022
Jennifer Cohen	January 1, 2020 to December 31, 2022

2. That the following individuals be appointed to the Board of Police Commissioners for terms of office indicated below:

Vic Pankratz	January 1, 2020 to December 31, 2020
Jada Yee	January 1, 2020 to December 31, 2020

3. That the following individuals be appointed to the Board of Revision for a term of office as indicated below:

Regan Kizlyk	January 1, 2020 to December 31, 2020
Madlin Lucyk	January 1, 2020 to December 31, 2021
Erica Pederson	January 1, 2020 to December 31, 2020
Randy Schellenberg	January 1, 2020 to December 31, 2022
Daniel Falayi	January 1, 2020 to December 31, 2021

4. That the following individuals be appointed to the Development Appeals Board for a term of office as indicated below:

Daniel Hebert	January 1, 2020 to December 31, 2022
Evan Markewich	January 1, 2020 to December 31, 2022

5. That the following individuals be appointed to the Regina Planning Commission for a term of office as indicated below:

Cheri Moreau	January 1, 2020 to December 31, 2022
Tak Pham	January 1, 2020 to December 31, 2022
Steve Tunison	January 1, 2020 to December 31, 2022

6. That the following individuals be appointed to the Regina Public Library Board for a term of office indicated below:

Barbara March-Burwell	January 1, 2020 to December 31, 2020
Marj Gavigan	January 1, 2020 to December 31, 2020

7. That Patrick Mah be appointed to the Mayor's Housing Commission for a three-year term of office effective January 1, 2020 to December 31, 2022
8. That Melissa Coomber-Bentsen be appointed as a non-profit representative to the Mayor's Housing Commission for a two-year term of office effective January 1, 2020 to December 31, 2021
9. That the following Regina Catholic School Board Representatives be appointed to the School Board/City Council Liaison Committee for a one-year term of office as indicated below:

Bob Kowalchuk	January 1, 2020 to December 31, 2020
Vicky Bonnell	January 1, 2020 to December 31, 2020
Dom Scuglia	January 1, 2020 to December 31, 2020
Curt Van Parys	January 1, 2020 to December 31, 2020

10. That the following Regina Public School Board Representatives be appointed to the School Boards/City Council Liaison Committee for a one-year term of office as indicated below:

Adam Hicks	January 1, 2020 to December 31, 2020
Katherine Gagne	January 1, 2020 to December 31, 2020
Greg Enion	January 1, 2020 to December 31, 2020
Naomi Mellor	January 1, 2020 to December 31, 2020

11. That the members appointed to each board, committee and commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.
12. That this report be forwarded to the November 25, 2019 City Council meeting for approval.

CONCLUSION

The appointment process to the various boards, committees and commissions was initiated in September to facilitate the appointment of individuals where current terms expire December 31, 2019. As appointments are always contingent on the candidate remaining until their successor is appointed, business is still being conducted.

BACKGROUND

The purpose of this report is to facilitate the appointment of citizen representatives to the following committees, boards and commissions for terms specified in the report.

DISCUSSION

Executive Committee is required to nominate individuals for City Council consideration on all committees presented in this report. The following information is provided on activities that have been carried out in preparation for the appointments:

Citizen Appointments:

Advertisements inviting interested citizens to apply for positions on boards, commissions and committees were posted on Facebook, Twitter, Regina.ca and placed in the Leader Post for two consecutive weekends beginning September 7 & 14, 2019. Also reached out to various external stakeholder partners. The deadline for applications was noted as September 20, 2019, with one extension to Development Appeals Board until October 5, 2019 and Board of Revision until October 25, 2019. The advertisements were placed for vacancies on the following:

- Accessibility Advisory Committee
- Board of Police Commissioners
- Board of Revision
- Development Appeals Board
- Mayor's Housing Commission
- Regina Planning Commission
- Regina Public Library Board

An email notification was sent to all citizen representatives with expiring terms of office. These individuals were advised that their terms were expiring on December 31, 2019 and were invited to reapply, by completing an application on the City of Regina website.

Process for Determining Appointments:

Executive Committee is required to nominate individuals for City Council consideration on all committees presented in this report. Individuals nominated may not be Elected Officials or employed by any level of government.

When considering applicants for the Board of Police Commissioners, Council should be aware that at least one citizen representative must be of aboriginal descent.

Mayor's Housing Commission

The Regina & Region Home Builders Association submitted a re-appointment letter to the Office of the City Clerk on September 13, 2019.

Advertisements inviting non-profit organizations to submit an expression of interest letter to fill one vacant non-profit organization representative position began on September 7, 2019, with a deadline to apply by September 20, 2019, and an extension until October 25, 2019.

Regina Public Library

The Regina Library Board of Directors authorized its Governance Committee to make recommendations to City Council, on its behalf. The Committee met to review the applications for appointment to the Board for the coming term.

School Boards/City Council Liaison Committee

The Regina Catholic School Board and Regina Public School Board submitted two Board representatives and two Administrative representatives. The recommended appointments, including terms of office, are included in the recommendation section of this report.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no environmental implications associated with the recommendations of this report.

Environmental Implications

There are no environmental implications associated with the recommendations of this report.

Policy and/or Strategic Implications

In accordance with City Council's policy statement to Strengthening Eligibility and Diversity Requirements for board and committee representation:

"City Council values and seeks to further enhance the inclusive nature of Regina through living the values of respect and trust, celebrating the strength that comes from diversity and inviting participation from all in decision making. Nominees will have been recruited through an inclusive, transparent and equitable process and appointments made by City Council will reflect these objectives.

Representative citizen members provide a varied and valued perspective, reflecting and honouring the diversity of our community and bring experience, skills and expertise that contribute to good governance and informed decision making."

The annual advertisement placed in the Leader Post and on the City website, highlighted the policy statement to strengthen eligibility and diversity representation on all Boards, Commissions and Committees.

The Office of the City Clerk reached out to External Stakeholder partners inviting interested citizens to apply for positions on boards, commissions and committees were also posted on Facebook, Twitter, Regina.ca, LinkedIn, Chamber Link, Prairie Dog & Eagle Feather.

Serving on a committee of Council is both a privilege and means for the public to communicate with Council on behalf of the community. The time, effort and expertise members dedicate to committees of Council is invaluable and contributes significantly to the Official Community Plan Goal 2: Community Engagement 14.14.

Other Implications

None with respect to this report.

Accessibility Implications

There are no accessibility implications associated with the recommendations of this report.

COMMUNICATIONS

After City Council has finalized the appointments, the following communications will take place:

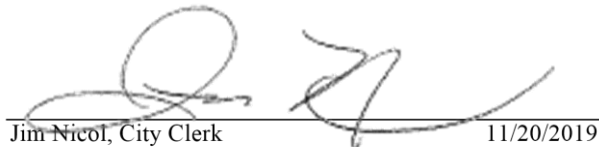
1. All applicants will be notified in writing of the outcome of their applications.
2. Any incumbents who have chosen not to apply for re-appointment will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service.
3. Any new citizen members appointed to the Board of Police Commissioners will be asked to complete the citizen police academy training course.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

EXECUTIVE COMMITTEE

Respectfully submitted,


Jim Nicol, City Clerk 11/20/2019

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Appointments to the Board of Directors for Regina Downtown BID

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

That the following appointments be approved to the Board of Directors for Regina Downtown:

- 1) Mr. Aaron Murray and Mr. James Camplin as persons who are electors of the City or are employed in the District for terms effective January 1, 2020 and expiring December 31, 2021.
- 2) Ms. Jaime Boldt, Ms. Victoria Gagne and Mr. Aaron Burnett as persons who are electors of the City or are employed in the District for terms effective January 1, 2020 and expiring December 31, 2022.
- 3) Members continue to hold office for the term indicated or until successors are appointed.

EXECUTIVE COMMITTEE – NOVEMBER 13, 2019

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

Recommendation #4 does not require City Council approval.

Mayor Michael Fougere, Councillors: Jerry Flegel (Chairperson), Lori Bresciani, Sharron Bryce, John Findura, Bob Hawkins, 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 November 13, 2019, considered the following report from the Administration:

RECOMMENDATION

- 1) Mr. Aaron Murray and Mr. James Camplin as persons who are electors of the City or are employed in the District for terms effective January 1, 2020 and expiring December 31, 2021.

- 2) Ms. Jaime Boldt, Ms. Victoria Gagne and Mr. Aaron Burnett as persons who are electors of the City or are employed in the District for terms effective January 1, 2020 and expiring December 31, 2022.
- 3) Members continue to hold office for the term indicated or until successors are appointed.
- 4) That this report be forwarded to the November 25, 2019 City Council meeting for approval.

CONCLUSION

The Nominating Committee, established by Bylaw 2003-80 for recommendation of appointments to the Board of Directors for Regina Downtown, has met to determine recommendations for the consideration of City Council. There are five positions on the Board to be filled for 2019. The Committee has reviewed all applications and is recommending the reappointment of two current members and the appointment of three new members.

BACKGROUND

Bylaw 2003-80, *The Regina Downtown Business Improvement District Bylaw*, provides for a Nominating Committee comprised of five individuals including:

- Chairperson of the Board
- Vice Chair of the Board
- A citizen member of the Board who is in the first year of a two year term
- The City Council member on the Board
- The Deputy City Manager of Community Planning and Development, (represented by Ms. Diana Hawryluk).

The role of the Nominating Committee is to recommend to City Council, the appointment of members to the Board of Directors for the Regina Downtown Business Improvement District (the Board). The purpose of this report is to facilitate the appointments for 2020.

DISCUSSION

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

The terms of the citizen members are staggered appointments up to three years in length. At the end of 2019, the terms of four members will expire: Mr. Chad Haidey, Mr. Aaron Murray, Mr. James Camplin and Ms. Mary Lynn Charlton.

Three citizen members of the Board with terms continuing to December 31, 2020 are: Ms. Charlene Gavel, Mr. Doug Kosloski and Ms. Anna Gardikiotis. Four citizen members of the Board with terms continuing to December 31, 2021 are: Ms. Alexandra Exner (previously Hussey), Mr. Mike MacNaughton, Ms. Susan Flett and Mr. Mitch Molnar,

Mr. Bob Kasian has tendered his resignation from the RDBID Board, effective September 10, 2019.

The Nominating Committee met on October 10, 2019, with the Executive Director of the Board in attendance to act as Secretary.

Following review, the Nominating Committee is recommending the following appointments to the Board:

1. Mr. Aaron Murray for a term effective January 1, 2020 and expiring December 31, 2021
2. Mr. James Camplin for a term effective January 1, 2020 and expiring December 31, 2021
3. Ms. Jaime Boldt for a term effective January 1, 2019 and expiring December 31, 2022
4. Ms. Victoria Gagne for a term effective January 1, 2019 and expiring December 31, 2022
5. Mr. Aaron Burnett for a term effective January 1, 2019 and expiring December 31, 2022

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Strategic Implications

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

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATION PLAN

After City Council has finalized the appointments, the following communications will take place:

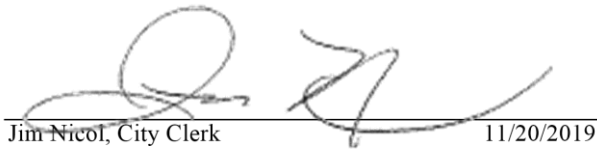
1. All applicants will be notified, in writing, of the outcome of their applications.
2. The incumbents who have finished their terms on the Board will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

EXECUTIVE COMMITTEE

Respectfully submitted,


Jim Nicol, City Clerk 11/20/2019

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: 2020 Appointments to Regina's Warehouse Business Improvement District Board

RECOMMENDATION

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- NOVEMBER 13, 2019**

1. That the following appointments be approved to Regina's Warehouse Business Improvement District Board:
 - Mr. Don Black January 1, 2020 to December 31, 2020
 - Mr. Mark Heise January 1, 2020 to December 31, 2021
 - Ms. Loree MacPherson January 1, 2020 to December 31, 2021
 - Mr. Frank McNally January 1, 2020 to December 31, 2021
 - Ms. Piper New January 1, 2020 to December 31, 2021
 - Ms. Brandee Owens January 1, 2020 to December 31, 2021
2. Members continue to hold office for the term indicated or until successors are appointed.

EXECUTIVE COMMITTEE – NOVEMBER 13, 2019

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

Recommendation #3 does not require City Council approval.

Mayor Michael Fougere, Councillors: Jerry Flegel (Chairperson), Lori Bresciani, Sharron Bryce, John Findura, Bob Hawkins, 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 November 13, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the following appointments be approved to Regina's Warehouse Business Improvement District Board:

• Mr. Don Black	January 1, 2020 to December 31, 2020
• Mr. Mark Heise	January 1, 2020 to December 31, 2021
• Ms. Loree MacPherson	January 1, 2020 to December 31, 2021
• Mr. Frank McNally	January 1, 2020 to December 31, 2021
• Ms. Piper New	January 1, 2020 to December 31, 2021
• Ms. Brandee Owens	January 1, 2020 to December 31, 2021

2. Members continue to hold office for the term indicated or until successors are appointed.
3. That this report be forwarded to the November 25, 2019 City Council meeting approval.

CONCLUSION

The Nominating Committee established by *Bylaw No. 2003-15 Regina's Old Warehouse Business Improvement District Bylaw* for recommendation of appointments to Regina's Warehouse Business Improvement District Board met to determine recommendations for the consideration of the Executive Committee and City Council. There are six positions on the Board to be filled for 2020. The Committee has reviewed all applications and is recommending the reappointment of three current members and the appointment of three new members.

BACKGROUND

Bylaw No. 2003-15 Regina's Old Warehouse Business Improvement District Bylaw section 6 (1.1), provides for a Nominating Committee for recommending appointments to Executive Committee, consisting of:

- (a) the Chair of the Board;
- (b) the Vice-Chair of the Board;
- (c) a member of the Board who is the first year of a two year term;
- (d) the City Council member; and
- (e) the City of Regina ex-officio member appointed to the Board.

The role of the Nominating Committee is to recommend to the Executive Committee and City Council, the appointment of members to Regina's Warehouse Business Improvement District Board (the Board). The purpose of this report is to facilitate the appointments for 2020.

DISCUSSION

The Board is comprised of 11 members appointed by Council. The current composition of the Board includes a member of Council, one citizen to represent the district residents and nine other citizens at large.

The terms of the citizen members are a maximum of two years in length. At the end of 2019, the terms of three members will expire: Mr. Don Black, Mr. Mike Brown, Mr. Frank McNally, Mr. Thomas Williams and Mr. Mark Heise.

Returning citizen members of the Board with terms continuing to December 31, 2020 are Krista BeBeau, Mark Kowalyk, Megan McCormick and Katherine Melnychuk. Tracy Read submitted her resignation in October.

The Nominating Committee met on October 7th, with the Executive Director in attendance to act as Secretary. The Committee reviewed the 12 applications received by the City Clerk's office through the advertising process.

After reviewing the applications, the Nominating Committee is recommending the following appointments to the Board:

1. Mr. Don Black for a term effective January 1, 2020 and expiring December 31, 2020
2. Mr. Mark Heise for a term effective January 1, 2020 to December 31, 2021
3. Ms. Loree MacPherson for a term effective January 1, 2020 to December 31, 2021
4. Mr. Frank McNally for a term effective January 1, 2020 to December 31, 2021
5. Ms. Piper New for a term effective January 1, 2020 to December 31, 2021
6. Ms. Brandee Owens for a term effective January 1, 2020 to December 31, 2021

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

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

Other Implications

In accordance with City Council's policy statement respecting Strengthening Eligibility and Diversity Requirements for board and committee representation. In 2019, the gender ratio on the Board is 40% Female and 60% male. In 2020, If Council approves all recommended appointments, the gender ratio will be 60% Female and 40% male with one board member declaring as indigenous.

Accessibility Implications

None with respect to this report.

COMMUNICATION PLAN

After City Council has finalized the appointments, the following communications will take place:

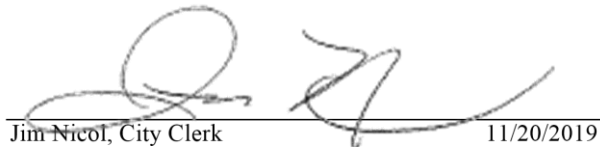
1. All applicants will be notified, in writing, of the outcome of their applications.
2. The incumbents who have finished their terms on the Board will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

EXECUTIVE COMMITTEE

Respectfully submitted,


Jim Nicol, City Clerk 11/20/2019

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Sponsorship, Naming Rights & Advertising Program

RECOMMENDATION

**RECOMMENDATION OF THE PRIOTITIES AND PLANNING COMMITTEE
- NOVEMBER 20, 2019**

That the development of a Sponsorship, Naming Rights & Advertising Program be considered during the 2020 budget process.

PRIORITIES AND PLANNING COMMITTEE - NOVEMBER 20, 2019

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #2 does not require City Council approval.

Mayor Michael Fougere (Chairperson), Councillors: Lori Bresciani, Sharron Bryce, John Findura, Jerry Flegel, Bob Hawkins, Jason Mancinelli, Joel Murray, Andrew Stevens and Barbara Young were present during consideration of this report by the Priorities and Planning Committee.

PRIORITIES AND PLANNING COMMITTEE - OCTOBER 23, 2019

Brent Barootes, representing Partnership Group – Sponsorship Specialists, addressed the Committee.

The Committee adopted following resolution:

1. That the development of a Sponsorship, Naming Rights & Advertising Program be considered during the 2020 budget process;
2. That this report be forwarded to the public Priorities and Planning Committee meeting on November 20, 2019 and the November 25, 2019 City Council meeting for approval.

Mayor Michael Fougere (Chairperson), Councillors: Lori Bresciani, Sharron Bryce, John Findura, Jerry Flegel, Bob Hawkins, Jason Mancinelli, Joel Murray, Mike O'Donnell, Andrew Stevens and Barbara Young were present during consideration of this report by the Priorities and Planning Committee.

The Priorities and Planning Committee, at its PRIVATE meeting held on October 23, 2019, considered the following report from the Administration:

RECOMMENDATION:

1. That the development of a Sponsorship, Naming Rights & Advertising Program be considered during the 2020 budget process.
2. That this report be forwarded to the November 25, 2019 City Council meeting for approval.

CONCLUSION

The implementation of a Sponsorship, Naming Rights and Advertising Program and Policy will allow the City of Regina to evaluate incoming naming rights and sponsorship opportunities on a consistent basis with the ability to generate additional revenue. There is a growing acceptance of naming rights and sponsorship in our community and for many other municipalities. Policy development and a process for allocating resources is required to take advantage of this opportunity.

With the completion of the inventory asset valuation and a sample policy by the Partnership Group – Sponsorship Specialists®, the City has taken steps necessary to begin building a corporate Sponsorship, Naming Rights and Advertising Program. Next steps are to request operating budget of \$125,000 in 2020 and, if approved, proceed to develop a Program based on an internal sales strategy. Over the first five years of the Program, the consultant projected the City will net \$3.65 million of new revenue.

BACKGROUND

Naming rights and sponsorship agreements have the potential to foster partnerships and generate revenue; however, the City of Regina (City) has no formal policy or process for evaluating and entering into sponsorship, naming rights or advertising agreements. In December 2017, the City issued a Request for Proposals for Naming Rights and Sponsorship Consulting Services and the contract was awarded to the Partnership Group – Sponsorship Specialists®. The consultant was engaged to:

- Undertake a sponsorship review
- Conduct an inventory analysis of City owned assets that could be marketed for sponsorship, naming rights and advertising including marketing activations
- Develop a sponsorship, naming rights and advertising program
- Recommend a business model (sales strategy) for the City to deliver a sponsorship, naming rights and advertising program

The Partnership Group – Sponsorship Specialists® completed this work based on industry standards, benchmarking with other municipalities and local business intelligence. Final deliverables were submitted to the City on May 22, 2019.

DISCUSSION

The Partnership Group – Sponsorship Specialists® has developed a list of almost 2000 unique City assets that can be marketed for the purposes of selling sponsorship, naming rights and/or advertising. The Executive Overview of the consultant's report is included in Appendix A. City assets are valued at approximately \$8.4 million. Approximately 28 percent or \$1.8 million of the value is attributable goodwill with the remaining \$6.4 million to physical assets which provide opportunities for the City to sell sponsorships, naming rights and/or advertising. The consultant has provided five recommendations which when implemented are expected to result in an annual gross revenue of \$2.2 million for the City. The annual gross revenue of \$2.2 million is not expected to be fully achieved for three to four years.

Consultant Recommendation 1: Sponsorship, Naming Rights & Advertising Policy

A sponsorship, naming rights and advertising policy is needed. The Partnership Group – Sponsorship Specialists® provided a sample policy (Appendix B) based on their experience and expertise. Municipalities including Calgary, Edmonton, Saskatoon and Vancouver have City Council approved policies that guide Administration by providing concrete direction and written support for a Sponsorship, Naming Rights & Advertising Program.

The draft policy, if adopted by Council, will allow the City to establish city-wide protocol for sponsorship, naming rights and advertising with principles and conditions for pursuing agreements. The policy clearly lays out definitions, scope, guiding principles, requirements, sponsorship/advertising criteria, restrictions, and procedures for delegation of authority, accountability, documentation, evaluation and review. The policy restricts sponsorship, naming rights and advertising to be pursued with companies or organizations that compromise the City's reputation or contradict any law or City bylaw. Specific restrictions are in place for companies or organizations:

- Whose business is derived from the sale or production of tobacco
- Whose business is derived from the sale or production of cannabis
- Whose business is derived from pornography or sexual services
- Who promote or sell alcohol or potentially other addictive substances at venues geared primarily to children or youth
- Whose business is derived from armaments and weapons manufacturing or other unsafe products or sale of such weapons excluding recreational firearms
- Who are not in good standing with the City (i.e. currently in violation of a bylaw or under litigation)
- Discriminate by way of race, religion or sex in employment, marketing or advertising practices

The policy dictates that Council approval is needed for any sponsorship which involves the naming or renaming of a City asset garnering annual revenue over \$125,000, building overall naming rights, as well as entering into a sponsorship or advertising agreement that exceeds the delegated authority outlined in the policy. It is typical for sponsorship or advertising agreements to "bundle" which is combining several assets or benefits from the City's asset inventory to meet

the needs of a particular sponsor. The bundle and any fulfillment requirements are documented in an agreement and sold to a company or organization. Sponsorship, naming rights and advertising programs use a tiered revenue level format. This provides companies and organizations to enter into agreements with the City based on their annual spend amount. The tiers and delegated authority to enter into agreements, as recommended by The Partnership Group – Sponsorship Specialists® is outlined below.

Tier	Company or Organization Annual Spend	City Administration Delegated Authority
1	\$185,000 +	City Council
2	\$125,000 to \$185,000	City Manager
3	\$75,000 - \$125,000	Executive Director, Citizen Experience, Innovation and Performance
4	\$35,000 - \$75,000	Director, Citizen Experience
5	\$15,000 - \$35,000	Program Staff, Citizen Experience

The Administration recommends proceeding with the development of a Sponsorship, Naming Rights & Advertising Program based on Appendix A and Appendix B of this report. Administration anticipates the policy will result in changes to the *Administration Bylaw, No. 2003-69*.

Consultant Recommendation 2: Five Year Sales Strategy

Two sales strategies were explored by The Partnership Group – Sponsorship Specialists®: the first is an internal approach which sees the City building its own Sponsorship Team. The second is outsourcing the sales. A brief description of each strategy is provided below.

Internal Sales Approach: Establish a City Sponsorship Team

The internal sales approach consists of a three-person work unit being established to reach and maintain an annual revenue opportunity of \$2.2 million (includes a new indoor aquatic facility). The team is expected to grow over time depending on the revenue generated and positions will only be added as revenue targets are met.

The team is planned to reside in the Citizen Experience, Innovation & Performance Division under the leadership of the Director, Citizen Experience. The program is to be initiated with one position in 2020 with additional positions being requested as needed. It is expected that no revenue will be generated in the first year and minimal revenue will be secured in the second year. This is based on the understanding that sponsorship development is relationship based and the common timeframe from prospect identification to closing is 18 to 22 months. The expected results over five years include:

Dates	Activities
Q4 2019	<ul style="list-style-type: none"> Seek Council Approval to Proceed with Policy & Program Development through the 2020 budget process
Q1 2020	<ul style="list-style-type: none"> Hire Sponsorship Position (1 FTE)
Q2/Q3 2020	<ul style="list-style-type: none"> Develop Program including Contracts, Marketing Materials & Prospects

Dates	Activities
	<ul style="list-style-type: none"> • Develop Plan & Strategy for Supporting Existing Sponsorship & Partnership Agreements • Seek Council Approval on Sponsorship, Naming Rights & Advertising Policy
Q4 2020 (Year 1)	<ul style="list-style-type: none"> • Develop Plan & Strategy for Potential Incremental Revenue Opportunities within City Departments • Prospect List includes: <ul style="list-style-type: none"> ○ 25 Leads ○ 10 Active ○ 5 Engaged • Report to City Council
Q4 2021 (Year 2)	<ul style="list-style-type: none"> • 40 Proposals Presented • 5 Closed Agreements • New or Incremental Revenue Target \$500,000 • Report to City Council • Add one additional FTE if Revenue Target is Met
Q4 2022 (Year 3)	<ul style="list-style-type: none"> • 120 Proposal Presented • 35 Closed Agreements • New or Incremental Revenue Target \$1,000,000 • Report to City Council • Add one additional FTE if Revenue Target is Met
Q4 2023 (Year 4)	<ul style="list-style-type: none"> • 60 Proposals Presented • 36 Closed Agreements • New or Incremental Revenue Target \$750,000 • 27 Contract Renewals Resulting in Revenue Renewal of \$750,000 • Report to City Council
Q4 2024 (Year 5)	<ul style="list-style-type: none"> • 60 Proposals Presented • 36 Closed Agreements • New or Incremental Revenue Target \$750,000 • 48 Contract Renewals Resulting in Revenue Renewal of \$1,200,000 • Report to City Council

If the City achieves the revenue targets in the table, the City will generate a net revenue of \$3.65 million over five years. This projection factors both staff and fulfillment costs (updating signs, hosting events, publications and on-line materials, etc.) associated with closed agreements.

External Sales Approach: Outsource

The external sales approach involves the City of Regina contracting a third-party agency to sell sponsorship and advertising on the City's behalf. Based on local business intelligence the most viable method is to work with an existing property in the marketplace who would buy the City's asset inventory in return for a guaranteed annual revenue. The Partnership Group – Sponsorship Specialists® assessed this option and determined there is no viable business case for the City to proceed with this approach.

Although the City's operational role and costs would be minimized, the fulfilment costs would still be incurred, and the City does not control the relationship with prospective partners and sponsors entering into agreements with respect to City of Regina assets. The revenue projection for this approach is a net income of \$3.55 million over the five-year term. Although this is about the same revenue as the internal sales approach, the consultant applied the same escalation methods for years five to ten and there is a significant difference in revenue. At the end of ten years, the external sales approach is projected to yield a total new revenue to the City of \$5.5 million while an internal sales approach is expected to reach \$10.3 million.

The Partnership Group – Sponsorship Specialists® recommends the City implement the internal sales approach for the following reasons:

- Considering budget projections for the first ten years, the internal sales approach will yield a net revenue of almost double the external sales approach.
- Contractual obligations and professional relationships are maintained internally within the City versus a third party.
- Collaboration is centralized between the sales process and fulfilment delivery.
- A cohesive continuity between existing departmental contracts and new opportunities.
- As the Corporate program grows, matures and delivers success it can work to assist or manage other sponsorship/advertising agreements including those governing transit assets and ballpark/arena advertising.
- Collaboration with City partners is maintained.
- Collaboration and sponsorship capacity building is developed with local community groups and non-profits.

The Administration recommends proceeding with the development of a Sponsorship, Naming Rights & Advertising Program and Policy using an internal sales approach as described in this report.

Consultant Recommendation 3: Staffing Levels to Support Implementation of Sales Strategy

The Partnership Group – Sponsorship Specialists® stresses that the appropriate staffing levels are required to deliver on either the internal or external sales approach. Proceeding with an internal sales approach enables the City to have direct control over staffing assigned to the sales strategy.

The 2020 budget is expected to include a request to fund one full time staff person to develop a Sponsorship, Naming Rights & Advertising Program. If this budget request is supported by City Council, the Administration will hire and once onboarded, the staff person will develop the Program and then bring the Policy forward to Council for consideration.

Consultant Recommendation 4: Culture of Sponsorship

To be successful, The Partnership Group – Sponsorship Specialists® highlights the need to develop a “holistic sponsorship program” and states:

With “sponsors” there is a desire to support one another’s objectives through sponsorship partnerships that have more relevance, more meaning and more authenticity over longer terms. We believe that one of the overarching keys to a sound sponsorship program however rests with your ability to “discover” what the corporate prospects business objectives are at any level of support, paired with your ability to provide business solutions to those objectives.”

A holistic program includes:

- Strong foundation of assets
- Opportunity for brand integration
- Research about potential partners
- Sponsorship development in concert with your marketing plan
- Sponsorship acquisition strategy
- Staff capacity and skill sets
- Defined policy and objectives

Consultant Recommendation 5: Social and Digital Media Strategy

Social media and digital assets are leveraged in building sponsorship and advertising agreements. The consultant team assessed the City’s current social and digital capability. The assessment is consistent with the Administration’s own assessment: we do not have a strong foundation and our current use of social media is based on “pushing” messages, as opposed to “engaging” citizens and partners. The Partnership Group – Sponsorship Specialists® have advised “To maximize sponsorship dollars this has to shift to a more engaged audience on this vital platform. We would highly encourage the City of Regina to look to improve their digital and social media integrations”.

The Administration is keenly aware of the opportunities to be leveraged by implementing a social and digital media strategy to begin to bridge citizen expectations related to 24/7 service. The new Regina.ca launched this year as the foundation for this work and the Citizen Experience team is currently working on a strategy to leverage social and digital media platforms including Twitter, Facebook, LinkedIn and Instagram. This is important as citizen expectations are changing with the continued evolution of social media channels which are replacing traditional channels including print and cable television.

RECOMMENDATION IMPLICATIONS

Financial Implications

Over the first five years, revenue and expenses will vary from year to year until the program is fully established. Budget projections suggest the City will generate net revenue in excess of \$3.65 million over the first five-years using the internal sales approach. Longer-term budget projections indicate that by the end of ten years, the City will generate net revenue of almost \$10.3 million through an internal program. Expenses for 2020 are budgeted at \$125,000 and are expected to increase incrementally as revenue targets are achieved. It is projected that by the end of the second year of the program, revenues will exceed expenses and the program will become self-sustaining.

Revenue generated by the City for sponsorship, naming rights and advertising will be centralized and not the responsibility of specific departments. Funds received for sponsorship, naming rights and advertising are to be credited to a specific sponsorship account that will be part of general revenue and allocated through the budget process. The revenue will not be allocated to a specific area or asset as sponsorship agreements include assets from multiple touch points across the City.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

One of the community priorities in the Official Community Plan is to achieve long-term financial viability which includes searching for new ways to generate revenue to ensure that the City has the financial resources to meet residents' needs now and in the future. The information in this report highlights an opportunity to develop a new revenue stream.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

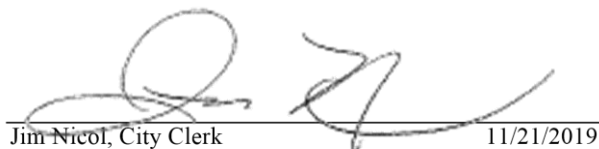
COMMUNICATIONS

A formal communications strategy will be developed to launch the Program at the time the Policy is considered by Council, as well as ongoing communications tactics.

DELEGATED AUTHORITY

None with respect to this report.

Respectfully submitted,


Jim Nicol, City Clerk 11/21/2019

1. Executive Overview

The following is a general synopsis of this Inventory Asset Valuation (IAV) Report. It touches generally on the mandate, the outcomes, the observations and the recommendations. It is not intended to replace the full report which clearly is more in-depth, but also focuses on key elements of the process and understanding of sponsorship opportunities for the City of Regina.

The Partnership Group - Sponsorship Specialists® was tasked to identify sponsorship marketing assets associated to the City of Regina with a detailed scope of properties to be audited. The goal was to identify assets within each of the properties of the scope of the project as well as determine and validate your achievable sponsorship revenue.

The valuation process took a proprietary three step process using industry accepted standards and values to initially place real market value on each asset. Then those same assets and their value were benchmarked and compared to similar assets at other properties across the region and nation to ensure they are accurate from a comparable measurement standard. Then finally members of our team of consultants (all with over 20 years of industry expertise in valuations of assets) review the assets from an “experience” perspective to ensure the numbers were correct. Then finally a propriety tiering format was allocated to each asset to determine what level of investment was required to be able to include that asset in a proposal.

We have determined that the City of Regina’s sponsorship program should operate with a five (5) tier revenue level format. Those investment levels for potential partners based on the present scenario are as follows:

Tier	Spend Range per Year
1	\$185,000 +
2	\$125,000 - \$185,000
3	\$75,000 - \$125,000
4	\$35,000 - \$75,000
5	\$15,000 - \$35,000

It is important to understand that this inventory of assets is not exhaustive. It is

comprehensive, but not exhaustive.

From this process above and the aligned analytics and metrics we have used, the following is the financial potential outcome of the IAV:

1. Overall there are almost 2000 unique individual assets on the IAV spreadsheet. These in turn extrapolate to thousands of assets that could be sold.
2. The total value of all the identified assets is \$8,224,050.03 (\$8.2M which does include total assets associated with a new outdoor pool of \$100,000 and a new aquatic centre with total assets associated to the property of \$381,450). Of this about 28% is intangible goodwill (1,799,010.94 - \$1.8M) and the remaining \$6,425,039.05 (\$6.4M) in assets are tangible or physical assets such as presenting sponsor, banners or right to sample a product etc.)
3. Of the \$8.2M in total assets we estimate that the City of Regina should be generating about \$2,214,000 (about 27%) of revenue annually if they follow the suggested recommendations and meet the proposed staffing levels as well as move forward with the new outdoor pool and new aquatic centre. (Without the new aquatic centre the revenue would only decrease by about \$200,000 per year.) Should you follow the recommendations of this report we estimate that your annual revenue would be \$2.2M per year and it will take three to four years to reach that plateau.

Our overall observations from the IAV are as follows:

1. The City of Regina has tremendous opportunity for growth in revenue generation through sponsorship opportunities within the scope of this project.
2. A professional sales strategy needs to be developed. (This is included in the overall scope of this project.) From this strategy, implementation will be critical, whether that be internal or external sales and how you will approach sponsorship based on the policy associated to corporate sponsorship. Policy review and development is also part of the overall project undertaking.
3. There seems to exist across administration a strong affinity and an “across the board” support of a sponsorship culture within the city. This is extremely positive as you move forward with implementation. Many organizations require a “culture shift” towards acceptance of sponsorship which delays and sometimes impedes success. This gives a very great advantage to the City of Regina for their roll out of the project.
4. The staffing levels for a sponsorship team do not presently exist and will have to be developed and enhanced as more and more revenue is generated and the plateau is reached.

And finally, our overall recommendations from this IAV are as follows:

1. The City of Regina needs to have a sponsorship policy, naming rights policy and advertising policy developed / updated so they are integrated together and can provide council, administration and front-line staff concrete direction and written support for the sponsorship program. (This exists as part of the overall deliverables for the project.)
2. A clear strategy needs to be developed and endorsed / approved by senior administration and council with a minimum five-year mandate for the strategy.
3. Staffing levels for the sponsorship team needs to be developed (internally or externally) and followed. There were two viable approaches:
 - a) Build your own City of Regina sponsorship team from scratch. This would include initially a salesperson and part time support and balloon into a team of 2-3 salespeople and 1-3 support staff.
 - b) Outsource your sales to EVRAZ Place to deliver the revenue as they already have a sales force and are actively in the sponsorship marketplace.
4. A strong sponsorship culture of developing a holistic sponsorship program that uses discovery session format with sponsor prospects; development of programs that deliver ROI for sponsors, the City of Regina and the audiences that attend the events, facilities and properties.
5. The social and digital media from a sponsorship perspective needs to be further developed and engaged. We are looking at the need for this specifically in the sponsorship area, but it goes well beyond that across all departments and operations.

This concludes the Executive Summary. Following is the detailed report.

Sponsorship, Naming Rights and Advertising Policy

Policy Number: SAMPLE FOR CITY OF REGINA

Business Unit: Citizen Experience, Innovation & Performance

1.0 POLICY STATEMENT

The City of Regina is committed to providing high quality programs and services for residents. To enrich the lives of residents by enhancing projects, programs and services the City welcomes sponsorship and advertising from qualified businesses and organizations whose support aligns to the City's mission, values and priorities.

2.0 PURPOSE

The purpose of the sponsorship and advertising policy is to create an authorized environment and city-wide protocol for sponsorship and advertising that establishes the principals and conditions under which the City will pursue and accept sponsorship and advertising agreements and that;

- safeguards the City's image, values, priorities, assets and interests;
- protects the City from any risk;
- aligns with City projects, programs and services;
- provides City employees with guidelines based on industry recognized best practices;
- provides guidelines and procedures which facilitate opportunities for sustainable revenue generation.

3.0 DEFINITIONS

3.1 Sponsorship

Sponsorship is a mutually beneficial business relationship where a corporation or organization provides a rights fee in cash or in a value in kind arrangement for the right to exploit the commercial potential associated with an asset (property) owned by the City.

Sponsorship is a marketing-based activity and unlike philanthropic programs (donations) there is a commercial expectation on the part of the buyer (sponsor).

3.2 Asset

A sponsorship asset, also referred to as a 'property' has a broad application which includes but is not limited to real property (buildings/facilities/green space), events (i.e. I Love Regina Day), communications (i.e. leisure guide, web site and social media) programs and services, special projects (i.e. volunteer program), features (i.e. rooms, ice pads, playgrounds) and other relevant properties.

3.3 Advertising

Advertising is the sale or lease of City owned property and space and is universally accepted as a commodity transaction rather than a partnership. Unlike sponsorship, there are no associative values and the commercial use and or lease of City space is based on predetermined industry standard rates of cost per thousand (CPM).

Advertising does not imply a reciprocal relationship between the advertiser and the property owner and as such the advertiser is not entitled to additional benefits beyond the space being purchased.

3.4 Acceptable Commercial Coverage (ACQ)

ACQ is the level of advertising and or sponsorship presence that is acceptable with any one asset. The ACQ will vary significantly according to an individual asset and is influenced by various measurement variables such as, but not limited to, the user group demographic and psychographic profile associated with an individual asset.

3.5 Commercial Naming Rights

A type and level of sponsorship whereby a company or organization purchases the exclusive rights to name a physical structure such as a facility or event with a commercial name typically for a defined period of time under specific contractual terms.

3.6 Title Sponsorship

Title sponsorship is the highest level of sponsorship designation in a property such as an event or program. The level is typically the largest contributor in a property and includes rights to name the property.

3.7 Values-Centric Assessment / Ethical Scan

A values-centric assessment is a City customized tool that will qualify sponsorship and advertising against preset values criteria while an ethical scan will vet the potential sponsor or advertiser's overall business.

The process provides a guideline that fairly and equitably determine; the acceptable and unacceptable areas of involvement, if a sponsor or advertiser meets the requirements defined by the City's sponsorship and advertising policy or is otherwise affected by the restrictions section of the policy.

3.8 Value In-kind Sponsorship

Payment (full or partial) of a sponsorship rights fee in goods or services equal to a cash amount and provided in lieu of cash. Other terms: In kind, VIK, Contra barter.

3.9 Category Exclusivity

Gives a sponsor the rights to be the only company within its business category (product or service) associated with a property being sponsored. A property can have more than one area of exclusivity and a business may be required to have more than one category of exclusivity such as SaskTel- internet; cellular; home security; TV etc. to cover all their lines of business.

4.0 SCOPE

4.1 This policy applies to all City business units, departments and divisions.

4.2 The policy will apply to all City-owned and managed assets including but not limited to built and natural infrastructure, transportation, facilities, events, communications, programs and services, special projects, features (i.e. rooms, ice pads, playgrounds) and other relevant properties.

This policy will also apply to:

- Commercial naming rights within the City owned facilities unless allocated such as to the Saskatchewan Roughriders / Regina Exhibition Association Ltd. / Economic Development Regina / Provincial Capital Commission
- Paid advertising on City property, at City events and in City publications

4.3 The policy does not apply to:

- Private-public partnerships (P3s)

- Partnered facilities until such time as an existing agreement between the City and an operating organization expires (Such as Mosaic Place)
- Philanthropic contributions, gifts or donations
- The City's Civic Naming Guidelines
- The City's Heritage Naming / Bronze Plaque Program
- Outgoing grants or sponsorships given by the City
- Streets

5.0 PRINCIPALS AND CONDITIONS

5.1 Guiding Principals

- 5.1.1** Sponsorship and advertising presence with a City asset must reflect the target audience and user group demographic and psychographic profile associated with the asset.
- 5.1.2** Sponsorship and advertising with a City asset must be mindful and respectful of the community associated with the asset so as not to disrupt or interfere with the experience of the asset. As such, the City will determine and manage an acceptable level of commercial presence (ACQ) with each City asset.
- 5.1.3** Sponsorships are associative in nature and therefore alignment to predetermined City values is necessary.
- 5.1.4** As a collaborative arrangement, in return for cash or value in kind consideration, a sponsor shall receive benefits commensurate with the assessed fair market value of an asset being sponsored.

5.2 Requirements

5.2.0 General

- 5.2.1** The City does not endorse the products, services or ideas of any sponsor or advertiser.
- 5.2.2** As sponsorship and advertising is a revenue generation activity it is intended to only supplement City funding for the purpose of enhancing City programs and services. Sponsorship or advertising can not displace or be seen to displace City funding, nor be perceived solely as a budget advantage.

- 5.2.3** In order to expedite the sponsorship process, a formal competitive process is not required. However, in the event of a competitive situation between two or more companies with rights fees being equal, the City will defer to the company which aligns best to the values and priorities of the City.
- 5.2.4** Sponsorships shall take into consideration City capacity implications on staffing and financial resources.
- 5.2.5** Sponsorship and advertising must comply with the City's visual identity guidelines in all relevant situations.
- 5.2.6** All political advertising must indicate this it is paid by a party or candidate, so as to avoid any impression that the City is supporting any particular party or candidate.
- 5.2.7** Advertisement must not communicate the City's endorsement of product or service over another.
- 5.2.8** The City reserves the right to accept advertising and sponsorship from companies that do not violate this policy.
- 5.2.0 Sponsorship/Advertising Criteria**
- 5.2.9** Sponsorships and advertising must conform to all applicable federal and provincial statutes and all applicable City bylaws, policies and practices.
- 5.2.10** Sponsorships and advertising must conform to the standards set out by the Canadian Advertising Standards Council as amended from time to time.
- 5.2.11** The sponsorship must not unduly detract from the character, integrity, aesthetic quality or safety of a City asset or unreasonably interfere with its enjoyment or use.
- 5.2.12** The City will consider all sponsorship proposals but retains the discretion not to accept sponsorship from any entity at its sole discretion.
- 5.2.13** The sponsorship must not confer a personal benefit, directly or indirectly, to any particular City employee or elected official.
- 5.2.14** The City shall retain ownership and control over all City-owned and managed assets.
- 5.2.15** Benefits provided to the sponsor by the City are limited to those stated in the sponsorship agreement.
- 5.2.16** The category exclusivity rights clause provides exclusivity rights to the asset being sponsored and does imply exclusivity privileges with the City itself.

5.3 Restrictions

The City will not solicit or accept sponsorship or advertising from companies or organizations whose business contradict any bylaw or policy of the City in anyway.

The City will not solicit or accept sponsorship or advertising from companies or organizations that will compromise the reputation of the City's public image.

The City will not solicit or accept sponsorship or advertising from companies or organizations;

- whose business is derived from the sale or production of tobacco;
- whose business is derived from the sale or production of cannabis;
- whose business is derived from pornography or sexual services;
- who promote or sell alcohol or potentially other addictive substances at venues geared primarily to children and youth;
- whose business is derived from armaments and weapons manufacturing or other unsafe products or sale of such weapons excluding recreational firearms;
- who are not in good standing with the City (i.e. currently in violation of a bylaw or under litigation);
- discriminate by way of race, religion or sex in employment, marketing or advertising practices.

6.0 PROCEDURES

6.1 Responsibilities

Parties involved in sponsorship/advertising decisions undertake the following specific responsibilities:

6.1.2 City Council will:

- approve any sponsorship which:
 - involves the naming or renaming of a City asset in excess of an annual investment over \$125,000;
 - involves the naming or renaming of a City building overall;
- approve any proposal which exceeds the preauthorized limits

- become involved should the provisions of the policy not be satisfied
- approve and revise the sponsorship and advertising policy as necessary

6.1.3 Citizen Experience, Innovation & Performance:

- managing the City's sponsorship and advertising program
- planning and development
- evaluation and assessment
- providing program guidance and assistance to support the City's divisions, departments and business units
- providing program information to the general public
- communications guideline continuity
- management of city-wide agreements
- annual policy review

6.1.4 Delegation of Authority

The City staff authorized to enter into sponsorship and advertising agreements within the following pre-authorized limits provided they satisfy all provisions of the policy are:

- City Manager / CAO up to \$185,000 per year
- Executive Director up to \$125,000 per year
- Director up to \$75,000
- Program Staff up to \$35,000

6.1.5 Accountability

- Funds received by the City for sponsorship and advertising are to be credited to a specific sponsorship account that will be part of general revenues and allocated through budgeting process. It will not be allocated to the specific area or naming right of a building as sponsorship agreements will include assets from multiple touch points across the City.
- Sponsorship sales and revenue generation will be centralized and not the responsibility of specific departments.

6.1.6 Documentation

All sponsorships must be documented and arranged in a fixed term. A legally binding agreement must be entered into for each sponsorship arrangement

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consistent with the size, complexity and scope of the sponsorship and in accordance with the City's protocol of procedures and delegations associated with agreements.

Sponsorships over \$ 15,000 per year will require a contract. In these cases, the City shall consult with the legal services to ensure appropriate terms and conditions are being identified.

6.1.7 Evaluation

Sponsorship and advertising opportunities will be evaluated to determine fit and alignment to the City's image, values and brand and to assess that all provisions in the policy are satisfied.

Ethical scans will be conducted on all sponsorships \$15,000 or more in value.

6.1.8 Review

The sponsorship and advertising policy shall be reviewed on an annual basis in the first two years of the program start up.

7.0 RELATED POLICIES

City of Regina Signage By-Law
City of Regina Civic Naming Policy (Guideline)
City of Regina Heritage Bronze Plaque Naming program
City of Regina Street and Park Naming policy

8.0 REFERENCES

Canadian Code of Advertising Standards

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Wastewater Master Plan

RECOMMENDATION

**RECOMMENDATION OF THE PUBLIC WORKS AND INFRASTRUCTURE
COMMITTEE –NOVEMBER 14, 2019**

1. That the Wastewater Master Plan (WWMP) and authorize the use of the WWMP as a guide for future wastewater-related decisions and actions be approved.
2. That Administration provide a progress report regarding implementation of the WWMP to the Public Works and Infrastructure Committee in 2022.

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE –NOVEMBER 14, 2019

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

Councillors: Lori Bresciani, John Findura (Chairperson), Jason Mancinelli, Andrew Stevens and Barbara Young were present during consideration of this report by the Public Works and Infrastructure Committee.

The Public Works and Infrastructure Committee, at its meeting held on November 14, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That City Council approve the Wastewater Master Plan (WWMP) and authorize the use of the WWMP as a guide for future wastewater-related decisions and actions.
2. That Administration provide a progress report regarding implementation of the WWMP to the Public Works and Infrastructure Committee in 2022.
3. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

CONCLUSION

This report provides an overview of the Wastewater Master Plan (WWMP) and outlines the goals of the wastewater service. The WWMP can be found in Appendix A to this report.

The WWMP adheres to the Financial Principles of *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP) related to the benefits model by ensuring that the costs of the wastewater service are paid through user fees by customers who directly benefit from the service.

Investments in utility services are based on providing the greatest benefits to stakeholders within four investment drivers:

- 1) Maintaining Levels of Service (LOS)
- 2) New Regulations and Improved Environmental Protection
- 3) Enhancing LOS
- 4) Growth

The WWMP groups its 13 goals within seven service categories, including:

- 1) Reliable Service
- 2) Regulatory Compliance
- 3) Environmental Stewardship
- 4) Service Delivery Support
- 5) Customer Service
- 6) Servicing Development
- 7) Financial Sustainability

The WWMP, through implementation, will provide a wastewater service that will maintain or improve LOS, reduce risk and vulnerabilities and accommodate growth. The WWMP is not a commitment for future investment but will help inform decisions made by Administration and Council, especially during rate reviews, annual business planning and budget processes.

BACKGROUND

Reliable wastewater service is vital to the health and safety of residents. The City of Regina (City) collects and treats wastewater from customers before safely releasing it into the environment. The City is committed to planning a sustainable wastewater service that supports growth and addresses challenges related to climate change, environmental conditions, aging and deteriorating infrastructure and funding constraints. The WWMP is an overall assessment of Regina's wastewater service and system.

The City defines a master plan as a long-term plan of up to 25 years that describes city-wide outcomes for a service or group of services and should have a strong link to the OCP. The WWMP describes the growth and renewal plans for infrastructure that support wastewater service delivery to maintain or improve LOS while minimizing risk. It considers the regulatory, social, economic and environmental outcomes expected of the wastewater service in evaluating

problems and opportunities and proposing investment in the wastewater system. It is not a commitment for future investment but will help inform decisions made by Administration and Council, especially during rate reviews, annual business planning and budget processes.

The WWMP is a comprehensive wastewater service planning document to guide the way the City plans, constructs, operates and maintains the wastewater system based on an understanding of current conditions and future demands.

The City plays a key role in achieving the OCP goals by providing wastewater service to more than 220,000 customers in and around Regina through a diverse system of assets. Assets that support this service delivery include:

- Wastewater Treatment Plant (WWTP)
- McCarthy Boulevard Pump Station (MBPS)
- Hauled Wastewater Station (HWS)
- Nineteen lift stations
- More than 900 km of pipes and 600 km of building service connections
- More than 10,200 manholes
- Thirty-four valves

The City provides wastewater service as a public utility service in accordance with *Section 17 of The Cities Act*. The City established the Water and Sewer Utility (the Utility) to fund capital and operating requirements that support delivery of water, wastewater and stormwater services to Regina residents. *Section 22.4 of The Cities Regulations* requires Council to adopt a capital investment strategy that includes the method used for determining capital plans respecting the waterworks. The capital requirements (investment strategy) are determined based on studies and assessments, including the WWMP, that consider the infrastructure needs of the Utility required to deliver wastewater service and meet the service goals.

DISCUSSION

The WWMP adheres to the Financial Principles of the OCP related to the benefits model by ensuring that the costs of the wastewater service are paid through user fees by customers who directly benefit from the service.

The WWMP is primarily made up of the following sections:

- Current Reality
- Future Vision
- Implementation Plan

Current Reality

The wastewater service is vital to the health and well-being of residents, as well as for institutional, commercial and industrial use. The current state of system assets (pipes, pumps,

etc.) has been described in terms of the LOS they provide and risks at both the strategic and asset level. It has been found that the service is typically meeting the LOS. However, increased investments need to be made to meet the City's commitment to the Water Security Agency. Further analyses, planning, monitoring and ongoing commitment can allow for a robust wastewater system that meets the needs of customers.

The Utility plans for current and future requirements over a 25-year horizon using an investment planning approach to define the right level of investment to deliver sustainable services while maintaining long-term financial viability. Investments in Utility services are made based on providing the greatest benefits to stakeholders within four investment drivers as follows:

- 1) **Maintaining LOS** – Reduce risk to maintain current LOS to customers. This takes a risk-based approach to asset failure and considers the life cycle of assets. (e.g. relining large diameter wastewater mains to reduce the risk of wastewater main failure and interruption of service to residents).
- 2) **New Regulations and Improved Environmental Protection** – Increased demand to comply with new regulatory requirements or higher level of environmental protection. This considers whether the project is intended to deliver improved environmental stewardship in terms of sustainable reductions on day-to-day environmental impacts regarding air, land, water, waste etc. (e.g. adding additional pumping capacity to reduce the risk of wastewater bypass to the environment during a major storm event).
- 3) **Enhancing LOS** – Increased demand due to a permanent improvement in the LOS to customers. This considers the delivery of sustained and tangible improvement to the LOS, improving resiliency, or improving staff working environment. (e.g. reducing the risk of sewer backups by installing larger underground pipes and/or reducing inflow and infiltration into the wastewater system).
- 4) **Growth** – Increased demand due to increased population. This considers increasing capacity to accommodate projected growth and future demands (e.g. upsizing pump stations or adding additional underground pipes to accommodate more wastewater from an increased population).

Currently, most investments are directed towards maintaining LOS, while still investing to improve environmental protection, enhancing LOS and supporting growth. In 2019, of the \$18.8 million capital funding invested in the Wastewater Service, \$10.5 million went towards maintaining LOS. This demonstrates that commitments to reduce risk and move towards a reliable service that meets current regulatory, safety and service objectives are paramount.

Future Vision for Wastewater Service

The City aims to provide utility services to the community that are sustainable. The WWMP sets out actions and a 25-year capital upgrade plan to meet LOS that reflect regulatory, operational and economic outcomes, reduce risk and accommodate growth to achieve the vision of the OCP.

The Wastewater Service Categories, as described below, along with the Guiding Principles and the concept of integrated water resource planning, reflect the vision for Regina's wastewater service delivery and system.

Goals

Wastewater service goals are set out in seven service categories that reflect the regulatory, social, economic and environmental for sustainable wastewater service delivery. Each category includes an example of an action that supports the goals of that category. A detailed action plan is provided in the WWMP.

- **Reliable Service** aims to provide ongoing reliable service of a suitable quality and capacity.

Goal 1: Collect and deliver residential, commercial and industrial wastewater with minimal public impact.

A specific action to achieve this goal is to maintain investment in wastewater infrastructure renewal including more cleaning, inspecting and relining or replacement of wastewater pipes.

- **Regulatory Compliance** serves to protect customer interests by meeting or exceeding our regulatory obligations.

Goal 2: Collect and deliver wastewater for treatment in compliance with the operating permit.

Goal 3: Treat wastewater to a standard that meets the requirements of the operating permit.

A specific example to achieve these goals will be the implementation of the Wastewater Capacity Upgrade Project – South Trunk to reduce the risk of wastewater bypasses to Wascana Creek.

- **Environmental Stewardship** is about acting in the best interest of our customers and the environment.

Goal 4: Ensure that constituents (byproducts such as biosolids/effluent water/biogas) that are removed from the wastewater are treated and disposed of in an appropriate manner.

Goal 5: Minimize the discharge of industrial pollution and hazardous waste to the sewer system.

Goal 6: Enhance wastewater efficiency.

Goal 7: Support environmental conservation and sustainable wastewater management.

A specific example to achieve these goals will be to continue to develop and implement the source control program and the Wastewater and Storm Water Bylaw (*Bylaw No. 2016-24*) and ensure compliance by users.

- **Service Delivery Support** focuses on providing a prompt response to customer service appointments while minimizing the length of any service disruptions.

Goal 8: Be responsive to service requests.

Goal 9: Minimize length of service disruption.

A specific example to achieve these goals will be to review our operational procedure and reporting process for service disruptions to demonstrate responsiveness to interruptions.

- **Customer Service** fosters communication to customer inquiries and collecting on utility billings in an efficient, accurate and timely manner.

Goal 10: Be responsive to customer inquiries and needs.

Goal 11: Produce and collect on utility billings in an efficient, accurate and timely manner.

A specific action to achieve these goals will be to continue to implement upgrades to customer information systems used for billing and inquiries.

- **Servicing Development** focuses on providing access to service when and where it is needed.

Goal 12: Accommodate growth and redevelopment within planning policy by providing wastewater service.

A specific example to achieve this goal will be the implementation of the Creeks Wastewater Pump Station Expansion Project, which will include additional storage for wet weather flows.

- **Financial Sustainability** aims to recover the full cost of service delivery.

Goal 13: Ensure wastewater service is financially sustainable.

A specific example to achieve this goal will be to continue the annual review and update of the Utility Capital Investment Plan and process, including improvements from other action items, to reflect better information or changing conditions and ensure the full costs of wastewater service are identified and considered.

Each goal has a rationale and several identified policies and actions that will assist the Administration in tracking, measuring and achieving the outlined goals. The attached WWMP outlines in detail each rationale, policy and action. The Service Categories identified for the wastewater service align with the direction of the OCP, support the Community Priorities and move toward sustainable wastewater service delivery. Collectively, the Service Categories and associated LOS, along with the cost of managing wastewater assets to deliver service, enable the assessment of the sustainability of Regina's wastewater service.

Implementation Plan

The WWMP goals are intended to be realized over the next 25 years through staged implementation of the policies and actions outlined in the WWMP. Several factors will influence the implementation of planned actions and capital investments, including:

- Changing operating conditions
- Financial capacity
- Pace of growth

The wastewater system exists to provide wastewater service to customers. Initiatives that support maintaining current LOS include ongoing operating and infrastructure renewal work. Initiatives that address future wastewater demand include system infrastructure upgrades to support growth, new regulatory requirements, greater environmental protection and improved LOS.

Most operational activities will be maintained at current levels in the short term but may be refined as a result of continuous improvement efforts. The attached WWMP document provides the full proposed five-year wastewater capital plan.

The WWMP sets out the goals and capital investment needed to meet LOS that reflect regulatory, operational and economic outcomes, reduce risk and accommodate growth to achieve the vision of the OCP. Financing scenarios with a mix of rate increases and debt were evaluated with the Utility Model to assess financial sustainability in line with the WWMP goals and principles. Financial analysis of the proposed 25-year wastewater capital plan using the Utility Model indicates that low to moderate rate increases along with some debt issuance will be needed to fund the plan. In general, operating expenditures are expected to increase, primarily due to new infrastructure added to the system.

RECOMMENDATION IMPLICATIONS

Financial Implications

The budget requirements from the WWMP are included in the long-term 25-year Utility Model and will be reflected in future budget requests. The five-year capital plan is also included in the attached WWMP for review.

Environmental Implications

There are no direct environmental implications with this report.

Policy and/or Strategic Implications

The WWMP sets out the long-term plans and strategies for providing wastewater service and contributes strongly to following OCP Policy Goals:

- Section B: Financial Policies: Goal 1 – Financial Principles: Use a consistent approach to funding the operation of the City of Regina.

- Section B: Financial Policies: Goal 2 – Sustainable Services and Amenities: Ensure that City of Regina services and amenities are financially sustainable.
- Section B: Financial Policies: Goal 3 - Financial Planning: Ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement.
- Section C: Growth Plan: Goal 2 – Efficient Servicing: Maximize the efficient use of existing and new infrastructure.
- Section D2: Environment: Goal 3 – Water Protection: Maintain the integrity of Regina’s aquifers, surface and groundwater resources.
- Section D4: Infrastructure: Goal 1 – Safe and Efficient Infrastructure: Meet regulatory requirement and industry best practices for design, construction and operation of infrastructure.
- Section D4: Infrastructure: Goal 2 – Asset Management and Service Levels: Ensure infrastructure decisions result in long-term sustainability.
- Section D4: Infrastructure: Goal 3 – Planned Infrastructure for Growth: The infrastructure needed for growth will be planned from a long-term perspective.
- Section D4: Infrastructure: Goal 4 – Conservation and Environment: Design infrastructure that conserves resources and minimizes impacts on the environment.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

The Water Security Agency (WSA), the provincial water regulator, was consulted and engaged in the development of the WWMP and the review of the recommended plan. The Regina and Region Homebuilders’ Association (RRHBA) was also provided a presentation of the WWMP process and recommended capital plan.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

PUBLIC WORKS AND INFRASTRUCTURE COMMITTEE


Elaine Gohlke, Secretary 11/20/2019

Wastewater Master Plan



City of Regina



REGINA
Infinite Horizons

Executive Summary

In 2013, City Council approved *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP), providing high-level policy direction to guide growth and change in the community. The Wastewater Master Plan (WWMP) is a comprehensive wastewater service planning document designed to support the OCP Community Priorities of “achieve long term financial viability”, “promote conservation, stewardship and environmental sustainability” and “foster economic prosperity”. The WWMP sets out the long-term plans and strategies for providing wastewater service and delivers more detailed direction on nine OCP Policy Goals related to Financial Policy, Growth Plan, Environment Policy and Infrastructure Policy outlined in Sections B1, B2, B3, C2, D2, and D4 of the OCP.

Reliable wastewater service is essential to the health and safety of the community. The City of Regina (City) is committed to providing wastewater service to customers and planning for a sustainable wastewater service and system. The goals of Regina’s Water and Sewer Utility (Utility) are set out in seven Service Categories that collectively reflect the regulatory, social, economic and environmental outcomes for water, wastewater and drainage service delivery. The goals and actions of the WWMP are structured around these Service Categories and based on the guiding principles used as part of a consistent approach for all Utility services and assets, along with the concept of integrated water resource planning.

The Service Categories provide a holistic view of the wastewater service provided to Utility customers. Along with the associated Level of Service (LOS) and cost of delivering service, they enable the assessment of the sustainability of Regina’s wastewater service. The WWMP identifies 13 goals and 79 planned actions to achieve the outcomes for Regina’s wastewater service delivery. The Service Categories identified for the wastewater service align with the direction of the OCP, support the Community Priorities and move toward sustainable wastewater service delivery.

The WWMP sets out the actions and a 25-year capital upgrade plan to maintain or improve LOS, reduce risk and vulnerabilities and accommodate growth, that contribute significantly to achieving the vision of the OCP.

The WWMP will guide the way the organization plans, constructs, operates and maintains the system for the delivery of wastewater service to customers now and in

the future; however, it is not a commitment for future investment. This policy direction will help inform decisions made by Council as part of the defined budget process and over the course of their ongoing deliberations. Investments will be reviewed each year through the City's annual budget process and only when Council adopts the budget will investments be approved.

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City of Regina Policy

Title	Wastewater Master Plan
Policy Tracking #	2019-2-TU
Version	Draft for Public Works and Infrastructure Committee
Link to the Official Community Plan	<p>This master plan provides further policy direction on the following Official Community Plan Goals:</p> <ul style="list-style-type: none"> • Financial Principles (B1) <ul style="list-style-type: none"> ○ Use a consistent approach to funding the operation of the City of Regina. • Sustainable Services and Amenities (B2) <ul style="list-style-type: none"> ○ Ensure that City of Regina services and amenities are financially sustainable. • Financial Planning (B3) <ul style="list-style-type: none"> ○ Ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement. • Water Protection (D2 3) <ul style="list-style-type: none"> ○ Maintain the integrity of Regina's aquifers, surface and groundwater resources. • Efficient Servicing (C2) <ul style="list-style-type: none"> ○ Maximize the efficient use of existing and new infrastructure. • Safe and Efficient Infrastructure (D4 1) <ul style="list-style-type: none"> ○ Meet regulatory requirements and industry best practices for design, construction and operation of infrastructure. • Asset Management and Service Levels (D4 2) <ul style="list-style-type: none"> ○ Ensure infrastructure decisions result in long-term sustainability. • Planned Infrastructure for Growth (D4 3) <ul style="list-style-type: none"> ○ The infrastructure needed for growth will be planned from a long-term perspective. • Conservation and Environment (D4 4) <ul style="list-style-type: none"> ○ Design infrastructure that conserves resources and minimizes impacts on the environment.

Service Level Definition	<p>This master plan provides further policy direction on the following City of Regina services:</p> <ul style="list-style-type: none"> • Wastewater
Policy Owner	Director of Water, Waste and Environmental Services
Next Scheduled Review	The Wastewater Master Plan is scheduled for review every five years.

Introduction

Purpose

Reliable wastewater service is vital to the health and safety of residents. The City collects and treats wastewater from customers before safely releasing it into the environment. The City is committed to planning for a sustainable wastewater service that supports growth and addresses challenges related to climate change, environmental conditions, aging and deteriorating infrastructure and funding constraints. The Wastewater Master Plan (WWMP) is an overall assessment of Regina's wastewater service and system.

The City defines a master plan as a long-term plan of up to 25 years that describes city-wide outcomes for a service or group of services with a strong link to *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP). The WWMP describes the growth and renewal plans for infrastructure that support wastewater service delivery to maintain or improve Level of Service (LOS) while minimizing risk. It considers the regulatory, social, economic and environmental outcomes expected of the wastewater service in evaluating problems and opportunities and proposing investment in the system. It is not a commitment for future investment but will help inform decisions made by the Administration and Council, especially during rate reviews and annual business plan and budget processes.



Scope

The WWMP is a comprehensive wastewater service planning document to guide the way the City plans, constructs, operates and maintains the system based on an understanding of current conditions and future demands. The WWMP sets out the long-term plans and strategies for providing wastewater service and contributes strongly to the following OCP Policy Goals:

OCP Financial Policies

Goal 1 – Financial Principles

Use a consistent approach to funding the operation of the City of Regina.

Goal 2 – Sustainable Services and Amenities

Ensure that City of Regina services and amenities are financially sustainable.

Goal 3 – Financial Planning

Ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement.

OCP Growth Plan

Goal 2 – Efficient Servicing

Maximize the efficient use of existing and new infrastructure.

OCP Environment

Goal 3 – Water Protection

Maintain the integrity of Regina's aquifers, surface and groundwater resources.

OCP Infrastructure

Goal 1 – Safe and Efficient Infrastructure

Meet regulatory requirement and industry best practices for design, construction and operation of infrastructure.

Goal 2 – Asset Management and Service Levels

Ensure infrastructure decisions result in long-term sustainability.

Goal 3 – Planned Infrastructure for Growth

The infrastructure needed for growth will be planned from a long-term perspective.

Goal 4 – Conservation and Environment

Design infrastructure that conserves resources and minimizes impact on the environment.

The City plays a key role in achieving these OCP goals by providing wastewater service to more than 220,000 customers in and around Regina through a diverse system of assets. Assets that support this service delivery include:

- Wastewater Treatment Plant (WWTP)
- McCarthy Boulevard Pump Station (MBPS)
- Hauled Wastewater Station (HWS)
- nineteen lift stations
- more than 900 km of pipes and 600 km of building service connections
- more than 10,200 manholes
- Thirty-four valves

Process and Engagement

Water Security Agency (WSA), the provincial water regulator, was consulted and engaged in the development of the WWMP and the review of the recommended plan to ensure compliance with commitments made to the WSA. The Regina and Region Homebuilders' Association was also engaged through a presentation of the WWMP process and recommended plan.

Role of the Municipality

The City provides wastewater service as a public utility service in accordance with Section 17 of *The Cities Act*. The City established the Utility to fund capital and operating requirements that support delivery of water, wastewater and stormwater services to Regina residents. Section 22.4 of *The Cities Regulations* requires Council to adopt a capital investment strategy that includes the method used for determining capital plans respecting the waterworks. The regulations are only applicable to waterworks, however the requirements have been applied to the Utility as a whole. The capital requirements (investment strategy) are determined based on studies and assessments, including the WWMP, using an asset management approach that takes into account the infrastructure needs of the Utility to provide wastewater service and meet the service goals.

Guiding Principles

The WWMP adheres to the Financial Principles of the OCP related to the benefits model by ensuring that the costs of the wastewater service are paid through user fees by customers who directly benefit from the service.

The WWMP also incorporated the following Guiding Principles that have been used for several years as part of a consistent approach for all Utility services. They should continue to be integrated into all wastewater service planning and operations.

Regulatory Compliant - The WWMP recognizes that the City's first commitment is to comply with legislation, regulatory and statutory requirements.

Customer-Focused and Risk-Based - Decisions about wastewater service delivery will be informed by understanding current performance (LOS) and the associated cost of managing assets and maintaining LOS. The WWMP will consider the risks involved with meeting LOS objectives, using root cause analysis and proactive management strategies where beneficial.

System-Focused and Whole Life Perspective - Service delivery must be assessed system-wide by the WWMP. The WWMP will consider the 'big picture' of service delivery, including the impact of managing the system throughout all stages of the asset life cycle.

Innovative and Forward-Looking & Sustainable - The WWMP will foster an innovative approach to delivering LOS objectives so they may be met in an effective and sustainable way. Due regard will be given for the long-term stewardship of assets, including resilience to climate change and environmental change, so the wastewater service will be delivered in a sustainable manner.

Needs-Driven and Robust, Repeatable & Defensible Decision Making - Utility rate recommendations will be informed by the City's asset management approach, including LOS and capital investment plan from the WWMP. Decisions and actions resulting from the WWMP will incorporate a formal, consistent and repeatable approach.

Current Reality

Regina is located within the natural environment in ways unique among larger Canadian cities. Regina receives its drinking source water from Buffalo Pound Lake in the Upper Qu'Appelle River watershed, located 56 kilometers away. Wascana Creek is a seasonal stream that flows through Regina into the Qu'Appelle River near Lumsden and serves as the receiving environment for treated wastewater. Regina's WWTP is located on a sensitive waterway where flows consist entirely of discharged treated wastewater in winter months. Both the limited size of the Wascana Creek Watershed and its dependence on natural processes (e.g. rainfall) present challenges to wastewater service delivery. Wastewater collection from users and treatment, prior to release to Wascana Creek, makes up the wastewater service.



The City provides wastewater service to residential, institutional, commercial and industrial customers in Regina, as well as some extra-municipal customers in surrounding areas. Within Regina, the City provides reliable wastewater service with limited disruption to customers. For wastewater service to surrounding areas, the City provides access to the HWS to deliver wastewater for treatment at the WWTP.

Within Regina, wastewater is collected from users through service connections to buildings, totaling 600 kilometres. Collected wastewater is then transported through a 900 kilometre network using a combination of gravity and pressure sewers to the McCarthy Boulevard Pumping Station (MBPS) and delivered through three force mains to the WWTP (see Figure 1). Treated wastewater is discharged from the WWTP to Wascana Creek west of the city.

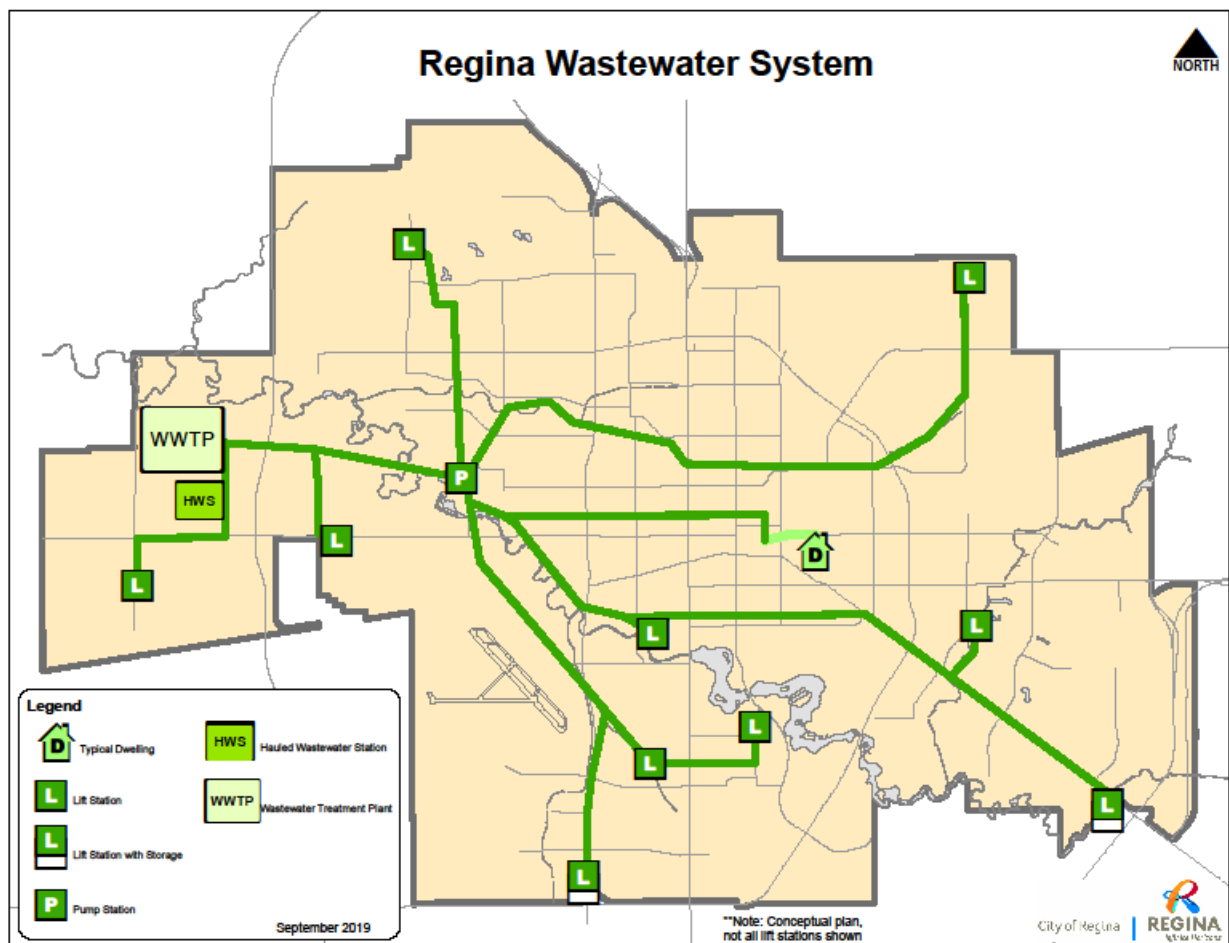


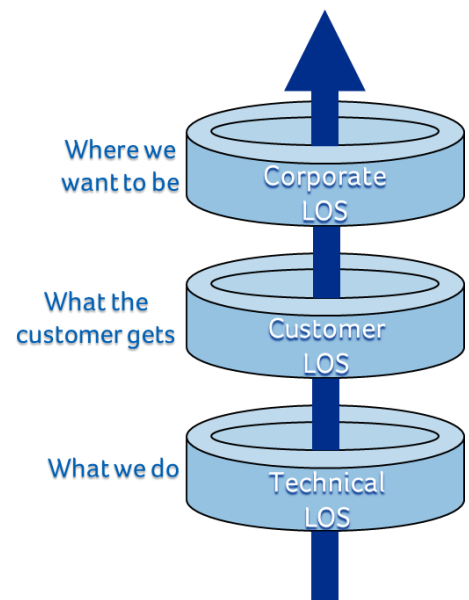
Figure 1: Regina's Wastewater System

On July 3, 2014, the City and EPCOR Water Prairies Inc. (EPCOR) entered into a Project Agreement (PA) Design, Build, Finance, Operate, Maintain (DBFOM) of the WWTP as part of a Public-Private-Partnership (P3). The City maintains ownership of the plant while EPCOR will operate, maintain and expand the WWTP as required under the PA until 2044, at which time, operation and maintenance activities will be handed back to the City. The WWTP meets the current treatment needs of the city. Assuming no change in wastewater quality, the City anticipates wastewater treatment needs will surpass the plant capacity at a population of approximately 258,000. Once capacity is reached, expansion of certain components of the WWTP will be required.

The Hauled Wastewater Station (HWS) was designed, built and financed by the City and as of January 29, 2018 was operated and maintained by EPCOR. Users (Haulers) are charged a fee to use this site, with the intent of the site being full cost recovery.

The purpose of these assets is to support the delivery of wastewater service to our customers; therefore, realizing the most value from these assets requires an understanding of the LOS they provide and the cost of delivering service.

Levels of Service (LOS) reflect the regulatory, social, environmental and economic outcomes that the City agrees to deliver to wastewater customers. As shown, LOS are defined and connected at three levels: Corporate, Customer and Technical (asset and operational). LOS assess performance by tracking measures over time considering corporate objectives related to wastewater service delivery, what customers receive for wastewater service and what the City does to provide wastewater service to customers. LOS are also used to assess risks, identify needs and prioritize investment. They establish high level business drivers and inform decisions about directing resources to maintain or enhance LOS over the long term.



Proposed measures for wastewater service at the customer level were developed in 2012 from internal stakeholder input and updated in 2019, then tracked and

aggregated to observe any trends. Current performance of the wastewater service shows relatively stable trends, however, the expected LOS for regulatory compliance has increased as a result of the City's commitment to the Water Security Agency. In turn, LOS for reliable service has also increased. In order to meet these increased LOS, while continuing to support servicing development, the City needs to improve wastewater performance. The City is advancing planned system improvements and programs that will reduce the risk of wastewater bypasses to Wascana Creek and sewer backups.

Wastewater service delivery to Regina customers was also assessed through limited focus group surveys from Viewpoints Research in 2012. Customers felt treating wastewater and responsible disposal of sewage was a priority. Overall, the focus groups were satisfied with the reliability of the service, but some complaints were expressed about the level of communication with customers. Also, some participants had complaints about lack of notice for City work, while others found customer service was sufficient. Results from both the LOS trends and the customer survey indicate the wastewater service is generally adequate in most areas, but still has room for improvement.

Many factors can influence service delivery, impacting the LOS measures. Growth influences service delivery by placing additional demands on the wastewater system through new development and intensification. With climate change, a wider range of



extreme weather events can be expected, which could compromise the wastewater system. New regulations, as well as the availability of funding or changes in political/public expectations for improved environmental stewardship efforts, may place additional demand on service delivery. Also, other changes in expectations from customers can influence the way service is delivered; the targets and goals of service delivery will need to adapt through time. These influencers on the wastewater system can present risks to service delivery.

Risks to the wastewater system are both at the strategic level and asset level. Strategic risks can include:

- funding shortfalls
- extreme or unforeseen weather events
- poor quality asset data
- non-compliance with regulation
- deteriorating infrastructure
- wastewater quality degradation

These are not risks pertaining to a specific asset but can affect service delivery. Specific asset risks are identified for failure of the critical infrastructure (such as the WWTP, McCarthy Boulevard Pump Station or trunk sewers), lift stations and the collection system. Mitigating measures are in place to reduce the likelihood and severity of these system and asset risks. Some of these measures include planning strategic and local capital projects, refining operational tasks and procedures, building a critical spares inventory and developing an emergency response plan. Most risk related to the operation and maintenance of the WWTP has been transferred from the City to EPCOR through the Project Agreement. Although much work has been done to mitigate risks, there are still opportunities to improve.

The wastewater service is vital to the health and safety of residents. The current state of these assets has been described in terms of the level of service they provide and risks at both the strategic and asset level. It has been found that the service is generally meeting the LOS, however, increased investments need to be made to meet the City's commitment to the WSA. Further analyses and planning can allow for a robust wastewater system that meets the needs of customers.

How we invest

The City invests steadily in the water, wastewater and stormwater systems that support service delivery. Total Utility investment for 2019 is over \$154 million as per the Utility Model. As shown in Figure 2, the average split of direct Utility investment shows over a third invested in the wastewater service. Indirect investment is split based on the same distribution as direct investment.

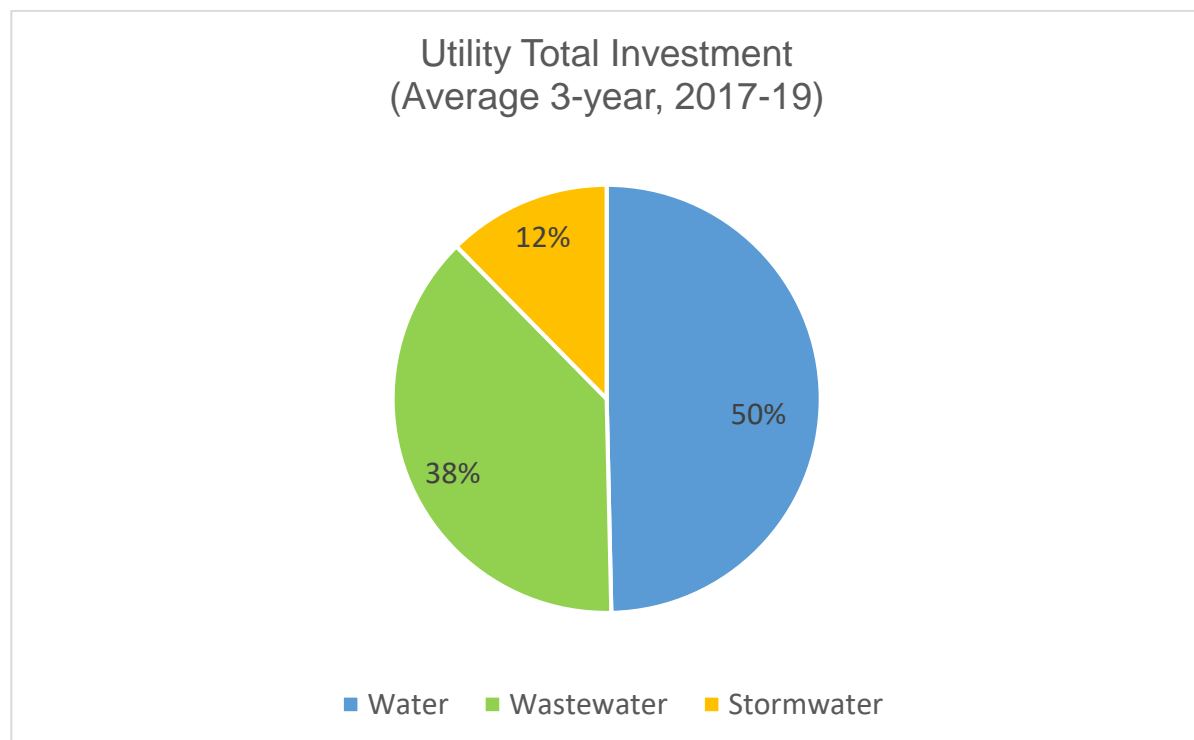


Figure 2: Direct Utility total yearly average investment

To fund capital and operating expenditures, the Utility is set to operate on a full cost recovery basis using user rates and charges. In 2019, the wastewater rate increase of three per cent funded operating costs and most of the planned wastewater capital investment needs.

The Utility plans for current and future requirements over a 25-year horizon using an investment planning approach to define the right level of investment to deliver sustainable services, while maintaining long-term financial viability. Investments in Utility services are made based on providing the greatest benefits to stakeholders within four investment drivers as follows:

1. **Maintaining LOS** – Reduce risk to maintain current LOS to customers. This takes a risk-based approach to asset failure and considers the lifecycle of assets.
2. **New Regulations and Improved Environmental Protection** – Increased demand to comply with new regulatory requirements or higher level of environmental protection. This driver also considers whether the project is intended to deliver improved environmental stewardship in terms of sustainable reductions on day-to-day environmental impacts regarding air, land, water, waste, etc.
3. **Enhancing LOS** – Increased demand due to a permanent improvement in the LOS to customers. This considers the delivery of sustained and tangible improvement to the LOS, improving resiliency, or improving staff working environment. This driver also considers whether the project improves service to meet current standards, policies or LOS.
4. **Growth** – Increased demand due to increased population or industry. This considers increasing capacity to accommodate projected growth and future demands.

Currently, the majority of Utility investments are directed towards maintaining LOS, with relatively smaller investments going towards meeting increased demand. As shown in Figure 3, the average split of direct investment in the wastewater service shows most of the investment went towards maintaining LOS. This demonstrates commitment to reduce risk and move towards a reliable service that meets current regulatory, safety and service objectives, which is paramount. Operating expenditures are included in the chart and provide for ongoing operational procedures related to wastewater collection system monitoring and routine maintenance, as well as financing and wastewater treatment at the WWTP. Meeting the increased demands of growth and improvements to service delivery are still considered, but historically have not required the same level of investment. However, to meet an increased LOS moving forward, including the City's commitment to WSA which is primarily considered new regulations and improved environmental protection, additional investment will be required.

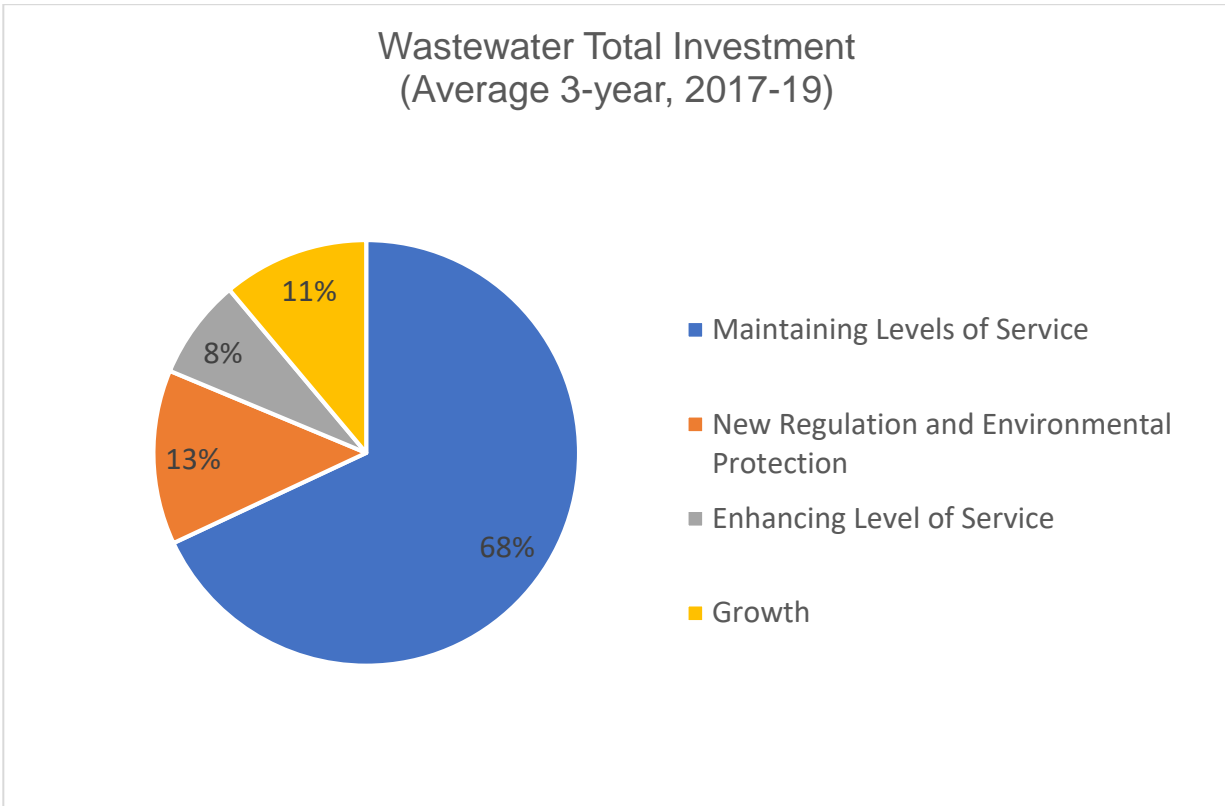


Figure 3: Direct wastewater total yearly average investment

Assumptions

The WWMP is based on the following assumptions:

- Wastewater service requirements incorporate growth in population projections (300K population) and development phasing plan (300K) as set out in the OCP.
- Financial resources available to fund the wastewater service does not include potential future grant funding.
- Growth-related wastewater infrastructure is paid for through external sources as set out in the Servicing Agreement Fees (SAF) policy.

Future Vision

Vision

The City aims to provide utility services to the community that are both sustainable and affordable. The WWMP sets out the actions and 25-year capital upgrade plan to meet LOS that reflect regulatory, environmental, operational and economic outcomes, reduce risk and accommodate growth, to achieve the vision of OCP for the City.

The concept of integrated water resources planning and the Utility Service Categories, as described below, along with the Guiding Principles reflect the vision for Regina's wastewater service delivery and system.

Integrated Water Resource Planning

Provincial water resources are designated by watershed boundaries. Regina's utility services draw on water resources of two regional watersheds: Upper Qu'Appelle River Watershed and Wascana Creek Watershed. Regina's source water is Buffalo Pound Lake, located in the Upper Qu'Appelle River Watershed. Wascana Creek, located within the Wascana Creek Watershed, is a seasonal stream that originates east of Regina and flows into the Qu'Appelle River system near Lumsden. It serves as the receiving stream for treated wastewater and stormwater runoff from Regina. These conditions mean the City, as a utility service provider, contributes significantly to the sustainable stewardship of the surrounding watersheds. It also means the requirements and costs for water and wastewater are impacted by Regina's location within these watersheds. Sustainable stewardship considers managing the water, wastewater and stormwater systems in an integrated, holistic manner.

Traditionally, municipalities managed water under three general umbrellas - water, wastewater and drainage. These represent the three service areas under Regina's Water and Sewer Utility:

- **Water System** - Includes the water supply, pumping and distribution to provide potable drinking water for residential, institutional, commercial and industrial customers, as well as for fire protection and greenspace management.
- **Wastewater System** - The collection system gathers wastewater from residential, institutional, commercial and industrial customers to be treated at the wastewater treatment system. This treated water is then released to Wascana Creek.

- **Stormwater System** - Collects water from rainfall and snowmelt to be discharged to the Wascana, Pilot Butte and Chuka creeks.



To contribute to the sustainable stewardship of the watersheds and effectively manage water as a resource, all three services and systems (water, wastewater and stormwater) should be managed as an integrated system. Understanding the interactions of the three systems will help reduce future upgrade costs and provide a more sustainable service. This means considering the interactions between services including:

- **Water and Stormwater** - With Buffalo Pound Lake located a considerable distance away from Regina, water conservation is imperative. Innovative stormwater management considers runoff as a resource, rather than just a nuisance to be disposed and presents an opportunity to use runoff as a supplemental water source that lowers water consumption and peak demand. This approach also lowers peak flows from stormwater runoff in Regina to minimize erosion of receiving streams and support sustainable stewardship of the creeks.
- **Wastewater and Stormwater** - Stormwater can enter the wastewater collection system through a variety of mechanisms, collectively known as inflow and infiltration (i&i). When it rains or snows, stormwater runoff can enter wastewater pipes through manholes, cross-connections and leaks in the wastewater collection system. This can result in basement flooding and in

extreme situations, bypasses to the receiving waters and poses a risk to health and safety as well as property.

- **Water and Wastewater/Stormwater** – Water is distributed through pressurized pipes underground. On occasion these pipes can develop leaks and allow drinking water to escape. This water can enter a nearby wastewater collection system and be transported to the Wastewater Treatment Plant (WWTP), or the leaked water can enter the stormwater system which could result in chlorinated water entering Wascana Creek. This results in lost revenue for the leaking water and a potential increase in expenditure on collecting and transporting the leaked water in either the wastewater or stormwater system. By implementing leak minimization strategies, the Utility can reduce cost and further protect the surrounding environment.

Goals

The goals of Regina's Water and Sewer Utility are set out in seven Service Categories that collectively reflect the regulatory, social, economic and environmental outcomes (LOS) for water, wastewater and stormwater service delivery as follows:

1. **Reliable Service** aims to provide ongoing reliable service of a suitable quality and capacity.
2. **Regulatory Compliance** serves to protect customer interests by meeting or exceeding our regulatory obligations.
3. **Environmental Stewardship** is about acting in the best interest of our customers and the environment.
4. **Service Delivery Support** focuses on providing a prompt response to customer service appointments while minimizing the length of any service disruptions.
5. **Customer Service** fosters communication to customer inquiries and collecting on utility billings in an efficient, accurate and timely manner.
6. **Servicing Development** focuses on providing access to service when and where it's needed.
7. **Financial Sustainability** aims to recover the full cost of service delivery.

The Customer Service and Financial Sustainability Service Categories are Utility-wide outcomes that cross over the three services. The other five Service Categories are consistent across water, wastewater and stormwater, but with goals specific to each Utility service.

The WWMP is based on the seven Utility Service Categories that guide the development and evaluation of policies, service goals, LOS and strategies for the wastewater service and system. Collectively, the Service Categories and associated LOS, along with the cost of delivering service, enable the assessment of the sustainability of Regina’s wastewater service. The Service Categories identified for the wastewater service align with the direction of the OCP, support the Community Priorities and move toward sustainable wastewater service delivery.



Policy Direction

The following section provides the wastewater service goals and rationale for each of the seven Utility Service Categories described earlier. Key actions, timeframes and resources associated with these goals are outlined in Appendix A.





Reliable Service aims to provide ongoing reliable service of a suitable quality and capacity.

SERVICE CATEGORY #1: RELIABLE SERVICE

The following policies and actions support the Financial, Environment and Infrastructure Policies in the OCP and contribute to the Community Priority to “Achieve Long-Term Financial Viability”.

Reliable wastewater service and infrastructure are vital to the health and safety of residents, the community and the environment. Reliable service delivery is the hallmark of any wastewater utility and is assessed by the collection of wastewater from customers with minimal public impact. The City remains committed to providing reliable, high-quality wastewater service to customers in the city and surrounding areas.

The policies within “Reliable Service” focus on maintaining service levels related to the collection of wastewater from customers in the most cost effective manner.

Goal 1: Collect and deliver residential, commercial and industrial wastewater with minimal public impact.

Rationale

Focusing on effectively collecting the quantity and quality of wastewater from customers while enhancing service delivery as needed will be important for the City to continue providing reliable wastewater service to customers.



Regulatory Compliance serves to protect customer interests by meeting or exceeding our regulatory obligations.

SERVICE CATEGORY #2: REGULATORY COMPLIANCE

The following policies and actions support the Infrastructure Policies in the OCP and contribute to the Community Priority to “Foster Economic Prosperity”.

Wastewater service and infrastructure collects and treats wastewater from residents in Regina and some surrounding areas providing a core service which supports customer’s health, safety and quality of life. Water Security Agency (WSA) regulates wastewater collection and treatment in Saskatchewan through *The Waterworks and Sewage Works Regulations*, in line with the *Canadian Environmental Quality Guidelines*. Permits for the construction, alteration and operation of wastewater systems require specific standards to protect human health and minimize impacts to the receiving environment. The City holds two operating permits, one for collection and one for treatment, outlining requirements for treated wastewater quality, operator certification, routine facility inspections, sampling and reporting.

The policies within “Regulatory Compliance” address regulatory requirements of constructing wastewater works and of safely collecting and treating wastewater to protect human health, aquatic species and the receiving water environment.

Goal 2: Collect and deliver wastewater for treatment in compliance with the operating permit.

Rationale

Complying with Regina’s Permit to Operate (Collection Works) will ensure collection of wastewater from customers and delivery to the wastewater treatment plant meets Provincial requirements. Securing Permits for Construction will ensure wastewater collection and delivery for treatment meets established design standards.

Goal 3: Treat wastewater to a standard that meets the requirements of the operating permit.

Rationale

Complying with Regina’s Permit to Operate (Treatment Works) will ensure treatment of wastewater from customers meets Provincial requirements for safe discharge of treated wastewater to Wascana Creek. Securing Permits for Construction will ensure wastewater treatment meets established design standards.



Environmental Stewardship is about acting in the best interest of our customers and the environment.

SERVICE CATEGORY #3: ENVIRONMENTAL STEWARDSHIP

The following policies and actions support the Infrastructure and Environment Policies in the OCP and contribute to the Community Priority to “Promote Conservation, Stewardship and Environmental Sustainability”.

Water is a precious resource that is often taken for granted. Wascana Creek serves as the receiving stream for treated wastewater (effluent) from Regina’s wastewater treatment plant and joins the Upper Qu’Appelle River Watershed near Lumsden. The City, along with all communities within these watersheds, has a role to play in the health and protection of our receiving environment and stewardship of water resources in the region.

It takes energy to collect and treat wastewater from customers. Through ongoing infrastructure maintenance and renewal, wastewater service operations can become more energy efficient to reduce Green House Gas emissions and support improved environmental stewardship.

The policies within “Environmental Stewardship” promote wastewater and energy efficiency as well as best practices for environmental design to preserve water as earth’s most precious resource.

Goal 4: Ensure that constituents (byproducts ex. biosolids/effluent water/biogas) that are removed from the wastewater are treated and disposed of in an appropriate manner.

Rationale

Responsible management of byproducts from wastewater treatment supports reduced resource use. Providing access to effluent re-use as recycled water supports water conservation in the Upper Qu’Appelle River Watershed.

Goal 5: Minimize the discharge of industrial pollution and hazardous waste to the sewer system.

Rationale

Limiting discharge of deleterious substances to the wastewater system supports efficient treatment and consistent wastewater quality and protects the natural environment from substances that cannot be treated.

Goal 6: Enhance wastewater efficiency.

Rationale

Efficient use of energy reduces Green House Gas emissions.

Goal 7: Support environmental conservation and sustainable wastewater management.

Rationale

Incorporating environmental design standards into wastewater projects and operations supports conservation efforts and environmental sustainability for future generations. Continued collaboration between the City and watershed groups supports sound water resource management and watershed protection practices.



Service Delivery Support focuses on providing a prompt response to customer service appointments while minimizing the length of any service disruptions.

SERVICE CATEGORY #4: SERVICE DELIVERY SUPPORT

The following policies and actions support the Financial and Infrastructure Policies in the OCP and contribute to the Community Priority to “Achieve Long Term Financial Viability”.

Effective and efficient customer support is important for continued collection and delivery of wastewater for treatment from our customers, particularly when there is a disruption to service. The City is committed to fostering customers’ trust and confidence in wastewater service delivery by ensuring the resources are available to meet customers’ needs for timely and responsive service delivery.

The policies within “Customer Service Delivery” support effective and efficient service-related interactions with customers and timely return to service when disruption occurs.

Goal 8: Be responsive to service requests.

Rationale

Being responsive to service appointments with customers is central to providing good service to our wastewater customers.

Goal 9: Minimize length of service disruption.

Rationale

Being responsive to service disruptions through timely restoration of wastewater service is key to providing good service delivery to our customers.



Customer Service fosters communication to customer inquiries and collecting on utility billings in an efficient, accurate and timely manner.

SERVICE CATEGORY #5: CUSTOMER SERVICE

The following policies and actions support the Financial Policies in the OCP and contribute to the Community Priority to “Achieve Long Term Financial Viability”.

Good customer service is central to the collection and treatment of wastewater from our customers. The City is committed to delivering consistent customer service and fostering positive relationships with Utility customers by providing timely response to inquiries and efficient, accurate billing services. In line with the benefits model referred to in *Design Regina*, customers pay for wastewater service through user fees.

The policies within “Customer Service” support good customer communication and service experiences as well as reliable Utility billing services.

Goal 10: Be responsive to customer inquiries and needs.

Rationale

Being responsive to Utility customer inquiries is important to providing good customer service.

Goal 11: Produce and collect on utility billings in an efficient, accurate and timely manner.

Rationale

Reliable, accurate utility billing services will encourage customer’s awareness of their water use and associated fees for the wastewater services. In addition, these services ensure revenues are collected to fund ongoing delivery of wastewater service.



Servicing Development focuses on providing access to service when and where it's needed.

SERVICE CATEGORY #6: SERVICING DEVELOPMENT

The following policies and actions support the Growth Plan, Financial Policies and Infrastructure Policies in the OCP and contribute to the Community Priority to “Achieve Long-Term Financial Viability”.

Wastewater service and infrastructure are required in growth areas to provide a fundamental core service to Regina’s new neighbourhoods. The majority of this infrastructure is funded and built by the development community with some system-wide assets built by the City. There is a need to plan wastewater infrastructure for growth considering the interaction with the existing system. The benefit of optimizing use of the existing infrastructure must be balanced with the requirements and impacts on existing service delivery. Taking an integrated approach when planning wastewater infrastructure balances the requirements for growth with the impact on existing areas.

The policies within “Servicing Development” address accessibility of the wastewater service for growth areas in a safe and effective way while considering the entire system, current design standards and future costs.

Goal 12: Accommodate growth and redevelopment within planning policy by providing wastewater service.

Rationale

Expansion of the wastewater system will be needed to service new neighbourhoods as well as upgrades to the existing system to manage the increased wastewater flows from new customers. The future operating costs of new infrastructure will be considered as well as potential to optimize use of existing infrastructure to decrease the overall cost of ownership.



Financial Sustainability aims to recover the full cost of service delivery.

SERVICE CATEGORY #7: FINANCIAL SUSTAINABILITY

The following policies and actions support the Financial Policies in the OCP and contribute to the Community Priority to “Achieve Long Term Financial Viability”.

The financial sustainability of the wastewater service is about making sure the City collects enough Utility revenues from wastewater user fees to recover the full costs of providing wastewater infrastructure and service that achieve the service goals and future demand requirements as described in the preceding six Service Categories. Utility rates will be established considering revenue requirements over the 25-year planning horizon, affordability and inter-generational equity. The City is committed to ensuring the wastewater service is financially sustainable now and in the future and that customers pay for wastewater service through user fees in accordance with the benefits model referred to in the OCP.

The policies within “Financial Sustainability” support the full cost recovery, user-pay basis to providing wastewater service to customers.

Goal 13: Ensure wastewater service is financially sustainable.

Rationale

Provide wastewater service to residential and business customers on a full-cost recovery, user-pay basis in line with the financial principles outlined in the OCP. Future rate recommendations will be sustainable and move towards achieving inter-generational equity.

Implementation Plan

To move the City towards achieving the goals and policies of this plan, the following section outlines the strategy to guide implementation over time and ultimately realize the plan. More detailed strategies will be developed to advance specific elements of the plan based on the timing and context detailed in this section.

Master Plan Ownership

Delivery of wastewater service to customers requires collaboration across and within various teams, both internal and external, involved in planning, constructing, operating and maintaining the wastewater collection and treatment systems and associated service activities. Collectively, these teams are responsible for implementing the plan.

Water, Waste & Environmental Services led the development of the WWMP and will continue to lead the implementation of many of the plan policies and actions. The City Planning and Community Development Division manages new growth areas and will lead the implementation of policies and actions to service development. The City will



continue to provide reliable treatment of wastewater through its Project Agreement with EPCOR until 2044. The Project Agreement ensures that the WWTP will be operated, maintained and expanded to effectively meet treatment requirements. The Project Agreement also ensures that the WWTP is maintained so that it is handed back to the City in good condition.

Water, Waste & Environmental Services also leads the development of the Utility capital investment planning process to prioritize investment in water, wastewater and drainage services. The capital planning process with financial analysis which includes using the 25-year Utility Model, forms the basis of budget recommendations to Council. The WWMP and the Utility capital investment plan are not a commitment for future investment. This policy direction will help inform decisions that are made by Council as part of the defined budget process and over the course of their ongoing deliberations.

Investments will be reviewed each year through the City's annual budget process where Administration's proposed budgets are vetted through a public consultation process. Only when Council adopts the budget will investments be approved.

Implementation Phasing

The WWMP goals are intended to be realized over the next 25 years through staged implementation of the policies and actions outlined in this document; however, the WWMP is not a commitment for future investment. It is also important to note that several factors, including changing operating conditions, changes in regulation, risks, financial capacity, and the pace of growth, will influence the implementation of planned actions and capital investments. Planned actions will require further development through the implementation phases and capital investment forecasts will continue to be adjusted annually through the Utility investment planning process to reflect additional information on risks, LOS and cost. The planned actions, timeframes and investment to maintain current LOS and address future demand are identified in Appendix A and summarized below.

Planned Actions, Timeframe and Resources

The planned actions help the City make informed decisions about the wastewater system and infrastructure that support service delivery to customers. Due to the systemic nature of the wastewater system, projects typically address more than one increased demand (new regulations and improved environmental protection, enhancing LOS, and growth) as well as contribute to maintaining current LOS. In

general, satisfying increased demand requires additional operating efforts going forward.

Efforts that support maintaining current LOS include ongoing operating and infrastructure renewal works. Operational procedures provide for the routine monitoring, operating and maintenance needs to keep delivering reliable wastewater service to customers on a daily basis. Infrastructure renewal involves the repair, replacement and improvement of assets to support ongoing reliable wastewater service delivery to customers over time. Environmental stewardship is also improved through projects that support maintaining current LOS including ongoing infrastructure renewal and replacement, as well as those needed to meet regulatory requirements.

Most operational activities will be maintained at current levels in the short term but may be refined as a result of continuous improvement efforts. Wastewater infrastructure renewal work that supports maintaining the current LOS includes:

- proactive monitoring
- assessment and renewal of critical system assets such as the wastewater treatment plant, McCarthy Boulevard Pump Station, trunk sewers and lift stations
- renewal of local sewers, manholes and service connections

Also included are renewal of control systems, as well as operations and customer billing systems and equipment. Maintaining the current LOS also involves system upgrades, including projects and programs such as the Wastewater Capacity Upgrades (see Appendix B for a more detailed project list from the Proposed Wastewater Capital Plan 2020-2024).

Efforts that address future demand include system infrastructure upgrades to support new regulatory requirements and greater environmental protection, improved LOS and growth. Some proposed projects address multiple demands such as new regulations and improved environmental protection, enhanced LOS and growth, as well as contribute to maintaining current LOS.

Works to address new regulations and improved environmental protection, enhanced LOS, as well as contribute to maintaining current LOS include the Trunk Relief Initiative and the Wastewater Capacity Upgrades (South Trunk, Linear Relief and East Central Storage). In addition, the Fleming Road Pumping Station Screens Project will support enhanced LOS through improvements to wastewater delivered for treatment.

Projects to support growth include planning and building additional system infrastructure to provide adequate wastewater capacity to new development areas in the near term considering existing system conditions. Proposed projects include the Trunk Relief Initiative, Wastewater Capacity Upgrades and specific lift station upgrades.

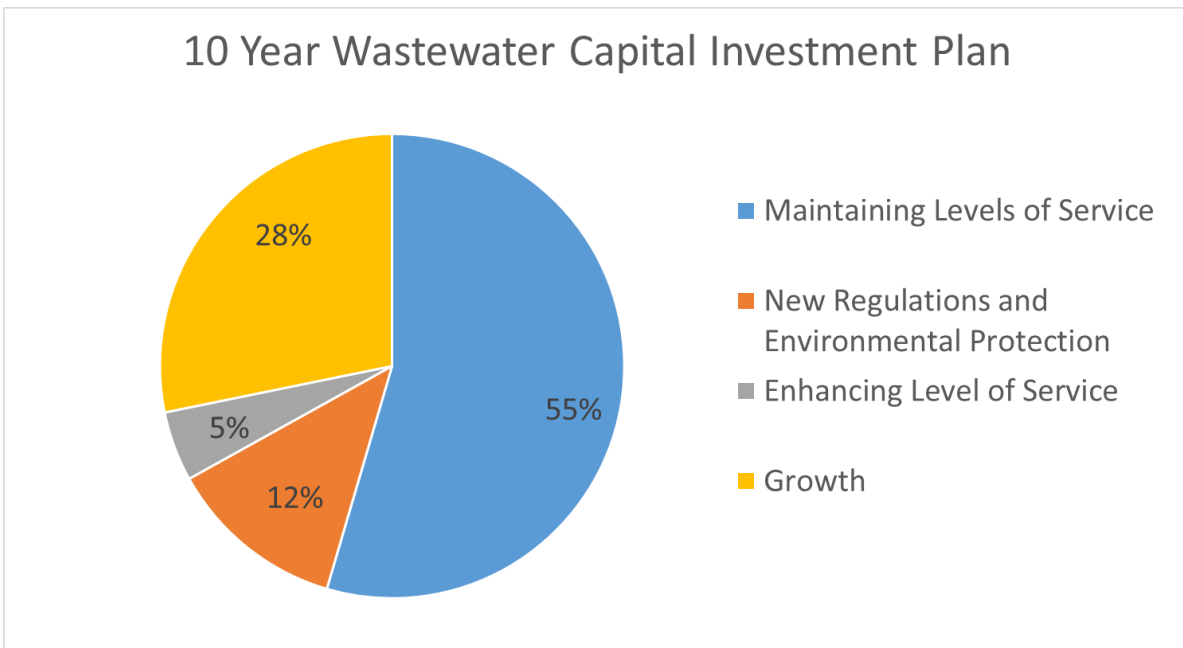
Implementation Investment Summary

The investment strategy for the wastewater service is developed in the Utility investment planning process. The approach starts with the development of business cases to describe service needs and propose solutions, including those identified in the WWMP. The submissions are reviewed and evaluated consistently to identify the benefits of investment and to prioritize projects and programs within the 10-year plan that support water, wastewater and stormwater service goals, aligned with corporate and LOS objectives. Investments in the remainder of 25-year plan are less defined; however, it is expected that much of the need is defined through long-term planning and asset renewal. Preliminary funding constraints are applied to the proposed plan and the residual risk of unfunded or deferred projects and programs are assessed. Scenarios are also developed to finance the plan with varying rates, debt issuance and reserve balances using the 25-year Utility Model. Together, the prioritized plan and financing scenarios form the recommended investment plan and budget to Council.

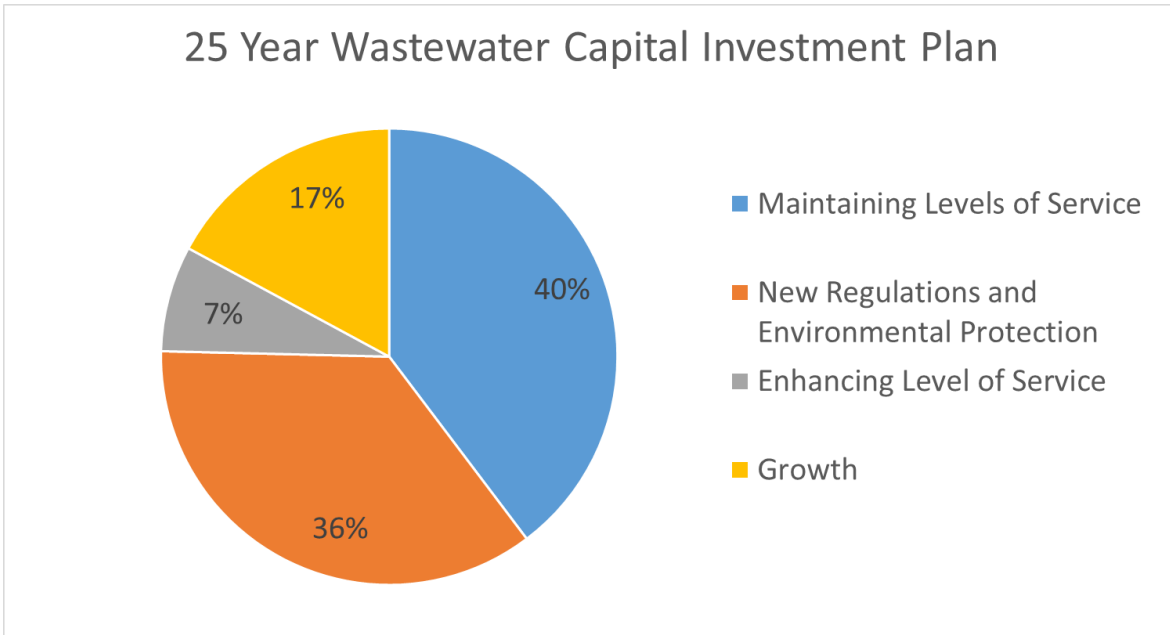
The WWMP sets out the capital investment needed to meet LOS that reflect regulatory, operational and economic outcomes, reduce risk and accommodate growth, to achieve the vision of the OCP. The proposed 25-year Wastewater Capital Plan is identified in Appendix C. Financing scenarios with a mix of rate increases and debt were evaluated with the Utility Model to assess financial sustainability in line with the WWMP goals and principles. Financial analysis of the proposed 25-year Wastewater Capital Plan using the Utility Model, indicates that low to moderate rate increases along with some debt issuance will be needed to fund the full plan. In general, operating expenditures are expected to increase, primarily due to new infrastructure added to the system and further program implementation. The WWMP outlines the Wastewater Capital Investment Plan; however, it is not a commitment for future investment and is subject to annual budget deliberations by Council.

The following charts show the proposed 10-year (short to mid-term) and total 25-year (long-term) capital investment profile, illustrating that the majority of investment is focused on maintaining LOS through renewal, replacement and upgrade of

infrastructure that supports current service delivery to customers. The 25-year plan also shows significant investment toward new regulations and improved environmental protection. Capital and operating expenditures to maintain current LOS and increased demand are provided by wastewater user fees, with the exception of most growth-related capital investment which is funded by external sources through SAF.



Note: The majority of overall capital investment is funded by wastewater rates with most growth-related projects funded by SAFs.



Note: The majority of overall capital investment is funded by wastewater rates with most growth-related projects funded by SAFs.

Monitoring and Evaluation

Wastewater service delivery is dynamic by nature and subject to changing conditions. The WWMP will continue to be reviewed and updated on a regular basis as follows:

- Review and progress reporting to Public Works & Infrastructure Committee on the status of implementing planned actions and strategies.
- Full review of the WWMP every five years to Council to ensure it is effective at meeting LOS, reducing risk and accommodating growth.

An important part of plan implementation is to monitor and report progress on the effectiveness of policies and actions to achieve goals. Tracking key performance measures and trends over time will inform updates to the strategies and actions of the plan. The performance measures should be reviewed every five years during the full WWMP review.

Some measures will require additional data collection and some may be adjusted based on resource availability and data management requirements. The following table sets out the measures in line with the defined Service Categories.

Reliable Service <ul style="list-style-type: none"> • Number of sewer backup inquiries • Number of logged (system and treatment plant) odour inquiries
Regulatory Compliance <ul style="list-style-type: none"> • Number of reportable discharges from the system and McCarthy Boulevard Pumping Station to the environment, regardless of cause • Number of notifications to downstream user group
Environmental Stewardship <ul style="list-style-type: none"> • Amount of biogas used at the WWTP • Percent of treated effluent where access is sold to allow use as recycled water • Number of bylaw violations issued • Electricity consumed to collect and treat wastewater • Number of active wastewater management installations incorporating conscious environmentally-friendly design
Service Delivery Support <ul style="list-style-type: none"> • Per cent of customer appointments attended on time • Average length of service disruptions
Customer Service <ul style="list-style-type: none"> • Per cent compliance with the Corporate Customer Service Standards providing contact to those who request it within 48 hours • Number of properties with at least one estimated meter read within the year • Number of properties (accounts) with at least one billing adjustment within the year • Customer debt outstanding to Utility
Servicing Development <ul style="list-style-type: none"> • Number of properties (development requests) rejected for utility wastewater servicing
Financial Sustainability <ul style="list-style-type: none"> • Per cent of capital investment funding shortfall over 10 years • Per cent wastewater charge of household income

Appendix A:

Planned Actions, Timeframes and Resources

Planned Actions, Timeframes and Resources

The following symbols are used to outline the resources required.

	Capital:	Operating:
\$	<\$500 000	<\$100 000
\$\$	\$500 001 to \$2 000 000	\$100 001 to \$500 000
\$\$\$	>\$2 000 000	>\$500 000
Int	Internal costs only	

Policies and Recommended Actions		Timeframe	Initial Resources (subsequent annual maintenance costs are not reflected)		
			Level of Effort	Capital	Operating
Service Category #1: Reliable Service					
Goal 1: Collect and deliver residential, commercial and industrial wastewater with minimal public impact.					
Rationale: Focusing on effectively collecting the quantity and quality of wastewater from customers while enhancing service delivery as needed will be important for the City to continue providing reliable wastewater service to customers.					
Risk of not doing: LOS for wastewater quality and capacity will not be met.					
1.1	Develop and adopt the revised evaluation criteria (including LOS and design criteria) for Regina's wastewater collection and treatment system.	Short			
1.1.1	Continue to define and collect data to build out the evaluation criteria (including LOS) related to wastewater system performance and objectives, as well as develop and refine associated systems and processes for data collection as required, to better understand current performance and inform decision making.	Short, Medium	Med	Int	Int
1.1.2	Continue to collect data and undertake analyses (including wastewater system modeling and flow monitoring) related to wastewater system performance (quantity, extraneous flow sources, quality of wastewater), to inform decisions on the timing and prioritization of system improvements.	Short, Medium, Long	Low	Int	Int
1.1.3	Provide revised design criteria as input for update to the City of Regina's Development Standards Manual (2010).	Short	Low	Int	Int
1.1.4	Review and update evaluation criteria at least every five years to reflect changing conditions and	Medium, Long	Low	\$, Int	Int

	identify any required adjustments to the planned system improvements.				
1.2	Implement and monitor the recommended wastewater infrastructure plan, including new infrastructure for growth areas where synergies can be realized, required to meet LOS and reduce risks related to service delivery (See Goal 12).	Short, Medium, Long			
1.2.1	Continue to develop and implement an asset management strategy for wastewater infrastructure and service using a risk-based approach as part of continuous improvement.	Short, Medium	Low	\$	Int
1.2.1.1	Continue to invest in the effective and efficient preservation and improvement of Regina's wastewater collection and treatment system.	Short, Medium, Long	High	\$\$\$	Int
1.2.1.2	Continue to review and refine operational and maintenance procedures in line with best practices as part of continuous improvement.	Short, Medium, Long	Low	Int	Int
1.2.1.3	Continue to develop a risk assessment and management strategy for supporting wastewater service delivery, including strategic risks and those associated with assets, particularly critical infrastructure, in the existing system.	Short, Medium, Long	Med	\$	Int
1.2.1.4	Continue to assess the performance of assets to support wastewater service delivery to maintain LOS and develop performance forecasts.	Short, Medium, Long	Med	\$\$	Int
1.2.1.5	Develop a life cycle management strategy for system assets that support wastewater service delivery.	Short	Low	Int	Int
1.2.1.5.1	Develop and apply a whole life cost approach to ensure the full costs of the assets from acquisition to disposal are included and service is provided at the lowest overall cost of ownership (See Goal 12).	Short	Low	Int	Int
1.2.1.6	Assess new and innovative technology and methods for constructing and renewing wastewater infrastructure (See Goal 7).	Short, Medium, Long	Low	Int	Int
1.2.1.7	Identify opportunities to coordinate wastewater projects with other infrastructure projects, including those required to support growth areas where synergies can be realized.	Short, Medium, Long	Med	Int	Int
1.2.1.8	Continue to explore opportunities to optimize use of the system taking into account system-wide effects by assessing residual capacity and use of existing infrastructure (See Goal 12).	Short, Medium, Long	Med	Int	Int
1.2.1.9	Continue to develop and implement an extraneous flow reduction program to reduce sources of inflow and infiltration to the wastewater system where effective and assess impacts on the recommended wastewater infrastructure plan.	Short, Medium, Long	Med	Int	Int
1.2.1.9.1	Evaluate current extraneous flow reduction practices and update inflow and infiltration targets.	Short, Medium	Low	Int	Int
1.2.1.10	Continue to develop and implement the source control program and associated bylaws (see Goal 5).	Short, Medium, Long			

1.2.1.10.1	Update and enhance targeted source control information to businesses.	Short, Medium	Low	\$,Int	Int
1.2.1.10.2	Update and enhance source control information available to the public.	Short, Medium	Low	Int	Int
1.2.1.10.3	Work with schools and local businesses to support source control educations and a sewer abuse awareness campaign.	Short, Medium, Long	Low	Int	Int
1.2.1.10.4	Explore the development and implementation of weeping tile disconnection into bylaw to ban existing inflow from the wastewater system.	Short, Medium	Low	Int	Int
1.2.1.10.5	Encourage customers to investigate sewer backup risks around their home and promote backup protection practices in line with industry and best practice.	Short, Medium, Long	Low	Int	Int
1.2.1.10.6	Review and update bylaws at least every five years to reflect changing conditions and identify any required adjustments to the planned system improvements (see Goal 5).	Medium, Long	Low	Int	Int
1.3	Continue to work with EPCOR to monitor the HWS and ensure compliance with the Project Agreement (see Goal 5).	Short, Medium, Long	Med		\$\$\$

Service Category #2: Regulatory Compliance

Goal 2: Collect and deliver wastewater for treatment in compliance with the operating permit.

Rationale: Complying with Regina's Permit to Operate (Collection Works) will ensure collection of wastewater from customers and delivery to the wastewater treatment plant meets Provincial requirements. Securing Permits for Construction will ensure wastewater collection and delivery for treatment meets established design standards.

Risk of not doing: Wastewater collection is not meeting regulatory requirements; may lead to fines or other action.

2.1	Ensure design, construction and operation of Regina's wastewater collection and delivery system complies with relevant legislative and regulatory requirements.	Short, Medium, Long			
2.1.1	Obtain all necessary permits and ensure adherence to conditions.	Short, Medium, Long	Med	Int	Int
2.1.2	Continue to work with the WSA to ensure operating permit requirements are met, including addressing additional sampling, monitoring and reporting requirements when wastewater is discharged to the environment.	Short, Medium, Long	Low	Int	Int
2.1.2.1	Continue to develop the Emergency Response Plan in line with industry emergency response planning standards and best practices and periodically update the plan to incorporate changed conditions as part of continuous improvement.	Short, Medium, Long	Low	Int	Int
2.1.3	Work with the WSA to monitor potential changes in wastewater regulations in the future.	Short, Medium, Long	Low	Int	Int

Service Category #2: Regulatory Compliance					
Goal 3: Treat wastewater to a standard that meets the requirements of the operating permit.					
Rationale: Complying with Regina's Permit to Operate (Treatment Works) will ensure treatment of wastewater from customers meets Provincial requirements for safe discharge of treated wastewater to Wascana Creek. Securing Permits for Construction will ensure wastewater treatment meets established design standards.					
Risk of not doing: Wastewater treatment is not meeting regulatory requirements; may lead to fines or other action.					
3.1	Continue to work with EPCOR and ensure compliance with the Project Agreement and regulations.	Short, Medium, Long			
3.1.1	Develop and participate in governance activities related to the WWTP.	Short, Medium, Long	Low		Int
3.1.2	Review monthly activities, performance and other events at the WWTP.	Short, Medium, Long	Med		Int
3.1.3	Investigation of complaints or influent wastewater quality concerns.	Short, Medium, Long	Med		Int, \$
3.1.4	Participate in hand back activities, including inspections and evaluations, beginning 7 years prior to the end of the contract.	Long	Med		Int
3.1.5	Work with the WSA to monitor potential changes in effluent quality and wastewater regulations in the future.	Short, Medium, Long	Low	Int	Int
Service Category #3: Environmental Stewardship					
Goal 4: Ensure that constituents (byproducts ex. biosolids/effluent water/biogas) that are removed from the wastewater are treated and disposed of in an appropriate manner.					
Rationale: Responsible management of byproducts from wastewater treatment supports reduced resource use. Providing access to effluent re-use as recycled water supports water conservation in the Upper Qu'Appelle River Watershed.					
Risk of Not Doing: Conservation of resources may be limited if constituents from wastewater treatment are not appropriately managed or access to effluent re-use is limited.					
4.1	Monitor and evaluate the amount of biogas generated and beneficially re-used at the wastewater treatment plant.	Short, Medium, Long	Low	Int.	Int.
4.2	Continue to support access to treated effluent as recycled water.	Short	Low		
4.2.1	Continue to evaluate treated effluent accessible for re-use as recycled water.	Short, Medium, Long	Low	Int, \$	Int
4.2.2	Continue to evaluate recycled water demand and explore re-use opportunities with customers.	Short, Medium, Long	Low	Int, potential revenue	Int

Service Category #3: Environmental Stewardship

Goal 5: Minimize the discharge of industrial pollution and hazardous waste to the sewer system.

Rationale: Limiting discharge of deleterious substances to the wastewater system supports efficient treatment and consistent wastewater quality, and protects the natural environment from substances that cannot be treated.

Risk of Not Doing: Wastewater system may be more vulnerable and treatment less efficient.

5.1	Continue to develop and implement the Wastewater and Storm Water Bylaw (Bylaw No. 2016-24) and ensure compliance by users.	Short, Medium, Long			
5.1.1	Continue to inspect, monitor and enforce acceptable use of the wastewater system by customers in line with the Bylaw.	Short, Medium, Long			
5.1.1.1	Continue to sample, monitor and evaluate discharges to the wastewater system for deleterious substances.	Short, Medium, Long	Low	Int	Int
5.1.1.2	Continue to ensure compliance with bylaw restrictions and associated fines.	Short, Medium, Long	Low	Int	Int
5.1.2	Continue to develop and implement the source control program and associated bylaws (see Goal 1).	Short, Medium, Long			
5.1.2.1	Update and enhance targeted source control information to businesses.	Short, Medium	Low	Int	Int
5.1.3	Review and update bylaws at least every five years to reflect changing conditions and identify any required adjustments to the planned system improvements (see Goal 1).	Medium, Long	Low	Int	Int
5.2	Continue to work with EPCOR to monitor the HWS and ensure compliance with the Project Agreement (see Goal 1).	Short, Medium, Long	Med		\$\$\$
5.2.1	Develop and participate in governance activities related to the HWS.	Short, Medium, Long	Low		Int
5.2.2	Review monthly activities, performance and other events at the HWS.	Short, Medium, Long	Med		Int
5.2.3	Investigation of complaints or influent wastewater quality concerns.	Short, Medium, Long	Med		Int, \$
5.2.4	Management of Haulers, including registration and corrective actions, for the HWS.	Short, Medium, Long	Low		Int
5.2.5	Participate in hand back activities, including inspections and evaluations, beginning 7 years prior to the end of the contract.	Long	Med		Int

Service Category #3: Environmental Stewardship					
Goal 6: Enhance wastewater efficiency.					
Rationale: Efficient use of energy reduces Green House Gas emissions.					
Risk of Not Doing: Targeted energy efficiency improvements will not advance.					
6.1	Monitor and evaluate the efficiency of energy use including reductions realized through implementing the wastewater infrastructure plan, including the extraneous flow reduction program and wastewater infrastructure renewal, replacement and upgrade.	Short, Medium, Long			
6.1.2	Continue to evaluate current energy consumption and examine opportunities to conserve energy and reduce Green House Gas emissions from wastewater operations.	Short, Medium, Long	Low	\$	Int
Service Category #3: Environmental Stewardship					
Goal 7: Support environmental conservation and sustainable wastewater management.					
Rationale: Incorporating environmental design standards into wastewater projects and operations supports conservation efforts and environmental sustainability for future generations. Continued collaboration between the City and watershed groups supports sound water resource management and watershed protection practices.					
Risk of Not Doing: Environmental conservation may be limited and targeted enhancement of environmental protection through design will be limited.					
7.1	Implement the application of environmental design standards and best practices into wastewater projects and operations, where feasible (See Goal 1).	Short, Medium, Long	Low	\$	Int
7.2	Continue to collaborate with the province and watershed associations to support source water protection and sound watershed management.	Short, Medium, Long			
7.2.1	Continue City participation in the Wascana Upper Qu'Appelle Watersheds Association Taking Responsibility (WUQWATR) to support source water protection including sound watershed stewardship.	Short, Medium, Long	Low	Int	Int
7.2.2	Continue to support the implementation of key priority action items in the local watersheds Source Water Protection Plan.	Short, Medium, Long	Low	Int	Int
Service Category #4: Service Delivery Support					
Goal 8: Be responsive to service requests.					
Rationale: Being responsive to service appointments with customers is central to providing good service to our wastewater customers.					
Risk of Not Doing: Customer service appointments will be ad hoc.					
8.1	Continue to develop and maintain systems and processes as well as explore new technology to support effective, efficient and responsive customer service practices.	Short, Medium, Long			
8.1.1	Continue to implement upgrades to customer information systems used for service bookings to support reliability of service bookings with customers.	Short, Medium, Long	Low	\$	Int

8.1.2	Continue to review and refine customer service procedures in line with best practices as part of continuous improvement.	Short, Medium, Long	Low	Int	Int
Service Category #4: Service Delivery Support					
Goal 9: Minimize length of service disruption.					
Rationale: Being responsive to service disruptions through timely restoration of wastewater service is key to providing good service delivery to our customers.					
Risk of Not Doing: Customer communications during service disruption will be ad hoc.					
9.1	Develop and maintain systems and processes to support effective and efficient customer service and communications, internally and externally, during wastewater service issues and disruptions.	Short, Medium, Long			
9.1.1	Continue to review and refine service request processes and systems used for identifying wastewater service issues and backups.	Short, Medium	Low	Int	Int
9.1.2	Develop and implement process to track and report response times to service disruption.	Short, Medium	Low	Int	Int
Service Category #5: Customer Service					
Goal 10: Be responsive to customer inquiries and needs.					
Rationale: Being responsive to Utility customer inquiries is important to providing good customer service.					
Risk of Not Doing: Customer service and satisfaction are low.					
10.1	Continue to ensure Corporate Customer Service Standards are maintained to promote good customer service interactions.	Short, Medium, Long			
10.1.1	Continue to review and refine customer service procedures in line with best practices as part of continuous improvement.	Short, Medium, Long	Low	Int	Int
Service Category #5: Customer Service					
Goal 11: Produce and collect on utility billings in an efficient, accurate and timely manner.					
Rationale: Reliable, accurate utility billing services will encourage customer's awareness of their water use and associated fees for the wastewater services. In addition, these services ensure revenues are collected to fund ongoing delivery of wastewater service.					
Risk of Not Doing: Utility billings and revenue collection will be less reliable.					
11.1	Continue to develop and maintain systems and processes to charge for and collect on billings to Utility customers for the wastewater services provided, as well as explore new technology to support effective, efficient and responsive customer service practices.	Short, Medium, Long			
11.1.1	Continue to implement upgrades to customer information systems used for generating utility bills to customers.	Short, Medium, Long	Low	\$	Int
11.1.2	Continue to review and refine customer service and operational procedures in line with best practices as part of continuous improvement.	Short, Medium, Long	Low	Int	Int

Service Category #6: Servicing Development					
Goal 12: Accommodate growth and redevelopment within planning policy by providing wastewater service.					
Rationale: Expansion of the wastewater system will be needed to service new neighbourhoods as well as upgrades to the existing system to manage the increased wastewater flows from new customers. The future operating costs of new infrastructure will be considered as well as potential to optimize use of existing infrastructure to decrease the overall cost of ownership.					
Risk of not doing: Wastewater system capacity will not meet increased demand.					
12.1	Implement and monitor the recommended wastewater infrastructure plan, including improvements to the existing system where synergies can be realized, required to support growth areas (See Goal 1).	Short, Medium, Long			
12.1.1	Undertake predesign, design and construction of system infrastructure to provide capacity upgrades to new development areas and address impacts on the existing system.	Short, Medium	Low	\$\$\$	\$
12.1.2	Develop and apply a whole life cost approach to ensure the full costs of the assets from acquisition to disposal are included and service is provided at the lowest overall cost of ownership.	Short	Low	\$, Int	Int
12.1.3	Continue to explore opportunities to optimize use of the system considering system-wide effects by assessing residual capacity and use of existing infrastructure (See Goal 1).	Short, Medium, Long	Med	\$, Int	Int
Service Category #7: Financial Sustainability					
Goal 13: Ensure wastewater service is financially sustainable.					
Rationale: Provide wastewater service to residential and business customers on a full-cost recovery, user-pay basis in line with the financial principles outlined in the OCP. Future rate recommendations will be sustainable and move towards achieving inter-generational equity.					
Risk of Not Doing: Wastewater service is insufficiently financed and customers pay less than it costs to provide the wastewater service.					
13.1	Continue to undertake capital investment planning and financial analysis for the wastewater service and develop holistic service-based costing to better understand the full cost of providing the Wastewater Service.	Short, Medium, Long			
13.1.1	Develop and implement systems and processes to track cost of service (including operating costs) aligned with LOS, to ensure wastewater service is provided on a full-cost recovery basis.	Short, Medium	Low	\$, Int	Int
13.1.2	Continue to improve the Utility investment planning and financial analysis in line with best practices as part of continuous improvement.	Short, Medium, Long	Low	Int	Int
13.1.3	Adopt the principle of inter-generational equity to establish future rate increases for users who benefit from the capital improvements.	Short	Low	Int	Int

* All proposed actions will require staff time and resources

Appendix B:

City of Regina Proposed Wastewater Capital Plan 2020-2024

Proposed Wastewater Capital Plan

Project Program Name	2020	2021	2022	2023	2024	Total
Trunk Relief Initiative	2000	0	0	0	0	2000
Wastewater Flow Monitoring	120	120	120	120	120	600
Wastewater Capacity Upgrades - South Trunk	0	1700	0	15600	0	17300
Wastewater Lift Station Renewal	300	300	300	300	300	1500
Fleming Road Pumping Station Screens	0	0	0	0	200	200
Wastewater Infrastructure Renewal	10310	10310	10310	8480	8480	47890
Creeks Wastewater Pump Station Expansion	2500	0	0	0	0	2500
Total Capital Plan	15230	12430	10730	24500	9100	71990
Capital investment for WWTP and HWS Renewal Payments considered in operating budget	246	89	3634	189	925	5083
Total						77073

All dollars in thousands. Includes SAF funded projects.

Appendix C:

City of Regina Preliminary 25-year Wastewater Capital Plan

City of Regina Preliminary 25-year Wastewater Capital Plan

Investment Driver	2020-2024	2025-2029	2030-2034	2035-2039	2040-2044
Maintaining LOS Projects and programs include: <ul style="list-style-type: none"> - Wastewater Infrastructure Renewal - Wastewater Capacity Upgrade Projects - WWTP and HWS Renewal Payments 	\$57M	\$49M	\$48M	\$43M	\$43M
New Regulations and Environmental Protection Projects and programs include: <ul style="list-style-type: none"> - Wastewater Capacity Upgrade Projects 	\$9M	\$15M	\$67M	\$97M	\$29M
Enhancing LOS Projects and programs include: <ul style="list-style-type: none"> - Fleming Road Pumping Station Screens 	\$3M	\$7M	\$16M	\$12M	\$8M
Growth Projects and programs include: <ul style="list-style-type: none"> - Wastewater Treatment Plant Capacity Upgrade - Wastewater Capacity Upgrade Projects 	\$8M	\$47M	\$29M	\$16M	\$4M
Total	\$77M	\$118M	\$160M	\$168M	\$84M

Includes SAF funded projects.

Includes WWTP Renewal Payments and HWS Renewal Payments as set out in the PA, however these items are considered within the operating budget.

NOTICE OF MOTION

November 25, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Please be advised that I will submit the following NOTICE of MOTION at the November 25, 2019 meeting of Regina City Council.

Re: 2020 Proposed Regina Board of Police Commissioners Budget

WHEREAS the Regina Police Service response to justice related issues in our community takes on various forms which include emergency response, proactive policing and community engagement;

WHEREAS the Regina Police Service receives an average of over 61,000 calls for service each year;

WHEREAS the latest Community Perception Survey indicated that over 80% of citizens were satisfied with the service they received from the Regina Police Service;

WHEREAS staffing costs comprise nearly 88% of the Regina Police Service operating budget;

WHEREAS Regina has a lower rate of sworn officers per 100,000 population than the majority of major centres across Canada as well as both Saskatoon and Prince Albert;

WHEREAS the Saskatoon Board of Police Commissioners has recently recommended the hiring of eight additional sworn officers to Saskatoon City Council; and

WHEREAS the Regina Police Service takes a lead role in providing public safety in the city of Regina and members of the Regina Police Service are faced on a daily basis with complex circumstances that threaten community safety and well-being;

THEREFORE BE IT RESOLVED that City Council:

1. Not approve the proposed Regina Police Service 2020 Budget as submitted by the Board of Police Commissioners;

2. As per the provisions of Section 33(2) of *The Police Act, 1990*, return the proposed budget to the Board of Police Commissioners as the budget is seen to be inadequate for the challenges and pressures facing the Regina Police Service; and
3. Request the Board of Police Commissioners to return to City Council with a revised budget which addresses the concerns outlined in (2).

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jerry Flegel". The signature is fluid and cursive, with a horizontal line extending from the end of the name.

Jerry Flegel
Councillor - Ward 10

NOTICE OF MOTION

November 25, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Please be advised that I will submit the following NOTICE of MOTION at the November 25, 2019 meeting of Regina City Council.

Re: Accelerating the Lead Service Connection Management Program

WHEREAS the provision of safe, clean drinking water is a major priority for the City of Regina and residents of the city;

WHEREAS the water supplied to the City of Regina by the Buffalo Pound Water Treatment Plant is lead-free, clean, and safe;

WHEREAS 95% of Regina residents receive water that is lead-free and safe;

WHEREAS there is clear concern in the community about the approximately 3,600 lead service connections, representing the remaining 5%, yet to be replaced;

WHEREAS the City of Regina has been making a focused effort to replace lead service connections in recent years;

WHEREAS there is a need for enhanced communication on the nature of lead connections and their potential impact on residents;

THEREFORE BE IT RESOLVED:

That Administration prepare a report for Executive Committee in March 2020 that considers and analyzes potential enhancements to the Lead Service Connection Management Program, including but not limited to:

1. Accelerating the program to ensure that all lead service connections are replaced by 2025.

2. Expanding the program to include the replacement of the homeowner's side of the connection as well as the city's side of the connection:
 - i) Incorporating best practices of other cities and creating a support program that would see the City fund part or the whole of the replacement costs up-front, with residents repaying the amount over time.
3. Extending the amount of time filters are provided to homeowners to three years;
4. Adding orthophosphate to the City's water supply to mitigate lead content in water;
5. Enhanced communication with homeowners about the nature of lead connections and their potential impacts; and
6. That the program continue to be funded by the Utility.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'M. Fougere', with a long horizontal flourish extending to the right.

Mayor Michael Fougere
Mayor

NOTICE OF MOTION

November 25, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Please be advised that I will submit the following NOTICE of MOTION at the November 25, 2019 meeting of Regina City Council.

Re: Planning and Priorities Committee

WHEREAS the Priorities and Planning Committee was established in *Bylaw No, 2009-40, The Committee Bylaw, 2009* on November 26, 2018; and

WHEREAS its terms of reference as outlined in TABLE 4.2 of the Bylaw have a primary focus on reviewing long-term policies and priorities including the corporate strategic plan, corporate master plans and long-range financial plans; and

WHEREAS, notwithstanding the original objective behind the committee's establishment, it has proven difficult to distinguish between the kind of work to be done by the Executive Committee and the Priorities and Planning Committee; and

WHEREAS the membership on both the Executive Committee and the Priorities and Planning Committee is comprised of all members of City Council; and

WHEREAS the items that have been placed on the agendas of the two committees have proven to be largely interchangeable owing to a need to accommodate the large volume of pressing municipal issues in a timely manner; and

WHEREAS the 2020 meeting calendar for City Council and Committees is awaiting Council approval; and

WHEREAS it serves no practical or obvious purpose, and can be confusing, to retain two committees where one would suffice.

THEREFORE BE IT RESOLVED THAT:

1. The Priorities and Planning Committee be disestablished and its terms of reference be added to the terms of reference for the Executive Committee outlined in TABLE 3 of *The Committee Bylaw*;
2. Any scheduled meetings for the Priorities and Planning Committee be used to schedule additional meetings of the Executive Committee; and
3. The City Solicitor be instructed to prepare the necessary bylaw to amend *The Committee Bylaw*, *Bylaw No. 2009-40* and *The Procedure Bylaw*, *Bylaw No. 9004* to effect these changes.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Bob Hawkins", with a horizontal line extending from the end of the signature.

Bob Hawkins,
Councillor, Ward 2

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Community and Protective Services Committee: 2020 Pest Control Officer Appointment

RECOMMENDATION

**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES
COMMITTEE – NOVEMBER 7, 2019**

1. That the City Solicitor be instructed to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

Appoint the following people as Pest Control Officers under *The Pest Control Act* from January 1, 2020 until December 31, 2020; unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Russell Eirich	Senior Program Manager, Forestry, Horticulture & Pest Control
Ryan Johnston	Supervisor, Pest Control
Corey Doka	Pest Control Officer

2. That within 14 days of City Council passing the amendments to *Bylaw 2009-71*, that the City Clerk notify the Ministry of Agriculture of the appointment of the Pest Control Officers, as required by *The Pest Control Act*.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

The following addressed the Committee:

- Connie Buchan, representing Off-Leash Dog Park User Group (OLD PUG);
- Lynda Schofield; and
- Debbie Crabbe.

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

Recommendation #3 does not require City Council approval.

Councillors: Lori Bresciani, John Findura, Jerry Flegel and Andrew Stevens (Chairperson) were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at its meeting held on November 7, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the City Solicitor be instructed to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

Appoint the following people as Pest Control Officers under *The Pest Control Act* from January 1, 2020 until December 31, 2020; unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Russell Eirich	Senior Program Manager, Forestry, Horticulture & Pest Control
Ryan Johnston	Supervisor, Pest Control
Corey Doka	Pest Control Officer

2. That within 14 days of City Council passing the amendments to Bylaw 2009-71, that the City Clerk notify the Ministry of Agriculture of the appointment of the Pest Control Officers, as required by The Pest Control Act.
3. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

CONCLUSION

The Pest Control Act requires that if a municipality wishes to appoint Pest Control Officers to enforce *The Pest Control Act*, these officers must be appointed by City Council on an annual basis. This report recommends appointing the individuals named in the recommendations as Pest Control Officers for 2020.

BACKGROUND

The Appointment and Authorization of City Officials Bylaw, 2009, Bylaw No. 2009-71 was enacted in 2009 so that the City's various delegations under provincial legislation could be more easily located. In most cases, authority is delegated by position title; but in some cases, like that of Pest Control Officers, provincial legislation requires these appointments to be made by individual and on an annual basis. To find efficiencies, the City had approached the Government

of Saskatchewan (Province) asking that the Act be amended to allow administration to assign these responsibilities by position. The Province declined this request. Therefore, Council must continue to appoint on a yearly basis.

DISCUSSION

The Pest Control Act requires that Pest Control Officers be appointed by City Council on an annual basis.

Administration proposes to have the following persons be appointed as Pest Control Officers for 2020:

<u>Name</u>	<u>Position</u>
Russell Eirich	Senior Program Manager, Forestry Horticulture & Pest Control
Ryan Johnston	Supervisor, Pest Management
Corey Doka	Pest Control Officer

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no financial implications with respect to this report. The individuals appointed are already employed with the assigned duties within the administration.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Appointing Pest Control Officers by bylaw instead of resolution increases transparency, as such appointments are more readily accessible.

Other Implications

For Regina, regulated pests listed under the Act that are of greatest concern are the Norway Rat and Richardson Ground Squirrel (a.k.a. Gopher). There may be a view that because of appointments being required annually, rodents are an epidemic problem, but this is not the case. Indication from routine rodent inspection for demolition permits are that Norway Rat populations are minimal in Regina. Gophers are more problematic as populations fluctuate from year to year and are largely based on seasonal weather conditions.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

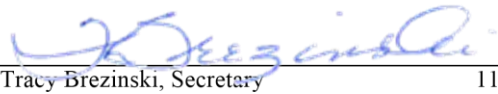
Section 14 of *The Pest Control Act* requires the City Clerk to notify the Minister of Agriculture of Council's appointment of Pest Control Officers within 14 days of the appointment. The City will advise the Rural Municipality of Sherwood of the appointments.

DELEGATED AUTHORITY

The recommendations contained within this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE



Tracy Brezinski, Secretary

11/20/2019.

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Community and Protective Services Committee: Cemetery Schedule and Fee Review

RECOMMENDATION

**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES
COMMITTEE – NOVEMBER 7, 2019**

1. That the Cemetery Fee Schedule for 2020 and 2021, as set out in Appendix B, be approved and the rates come into effect January 1, 2020.
2. That the amendments to *The Cemeteries Bylaw, 2008-27* as described in this report and Appendix A be approved.
3. That the City Solicitor be instructed to prepare the amendments to *The Cemeteries Bylaw, 2008-27* as described in this report.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – NOVEMBER 7, 2019

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

Recommendation #4 does not require City Council approval.

Councillors: Lori Bresciani, John Findura, Jerry Flegel and Andrew Stevens (Chairperson) were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at its meeting held on November 7, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the Cemetery Fee Schedule for 2020 and 2021, as set out in Appendix B, be approved and the rates come into effect January 1, 2020.
2. That the amendments to *The Cemeteries Bylaw, 2008-27* as described in this report and Appendix A be approved.

3. That the City Solicitor be instructed to prepare the amendments to *The Cemeteries Bylaw, 2008-27* as described in this report.
4. That this report and associated bylaw be forwarded to the November 25, 2019, meeting of City Council for approval.

CONCLUSION

The City of Regina (City) Cemeteries are operated on a cost-recovery basis. Administration has reviewed the Cemetery fees and is recommending a 4 per cent increase for 2020 and 2021 to:

- Compensate for inflation.
- Continue restoration of existing infrastructure.
- Provide capital funding to develop new interment options to meet customer expectations.

The resulting fees will be in line with other municipally-operated cemeteries in Saskatchewan and other western provinces. This report further recommends updates to the Bylaw, including an amendment to the definition of “authorized decision maker” to make it clearer who the City will take instructions from with respect to a deceased person’s lot and to incorporate a change requested by Veterans Affairs for veteran memorialization.

BACKGROUND

The City operates two cemeteries, Riverside Memorial Park Cemetery and Regina Cemetery, which together have operated on a 100 per cent cost-recovery basis since 1987. Cemetery revenues come from two sources: fees and charges for goods and services provided and interest income generated by the Care and Maintenance Trust Fund. This fund, comprised of a percentage from each plot sale, was established several years ago for the perpetual care and maintenance of the cemeteries. In 1999, an amendment to *The Cemeteries Act* exempted municipally owned cemeteries from maintaining a Care and Maintenance Trust Fund. Since then, no contribution directly from plot sales have been allocated to the fund. As a result, investment income earned by the fund has been relatively flat; the City must rely on fees and charges as the primary source of revenue to maintain and take care of its cemeteries.

Operating surpluses, resulting from annual revenues exceeding expenses, are transferred to the City’s Cemetery Reserve. This reserve is used to fund capital projects, infrastructure, restoration and expansion within the cemetery program. Conversely, any operating deficits are withdrawn from the reserve to fund the shortfall. Currently, the balance in the reserve is \$293,934 and five-year capital expenditure forecast is \$120,000 annually.

The current fees for the cemeteries expires at the end of 2019. As such, Administration has undertaken a review to propose new fees for 2020 and 2021.

DISCUSSION

1. Summary of Research

To develop a new fee schedule, Administration has undertaken the following research:

- Analysis of trends impacting operations.
- Review of fees charged by other municipally owned cemeteries in the prairie provinces.
- Discussion with funeral homes and monument companies.
- Analysis of revenues, expenses and planned capital expenditures.

The following are highlights from this research.

a) Trend Analysis

Interment frequency has remained consistent over the past number of years, at an average of 600 interments annually. This limits the opportunity for increased revenue to fund rising operating costs and planned capital expenditures without raising fees and charges for the goods and services provided.

Interment type trends have shifted over the past 10 years from traditional (casket) interments representing the majority to now experiencing higher cremation interments. In 2018, the City's traditional interments were 35 per cent of total interments compared to 47 per cent in 2008. This change has an impact on revenue, reserve and capital budget as the general public are trending to the cremation style services, which is more economical.

b) Jurisdictional Comparison of Fees

In developing the proposed fee schedule, Administration reviewed other municipally-operated cemeteries. A summary of this research is provided in Appendix C. The research reveals that Regina's fees are comparable to other municipally owned cemeteries in the prairie provinces. While some cemeteries use the mill rate to provide supplemental funding to offset annual operating expenditures, the City's cemeteries currently operates at a 100 per cent cost recovery.

c) Funeral Homes and Monument Companies

Administration solicited information from local monument and funeral home businesses that conduct business at the City's municipal cemeteries. A bi-annual partners meeting was held on February 12, 2019 where Administration requested feedback on the current bylaw regulations. As well, site meetings were held with stakeholders to discuss any potential requests they may have to meet current customer demands. There have been no concerns raised by either stakeholder.

d) Revenues, Expenses and Planned Capital Expenditures

Interest earned through the Care and Maintenance Trust Fund has been used to subsidize annual operational expenses of the two municipal cemeteries since 1999 and has remained consistent in the last three years ranging from \$112,000 to \$118,000 annually.

Annual operating expenses consist of labour, equipment, material, fuel, and utility costs. Administration estimates that it will experience annual inflation of three percent, resulting in a cost increase of approximately \$35,000 per annum.

Contributions to the Cemetery Reserve are decreasing every year due to the trend of moving from traditional to cremation interments. Administration predicts that this trend will continue, potentially placing the Cemetery Reserve at risk. A financial analysis, considering planned capital expenditures, reveals that an additional one per cent fee increase each year is required over the next five years in order to fund upcoming capital projects.

The capital program provides resources for the installation of new cemetery assets, infrastructure, preventative maintenance of existing assets, and a variety of both in and above ground cremation options. Over the last 10 years, the capital program has focused on the installation of several new columbaria and strip foundations. Administration predicts this trend will continue for the next three to five years as cremation and niche purchases are becoming a more popular option.

Conversely, limited funding has been allocated to repair and restore existing assets and infrastructure such as roads, irrigation systems, turf and trees. It is vital that the aging infrastructure be addressed; much of it is beyond its lifecycle. The proposed fee increase will continue to meet customer needs and address restoration of the aging infrastructure

There will also be a need to design and install in and above ground infrastructure i.e. irrigation, roads, and plot layouts for expansion into the undeveloped area of Riverside Memorial Park Cemetery. This expansion is needed for new cremation options and areas as it is in higher demand.

2. Recommended Fees

As a result of the above analysis, for most fees, Administration is recommending a four per cent fee increase effective January 1, 2020 and a four per cent increase effective January 1, 2021. This approach was developed to ensure the cemeteries can continue to operate on a cost-recovery basis, considering both inflation as well as required capital expenditures to respond to changing trends and growth. It should be noted that several fees in the proposed schedule will remain unchanged. These items generate minimal sales yet represent a reasonable value to the customer. Other fees will be increased to improve cost recovery and to improve alignment with comparable municipally-operated cemeteries.

Overall, the approach ensures there is sufficient revenue to sustain current service levels and adequate funds to support restoration of assets and provide for additional options to meet customer needs. The proposed fee schedule is provided in Appendix B; fees are consistent with those provided by other municipally-operated cemeteries in the prairie provinces.

The following is a summary of proposed changes outside of the four per cent increase:

Family Columbaria

- Administration has received requests from local monument companies to offer family columbaria units. Family units are comprised of several niches that accommodate one to four cremated remains to be placed in each niche. These units are typically placed in a garden or path type setting. Regina Funeral Home and Cemetery and the City of Saskatoon cemetery now offer these options and have seen an increase in purchases.
- As a pilot project, Administration plans to purchase a small number of units this fall. A Request for Proposal (RFP) will be posted for all companies to have equal and fair opportunities to bid on selling these units to the City. Administration recommends pricing the units as a premium product above the price of the current family columbarium units.

New Fees

- Sunday and Statutory Holiday Surcharge - Administration is proposing to separate the Saturday interments fee from the Sunday and Statutory Holiday Fee. Other municipalities such as Saskatoon, Lethbridge and Prince Albert have also made this change with their fees and some only offer this on an emergency basis. This will ensure that we are continuing to provide a week-round service and that customers are aware of the fees associated with weekend and statutory day services.

3. Other Recommended Bylaw Changes

In addition to amending the bylaw with the new fees schedule, Administrations is proposing two new amendments, as outlined below.

a) Change to the Cemeteries Bylaw 2008-27 - Authorized Decision Maker

When a lot license owner is deceased, the City allows an “authorized decision maker” of the deceased to make decisions with respect to the lot. This would include returning a vacant lot to the City, transferring it to another owner, or authorizing additional interments into the lot. The Bylaw currently defines an “authorized decision maker” to include an extensive list of relatives prioritized by relationship, age, and willingness to act. This list was originally adopted from provincial legislation related to those authorized to provide burial instructions upon death. The provincial legislation does not apply to the transfer, return or authorization of additional burials in lots and so the City is not required to use the same definition.

Since adopting this broad definition, the City has found it challenging to verify “authorized decision makers”. This is due to the complexity of the list, complicated family structures and difficulty in obtaining verification of the person’s priority on the list (ie. that the higher priority persons on the list do not exist, are deceased, or are unwilling to act). Often the “authorized decision maker” is wishing to authorize additional interments in a deceased person’s lot. This can occur many generations after the initial interment and/or purchase of the lot. The City has no information with respect to whether a deceased person would have authorized additional interments in their lot. Administration is therefore recommending that the definition of “authorized decision maker” be amended to only allow the following persons to provide the City with instructions regarding a lot when the owner is deceased:

- The executor of the estate of the deceased;
- A court appointed administrator of the estate of the deceased; or
- Any other person authorized by law.

No significant concerns were brought forward after consulting with local funeral homes on this change.

b) Field of Honour – Veteran Memorials

Veteran Affairs recently informed Administration of the changes to the specifications for engraving a veteran's memorial. Changes reflected in Appendix A reflect the new specifications provided from Veterans Affairs Canada.

RECOMMENDATION IMPLICATIONS

Financial Implications

It is estimated that increasing the fees by 4 per cent annually, combined with operating surpluses and annual revenues exceeding projections, this will provide approximately an additional \$120,000 in revenues that will be transferred to the Cemetery Reserve for future capital projects. As such, approval of the proposed fee schedule will ensure that there is funding available to meet increased operating expenses and to continue addressing capital infrastructure requirements.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The recommendations proposed in this report support long-term management and maintenance of cemetery assets. This initiative supports the *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP) Community Priorities of promoting long-term financial viability; fostering economic prosperity. This initiative supports the following OCP goal: Financial Policies, Goal 1: Use a consistent approach to funding the operation of the City of Regina.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

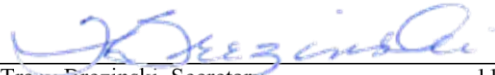
Information about the new rates will be distributed to funeral homes and monument suppliers in the Regina area and will be available at City Hall, Riverside Memorial Park Cemetery and Regina.ca. Administration will work with Citizen Experience to ensure the public is made aware of the fee changes.

DELEGATED AUTHORITY

The recommendations contained within this report require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE



Tracy Brezinski, Secretary

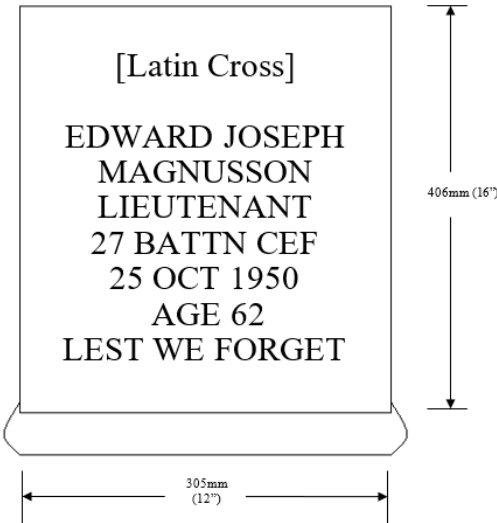
11/20/2019.

Appendix A
2020 – 2021
The Cemeteries Bylaw No. 2008-27
Proposed Amendments

Current	Amendment	Comment
Fees and Charges Schedule “A”		
<i>Cemetery License Fees - Lot</i>		
Infant Lot - \$230.00	Repeal and replace with: Infant Lot \$260	New proposed fee to include the engraving of the infant name onto a memorial wall. Currently families pay (\$250) separately for a plaque on a group memorial. Increasing the cost will cover to engrave their name. (\$230 + \$30=\$260). Hold the fee for 2021
Option Area Standard Lot	Increase: Option Area Standard Lot (2020 - \$2745)	The \$200 increase in fee would cover the cost to place concrete foundation piles and install additional reinforcement into the foundations for longevity and increased durability.
Option Area Standard Cremation	Repeal: Option Area Standard Cremation (2020 - \$2285)	Same as above
<i>Interments</i>		
Weekend/Holiday Surcharge – traditional (2019 - \$660)	Repeal and Replace: Saturday Surcharge – traditional (2020 - \$690, 4% increase)	Separate the Saturday fees from the Sunday & Statutory holidays as those are triple time. To compare Saskatoon charges \$615 for traditional on Saturdays.

Weekend/Holiday Surcharge – cremated remains (2019 - \$355)	Repeal and Replace: Saturday Surcharge – cremated remains (2020 - \$370, 4% increase)	Separate the Saturday fees from the Sunday & Statutory holidays. To compare Saskatoon charges \$335 for cremated remains on Saturdays.
Sunday/ Holiday Surcharge - traditional	Add: Sunday/Holiday Surcharge – traditional (2020 - \$860) Increase 2019 weekend fee \$660 by 30% to \$860.	Add: Traditional require two persons to operate equipment. Separate out the fee from Saturdays to cover triple overtime and equipment costs. Sunday and Holidays have less interments booked. Other municipalities charge more for Sunday and Holidays burials or some will only do on an as need/ emergency basis, if staff available. See other municipalities fees on Appendix C. Saskatoon charges an average 40% more on Sundays at \$855.
Sunday/ Holiday Surcharge – cremated remains	Add: Sunday/Holiday Surcharge – cremated remains (2020 - \$460) Increase 2019 weekend fee \$355 by 30% to \$460.	Same as above. Cremated remains only require one person. Saskatoon charges \$475
<i>Other</i>		
Chapel Bookings	Increase: (2020- \$200 per hour)	Due to the increased utility costs the administration is right sizing this fee to \$200 an hour with the yearly percentage increase for 2021.
Urn Vault	Increase: (2020 - \$100)	Decreased by error in the last Cemetery fee review.

<p>(ii) Latin Cross or Branch Insignia: (A) Length: 6.3 cm (2 ½") (B) Width: 3.8 cm (1 ½") (C) Depth: 0.95 cm (3/8")</p> <p>(D) Position: Top 1.6 cm (5/8") below top of stone</p> <p>(iii) Cast bronze plaque not permitted on face of memorial.</p> <p>(iv) Ceramic plaque not permitted on any surface of memorial.</p> <p>(v) First Line: First and last name *: (A) Letter height: 2.5 cm (1") (B) Position: Top 1.6 cm (5/8") below bottom of Latin Cross or Branch Insignia.</p> <p>*Typically one line of text only; use two lines if necessary, 2nd line 1.6 cm (5/8") below first line.</p> <p>(vi) Second Line: Rank: (A) Letter height: 2.5 cm (1") (B) Position: Top 1.6 cm (5/8") below bottom of first line</p> <p>(vii) Third Line Military Unit or Service: (A) Letter height: 2.5 cm (1") (B) Position: Top 1.6 cm (5/8") below bottom of second line</p>	<p>v. Do not in-paint or highlight engraving;</p> <p>vi. Maximum letters per line 12.</p> <p>(D) Latin Cross i. Height X width 4.1cm X 2.5cm (1 5/8" X 1") ii. Width of shaft and cross bar 0.6 cm (1/4") iii. Inscribe using 60-degree V-cut; iv. An official military crest may be substituted if requested by Next of Kin. v. Position: Top 1.6 cm (5/8") below top of stone</p> <p>(E) Lines i. Line 1: Position: Top 1.6 cm (5/8") below bottom of Latin Cross, First and last name and post-nominals ii. Line 2: rank iii. Line 3: unit + CEF for WWI veterans iv. Line 4: Date of Death and Age [or year of birth – year of death] (i.e. 1886-1950) and age v. Line 5: LEST WE FORGET (This line applies when replacing a marker that had LEST WE FORGET on the original marker)</p> <p>(F) Top of Stone vi. Line 1: name and post-nominals</p>	
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<p>(viii) Fourth Line</p> <p>(ix) Date of Death and Age [or year of birth – year of death]:</p> <p>(A) Letter height: 2.5 cm (1")</p> <p>(B) Position: Top 1.6 cm (5/8") below bottom of third line</p> <p>(ix) Fifth Line</p> <p>Line of Remembrance (ie. "LEST WE FORGET", "Loving Father")</p> <p>(A) Letter height: 2.5 cm (1")</p> <p>(B) Position: Top 1.6 cm (5/8") below bottom of fourth line</p> <p>Second, third and fourth lines can be inscribed in any order.</p> <p>(2) Base</p> <p>(a) Material: Indiana Limestone, Stanstead Grey Granite or Light Barre Grey Granite</p> <p>(b) Dimensions:</p> <p>Length: 41 cm (16") Width: 51 cm (20") Height: 10 cm (4")</p> <p>(3) Foundation: None</p> <p>(4) Placement: Placed at head of lot.</p>	<p>vii. Line 2: rank</p> <p>*Typically, one line of text only; use two lines if necessary, 2nd line 1.6 cm (5/8") below first line.</p> <p>**When replacing a damaged marker, reproduce the wording as it is on the original marker.</p> <p style="text-align: center;"><u>Scroll-Shaped Marker</u></p>  <p>The diagram shows a scroll-shaped marker with a rectangular top section and a curved base. The text is centered within the rectangle. To the right of the rectangle, a vertical double-headed arrow indicates a height of 406mm (16"). Below the rectangle, a horizontal double-headed arrow indicates a width of 305mm (12").</p> <p style="text-align: center;">[Latin Cross]</p> <p style="text-align: center;">EDWARD JOSEPH MAGNUSSON LIEUTENANT 27 BATTN CEF 25 OCT 1950 AGE 62 LEST WE FORGET</p> <p>(2) Base</p> <p>(a) Material: Light Barre Grey Granite</p> <p>(b) Dimensions: Length: 51 cm (20") Width: 41 cm (16") Height: 10 cm (4")</p> <p>(3) Foundation: None</p>	
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	<p>(4) Placement: Placed at head of lot.</p> <p>(5) Notes *Cast bronze plaque not permitted on face of memorial. **Ceramic plaque not permitted on any surface of memorial.</p>	
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Bylaw		
<i>Interpretations</i>		
<p>"authorized decision-maker" means a person designated as an authorized decision-maker pursuant to <u>The Funeral and Cremation Services Act</u> and if no one can be located using reasonable efforts, or no one is willing to act or the identity of the deceased is not known, the Director may make any decision required to be made by an authorized decision-maker pursuant to this Bylaw;</p>	<p>"authorized decision-maker" means the executor or administrator of the estate of a deceased person, or any other person authorized by law to act in the circumstances; and if no one can be located using reasonable efforts, or no one is willing to act or the identity of the deceased is not known, the Director may make any decision required to be made by an authorized decision-maker pursuant to this Bylaw;</p>	<p>Limits those who the City will allow to return, transfer or authorize additional interments in a deceased person's lot. Change is in order to protect against unauthorized persons giving instruction by making authority limited and more easily verified.</p>

APPENDIX B Schedule A		4%	4%
	2020	2021	
Cemetery License Fees - Lot			
Standard Plot - RVSD & Regina	\$1,765	\$1,835	
Standard Plot with Continuous Strip Foundation	\$2,320	\$2,415	
Option Area Standard Lot	\$2,745	\$2,855	
Field of Honour	\$995	\$930	
Child Lot	\$645	\$645	
Infant Lot	\$260	\$260	
Cremation Lot - Single Urn	\$670	\$695	
Cremation Lot - Standard with Continuous Strip Foundation	\$1,860	\$1,930	
Option Area Standard Cremation	\$2,285	\$2,375	
Cemetery License Fees - Columbaria Niche			
Prairie Rose Columbarium - Regina Cemetery	\$2,010	\$2,010	
Masonic Columbarium	\$3,830	\$3,980	
Indoor/Outdoor Columbarium - (Indoor top or bottom row & Outdoor bottom 2 rows)	\$3,830	\$3,980	
Indoor/Outdoor Columbarium - Premium	\$4,165	\$4,335	
Outdoor Columbarium - Family	\$4,970	\$5,165	
Interments			
Standard Casket (over 4 feet)	\$1,225	\$1,275	
Child Casket (up to 4 feet)	\$500	\$500	
Infant Casket (up to 2 feet) or cremated remains	\$215	\$215	
Cremated Remains - Maximum 18" x 18" opening	\$400	\$420	
Scattering/Ossuary/ Niche/Oversize opening for Cremated Remains/Additional cremated remains in ground/Non Standard Vault	\$195	\$200	
Urn in Casket/Multiple Cremated Remains in Niche same time same location	\$105	\$110	
Late afternoon surcharge - for interment services leaving after 4 p.m.	\$370	\$385	
Saturday Surcharge - traditional	\$690	\$715	
Saturday Surcharge - cremated remains	\$370	\$385	
Sunday/Holiday Surcharge - traditional	\$860	\$895	
Sunday/Holiday Surcharge - cremated remains	\$460	\$480	
Disinterments			
Disinterment - Standard Casket	\$3,625	\$3,770	
Disinterment - Child Casket	\$2,050	\$2,135	
Disinterment - Cremated Remains - In ground	\$585	\$610	
Memorial and Memorialization			
Application Fee	\$150	\$160	
Installation of Flat marker (small)	\$240	\$250	
Installation of Flat marker (large)	\$330	\$340	
Purchase and Installation of Precast Monument Foundation	\$410	\$430	
Removal of Precast Monument Foundation or Flat Marker	\$225	\$235	
Other			
Legacy Plaque	\$475	\$475	
Memorial Plaque - Group memorials only	\$250	\$250	
Chapel Bookings (for each full or partial hour)	\$200	\$210	
Indoor Columbarium Vase	\$275	\$275	
Urn Vault	\$100	\$105	
Maintenance Dome - Adult	\$280	\$280	
Maintenance Dome Base - Adult	\$137	\$137	
Maintenance Dome - Child	\$129	\$129	
Handling and Set-up Fee	\$220	\$230	
Deferred Payment and Administration Fee	\$105	\$110	
Licence Transfer Fee	\$100	\$100	
Hourly Service Rate	\$85	\$90	
Record Search			
Less than 10 records	\$0	\$0	
10-19 records	\$10	\$10	
20-29 records	\$20	\$20	
30-50 records	\$25	\$25	
Record Request	\$15	\$15	
Care and Maintenance Fees			
Care and Maintenance - Riverside			
Care and Maintenance - Regina			

Yellow - Porposed new or change to fee

Red - Freeze on the price - no rate increase

APPENDIX C
Western Canada Cemetery Fee Review

	Regina Riverside	Regina FH and Cemetery (formerly Memorial Gardens)	Moose Jaw	Calgary	Edmonton	Saskatoon Woodlawn	Winnipeg	Lethbridge	Prince Albert	Swift Current
Cemetery License Fees										
Standard	\$1,695	\$2,050 - \$3,155	\$1,446	\$3,351 - \$3,583			\$2,040 - \$2,540	\$1,800	\$1,840	
Standard - Strip Foundation	\$2,230				\$5,096 - \$2,700	\$2,275 - \$1,750	\$2,560 - \$3,060	\$2,050		\$1,855 - \$1,340
Option Area - Strip Foundation	\$2,445			\$4,161						
Child	\$645	\$430 - \$600	\$620	\$925	\$1,153 - \$2,329	\$540	\$675	\$600	\$920	\$930 - \$572
Infant	\$230			\$925		\$170	\$280		\$370	
Field of Honour - Standard	\$860		\$680	\$1,675		\$1,790	\$1,500	\$1,000	\$1,375	
Field of Honour - Cremation	\$860		\$412	\$1,156		\$1,790		\$650		
Single Cremation Plot	\$640	\$1,365 - \$1,420	\$911		\$1,258			\$770	\$920	
Cremation Plot - Strip Foundati	\$1,785 - \$2,005		\$1,323	\$3,236 - \$2,312	\$1,341 - \$1,767	\$1,290 - \$1,130	\$1,190 - \$1,905	\$1,350		\$1,033 - \$722
Indoor Columbarium	\$3,680 - \$4,775	\$3,895 - \$13,340		\$3,951 - \$24,136						
Outdoor Columbarium	\$3,680 - \$4,775	\$3,895 - \$13,340	\$3,242 - \$2,384	\$3,935 - \$11,000	\$3,552 - \$2,439	\$2,275 - \$4760	\$3,910 - \$4,170	\$2,270 - \$3,585	\$2,575	\$2,061 - \$3,505
Interments										
Standard	\$1,175	\$1,115 - \$1,500	\$1,164	\$1,775	\$1,162 - \$1,813	\$2,230 - \$1,890	\$1,128 - \$1,730	\$1,000 - \$1,300	\$1,035	\$1,906 - \$1,293
Child	\$500	\$445 - \$600	\$579	\$712 - \$980	\$511	\$765-\$530	\$447		\$605	\$1,360 - \$746
Infant	\$215			\$275		\$125	\$275		\$305	
Set-up Fee	\$210		\$85				\$234			
Cremation	\$385	\$550	\$301 - \$412	\$504	\$466	\$825 - \$660	\$483	\$470	\$305	\$947 - \$757
Cremation Surcharge	\$185			\$125				\$330		
Niche	\$185	\$435	\$132	\$504	\$238	\$260	\$366	\$155		\$201
Niche Surcharge	\$100			\$125	\$148			\$110	\$40	
Ossuary	\$185			\$180			\$234	\$90		
Scattering	\$185		\$220	\$141	\$237		\$239	\$90		
Urn placed in casket	\$100			\$125	\$148		\$163			
Memorialization										
Application Fee	\$145		\$51	\$171	\$83		\$126	\$75	\$110	\$80
Foundation Installation	\$395	\$131 per sq ft	\$300	\$497		\$400 - \$760	\$205 - \$735			
Flat Marker Installation	\$230 - \$315			\$359	\$373 - \$566	\$230 - \$290	\$1.15 per sqft			
Remove Foundation	\$215		\$378	\$420	\$154					
Remove Flat Marker	\$215			\$323	\$154		\$117			
Legacy Plaque	\$475		\$345			\$590				
Bronze Wall Plaque	\$250						\$361 - \$737	\$255-\$365		
Other Fees										
Late Fee	\$355		\$291 hr	\$199 1/2hr		\$155 1/2hr	\$178 1/2hr	\$335 hr	\$140 hr	
Traditional Supplemental Saturdays	\$660	\$340	\$456	\$1,252	\$300	\$615	\$915		\$545	\$613
Cremation Supplemental Saturdays	\$355	\$340	\$235	\$326	\$150	\$335	\$320		\$545	\$190
Traditional Supplemental Sundays and Holidays	\$660	\$340	\$456	\$1,252	\$300 - \$504	\$855	\$915	\$1,340	\$1,635	\$613
Cremation Supplemental Sundays and Holidays	\$355	\$340	\$235	\$326	\$252	\$475	\$320	\$670	\$1,635	\$190

2019 Rates

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Finance and Administration Committee: Community Non-Profit Tax Exemption Policy

RECOMMENDATION

**RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE
- NOVEMBER 5, 2019**

1. That the property tax exemptions as listed in Appendix A be approved subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
2. That the Executive Director, Financial Strategy & Sustainability or his delegate be authorized to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
3. That the City Solicitor be instructed to prepare the necessary bylaw to authorize the property tax exemptions for 2020 for those properties that are receiving one year tax exemptions as listed in Appendix A.
4. That pursuant to clause 244(2)(a) of *The Cities Act* the property taxes for the following properties for the following years be cancelled because there has been a change in ownership or use of the property, without which the property would have otherwise been exempt:
 - a) 2018 property taxes payable for the space occupied by The Royal Canadian Legion at 1820 Cornwall Street; Plan: 00RA12095, Block: 308; Lot: 42; as described on the Assessment Roll as Account No. 10032641.
 - b) 2019 property taxes for The Young Women's Christian Association to be located at 1915 Retallack Street; Plan: 101887623, Block: 339; Lot: A as described on the Assessment Roll as Account No. 10101336 and Plan: 101887623 Block: 339; Lot: B as described on the Assessment roll as Account No.10101337.
 - c) 2019 property taxes for The Islamic Association of Saskatchewan, Regina Inc. at 641 E Victoria Avenue; Plan: 70R13525 Blk: A; Plan: DV 270 Blk: 38; Lot: 21-34/ Blk: 38B Lot: 7-20/ Blk: Y; as described on the Assessment Roll as Account No. 10039677.
5. That Administration bring forward a report to the December 2, 2019 Finance and Administration Committee meeting that provides more particular reasons as to why the organizations outlined in Appendix B did not qualify for an exemption.

FINANCE AND ADMINISTRATION COMMITTEE – NOVEMBER 5, 2019

The following addressed the Committee:

- Susan and Rachael Owoeye, representing Redeemed Christian Church of God
- Chad MacPherson, representing Sask. Stock Growers Association
- Darcy McKay, representing STARS Air Ambulance
- Alexis Losie, representing YWCA Regina
- Brian Shankowsky, representing Regina Trades and Skills Centre

The Committee adopted a resolution to concur in the recommendation contained in the report after adding recommendation #5 as follows:

That Administration bring forward a report to the December 2, 2019 Finance and Administration Committee meeting that provides more particular reasons as to why the organizations outlined in Appendix B did not qualify for an exemption.

Recommendation #6 does not require City Council approval.

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

The Finance and Administration Committee, at its meeting held on November 5, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the property tax exemptions as listed in Appendix A be approved subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
2. That the Executive Director, Financial Strategy & Sustainability or his delegate be authorized to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
3. That the City Solicitor be instructed to prepare the necessary bylaw to authorize the property tax exemptions for 2020 for those properties that are receiving one year tax exemptions as listed in Appendix A.
4. That pursuant to clause 244(2)(a) of *The Cities Act* the property taxes for the following properties for the following years be cancelled because there has been a change in ownership or use of the property, without which the property would have otherwise been exempt:
 - a) 2018 property taxes payable for the space occupied by The Royal Canadian Legion at

1820 Cornwall Street; Plan: 00RA12095, Block: 308; Lot: 42; as described on the Assessment Roll as Account No. 10032641.

b) 2019 property taxes for The Young Women's Christian Association to be located at 1915 Retallack Street; Plan: 101887623, Block: 339; Lot: A as described on the Assessment Roll as Account No. 10101336 and Plan: 101887623 Block: 339; Lot: B as described on the Assessment roll as Account No.10101337.

c) 2019 property taxes for The Islamic Association of Saskatchewan, Regina Inc. at 641 E Victoria Avenue; Plan: 70R13525 Blk: A; Plan: DV 270 Blk: 38; Lot: 21-34/ Blk: 38B Lot: 7-20/ Blk: Y; as described on the Assessment Roll as Account No. 10039677

5. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

CONCLUSION

Thirty organizations have applied for 2020 property tax exemptions under the *Community Non-Profit Tax Exemption Policy* (CNPTEP). Administration is recommending twenty-three organizations (Appendix A) be approved for 2020 property tax exemptions and seven organizations be denied (Appendix B). The municipal portion of the recommended exemptions are approximately \$1,041,454.

In addition to exemptions for the 2020 tax year, three organizations have also requested tax cancellations under the policy. Administration is recommending one organization be approved for cancellation of prior year property tax levies and two organizations receive a pro-rated property tax cancellation. The municipal portion of the property tax levy cancellations is approximately \$40,000.

The education portion of tax levies is subject to *The Education Property Tax Act*, which specifies that any exemption or cancellation and refund of education tax levies payable to the Government of Saskatchewan (Government) that is \$25,000 or greater in any given year, must be approved by the Government. Administration will apply to the Government for any exemptions and cancellations approved by City Council that require Government approval.

BACKGROUND

The Cities Act (the Act) provides two types of exemptions: statutory and permissive. Statutory exemptions are provided by section 262 of the Act or through special legislation and are granted to properties such as schools, public hospitals, or are municipally, provincially and federally owned public buildings and land.

Tax incentives in the form of permissive exemptions and cancellations are authorized by subsections 244 and 262(3) and (4) of the Act. These are tools for City Council to support properties that further City Council's vision and benefit Regina residents.

Prior to the adoption of the *Community Non-Profit Tax Exemption Policy* (CNPTEP), Administration made recommendations to Council for property tax exemptions for non-profit organizations as individual requests were received based on individual circumstances and past practice. City Council requested Administration create a policy for the non-profit and charitable sector to guide the consistent review and evaluation of applications for permissive property tax exemptions from non-profit and charitable organizations.

During the development of the policy for non-profit tax exemptions, administration engaged an independent consultant to facilitate public and stakeholder consultation. The objectives of the consultation were to solicit feedback on a policy and to inform participants about the history of exemptions as well as City Council's direction regarding a policy. The consultation consisted of engagement sessions as well as an online survey. The results of the engagement suggested support for a policy that provides a fair, equitable, and transparent process and acknowledged that there is no easy solution to balancing the needs of all stakeholders, the public and City Council. Additionally, the Policy should support the services and organizations in financial need that further Council's priorities, as outlined in *Design Regina: The Official Community Plan Bylaw No. 2013-48 (OCP)*.

In consideration of the feedback received through public consultation, and in collaboration with Community Services, the CNPTEP was developed. City Council approved the CNPTEP in December 2018.

DISCUSSION

The Policy

The policy sets the parameters under which the City of Regina will consider applications for property tax exemptions. To be eligible, an organization must conform to the following principles and meet all the requirements of the policy:

Principle 1 - Compliance with Municipal Policies, Plans, Bylaws, Codes and Legislation.

- The intent of this principle is to ensure that organizations receiving municipal support reflect the goals, policies and general operating principles of the City.

Principle 2 - Applicants must be a non-profit or charitable organization.

- The intent of this principle is to ensure that municipal support should not be used for commercial or private gain and that organizations are publicly accountable entities.

Principle 3 - Alignment with the City's Plans and Programs.

- The Applicant's main services, programs and activities must align with the parks, recreation and open space, cultural, health and safety and social development priorities and objectives outlined in the OCP.
- The intent of this principle is to ensure that tax exemptions are used to support organizations that further Council's objectives of enhancing quality of life and delivering services economically as set out in the OCP.

3.1 Applicants must meet one or more of the following requirements:

- (a) Operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and:
 - (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or
 - (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina;
- (b) supports community gardens on public lands;
- (c) supports communities to create collaborative strategies to address hunger and food security through education and training for marginalized communities;
- (d) enhances public safety, security and emergency preparedness for the citizens of Regina;
- (e) would receive a statutory exemption as per Sections 262 (j) or (p) of *The Cities Act* if the organization owned the building or land; and
- (f) Is, at the time of application, under construction and once complete will qualify for a statutory exemption provided that:
 - (i) A building permit for the site has been issued; and
 - (ii) Construction and occupancy of the property and/or facility will be complete within two years of the date of application.

Principle 4 - Accessible to the public.

- The intent of this principle is to ensure that the organization does not prohibit the public from participation and their programs and activities should be equally available to all residents of Regina.

Principle 5 - Financial Need.

- The intent of this principle is to balance the cost to taxpayers with the financial benefit to the organization while considering the impact on the services provided.
- The applicant must demonstrate that the organization needs the City's support and that its operations or user fees would be significantly impacted without the tax exemption.

Application Process

2019 is the first-year organizations applied for a property tax exemption since CNPTEP was introduced. Administration worked collaboratively with Community Services creating an application and adjudication process similar to that of the Community Investment Grants Program (CIGP). The CIGP funds non-profit organizations to deliver programs and services to

Regina residents that align with city priorities, have a clear community impact, and respond to community needs.

There are some organizations within CIGP that are classified as Community Partners. These are established non-profit organizations that receive multi-year funding for core operations and programs/services that play a unique, strategic, and essential role in the City of Regina, and have the deepest and most meaningful impacts related to priorities in one of the CIGP's three funding streams – Culture, Social Development and Sport & Recreation. Community Partners are funded by CIGP on a four-year cycle. The current cycle began in 2017 and will commence in 2020.

There are currently 8 Community Partners identified in CIGP that made application and qualify for property tax exemptions under CNPTEP. The application process for Community Partners was streamlined for CNPTEP by the sharing of information between City departments. In subsequent years, Community Partners may be considered for multiple year agreements under CNPTEP to align with the Community Partner Program.

Adjudication

Administration received thirty applications for property tax exemptions under CNPTEP. Administration worked with applicants to ensure complete information was available for the adjudication committee.

The adjudication committee was composed of Administration from the Assessment, Property Tax & Utility Billing Department and the Community Services Department. The committee reviewed all applications and reached recommendations on each based on the policy criteria.

Results

To be eligible for a tax exemption, an organization must conform to all principles and meet all requirements of the policy. Administration is recommending twenty-three applicants receive approval for exemptions and cancellations. A summary of the requests for approval are shown in Table 1. Detailed information on exemptions and cancellations as well as a summary of each organization recommended for approval is attached as Appendix A.

TABLE 1 – Summary of recommended exemptions:

	Total Estimated Levies	Total Estimated Municipal Levy
2020 Tax Exemptions	\$1,800,950	\$1,041,454
Cancellation of Prior Years Property Tax Levies	\$69,598	\$40,000

Administration is recommending seven organizations not be approved for 2020 property tax exemptions as they do not conform to all principles and meet all requirements of the CNPTEP. A summary of these requests and adjudication results is attached as Appendix B.

RECOMMENDATION IMPLICATIONS

Financial Implications

The financial impact of these recommendations for the property tax exemptions listed in Appendix A is approximately \$1,800,950 in estimated foregone tax revenue. The City's share of this estimated foregone revenue is approximately \$1,041,454 which is under the \$1.2 maximum as outlined in the CNPTEP and consistent with prior year's practices will be incorporated into the upcoming year's proposed budget.

The financial impact of the recommendations for the cancellation of prior year property tax levies are estimated to be \$69,598, the municipal portion being approximately \$40,000. Annually Administration sets aside funding to cover potential losses in taxation revenue from assessment appeals. Due to a significant reduction in assessment appeals in 2019, the full amount of the funding set aside will not be required. This variance will cover the cost of the recommended tax cancellation for the 2019 budget.

All estimated property tax levies are based on the 2019 assessment values and the approved 2019 mill rates. These amounts will change once all taxing authorities' budgets are finalized for 2020.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The recommendations in this report are in accordance with the *Community Non-Profit Tax Exemption Policy* which became effective January 1, 2019.

Other Implications

Changes to provincial legislation are beyond the control of the City. *The Education Property Tax Act* and *The Education Property Tax Regulations* came into effect January 1, 2018 and govern the application and Administration of Education property tax exemptions and cancellations

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

All affected parties will be provided with a copy of this report prior to the Finance and Administration Committee and City Council meetings. Notification of City Council's decision will also be provided to all affected parties.

Copies of the report will be provided to the Regina Public Library Board, Regina Roman Catholic Separate School Division No. 81, and the Government of Saskatchewan.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

A handwritten signature in blue ink, appearing to read 'Ashley Thompson', is written over a horizontal line.

Ashley Thompson, Secretary

11/20/2019

+

1 Year Exemption (January 1, 2020 to December 31, 2020)					
Account #	Organization	Civic Address	Percent of Property to Exempt	Total Estimated Levy	Total Estimated Municipal Levy
10017267	The Regina Public Library	303 Albert St (Strip Mall)	27.27%	40,054	23,162
10065624	The Regina Public Library	2715 Gordon Rd (Strip Mall)	100.00%	71,559	41,381
10032641	Royal Canadian Legion Regina Branch #001	1820 Cornwall St	43.00%	26,630	15,399
10305759 10305760	Al Ritchie Comm. Association Community Gardens	A-1109 14th Ave A-2229 Edgar St	100.00%	2,578	1,491
10035871 - 10035876 Inclusive	Cathedral Area Comm. Association Community Gardens	one full block Forget St and Arthur St 6 accounts	100.00%	2,359	1,364
10305757	Dewdney East Comm. Association Community Gardens	A-1197 Park St	100.00%	4,031	2,331
10049337	Grow Regina Community Gardens	3500 Queen St	100.00%	3,835	2,218
10305756	Queen City Eastview Community Association - Community Gardens	A - 615 6th Ave	100.00%	1,935	1,119
10305758	West Zone Comm. Association Community Gardens	A - 1010 McCarthy Blvd	100.00%	1,734	1,003
10055792	South Zone Comm. Association Community Gardens	3303 Grant Rd	100.00%	89,594	51,810
10039677	The Islamic Association of Saskatchewan, Regina Incorporated	641 E Victoria Ave	100.00%	37,509	21,691
10101336 & 10101337	Young Women's Christian Association (YWCA)	1915 Retallack St & 1955 Retallack St	100.00%	42,592	24,630
10018622	Regina Food Bank	445 Winnipeg St	39.45%	110,357	63,817
10115375	Mounted Police Heritage Centre	5907 Dewdney Ave	100.00%	573,828	331,833
10065555	Mackenzie Art Gallery	3475 Albert St	100.00%	279,042	161,364
10025856	Theatre Regina (Performing Arts Centre)	1077 Angus St	100.00%	38,881	22,484
10042143	Canadian Blood Services	2571 Broad St	100.00%	99,968	57,810
10027223	Civic Museum of Regina	1235 Broad St	19.27%	5,049	2,920
10145969	SK Science Centre	2903 Power House Dr.	100.00%	265,397	153,474
10037637	The Canadian Red Cross Society	2050 Cornwall St	100.00%	40,617	23,488
10060139 - 10060141 Inclusive	The Globe Theatre	1801 Scarth St	100.00%	59,538	34,430
10115555	REACH (Regina Education & Action for Child Hunger)	B 1250 Winnipeg St	100.00%	2,267	1,311
10065459	The Art Gallery of Regina	2420 Elphinstone St	100.00%	1,597	924
Total Exemptions				1,800,950	1,041,454

Cancellation Of Prior Years Levy				Percent of property to exempt		Levy to be Cancelled			
Account #	Organization	Civic Address			Total	Municipal	Library	Education	
10032641	Royal Canadian Legion Regina Branch #001	1820 Cornwall St	2018 Levies	43.00%	24,566	13,958	1,287	9,321	
10039677	The Islamic Association of Saskatchewan, Regina Incorporated	641 E Victoria Ave	Pro-rated 2019 Levies	100.00%	34,384	19,884	1,797	12,703	
10101336 & 10101337	Young Women's Christian Association (YWCA)*	1915 Retallack St & 1955 Retallack St	Pro-rated 2019 Levies	100.00%	10,648	6,158	557	3,934	
Total Cancellations					69,598	40,000	3,641	25,958	

The Regina Public Library

The Regina Public Library (RPL) leases locations at 331 Albert Street Regina, SK and 2715 Gordon Road Regina, SK. The properties are owned by Melcor Developments Ltd. and Gordon Road Property Holdings Inc., respectively.

The locations are known as Plan: 68R23751 Block: 17 Lot: 1 & 2 as described on the Assessment Roll as Account No. 10017267 - 303 Albert Street and Plan: 66R13992 Block: M; Plan: 78R20752 Block: Q; Plan: 101145710 Block: N as described on the Assessment Roll as Account No. 10065624 - 2715 Gordon Road.

Council has approved exemptions for the Regina Public Library for the past several years through the annual exemption bylaw process.

The Regina Public Library meets all principles of CNPTEP. Under principle 3, criteria 3.1(e) applies – “they would receive a statutory exemption as per subsections 262 (j) or (p) of *The Cities Act* if the organization owned the building or land.” Administration is recommending approval of the property tax exemption for 2020.

Royal Canadian Legion Regina Branch # 001

The Royal Canadian Legion was formed in 1926, the first branch to receive its charter - Branch 001. The Legion offers many services to veterans, serving military, RCMP members and their families. Some of the services include seniors support, housing and care for elderly, drop-in centres, Cadets, youth and sport programs just to name a few.

Up until November 2012, the Royal Canadian Legion Regina Branch 001 (Legion) was exempt under *The Cities Act* subsection 262(1)(p)(i) as the property was owned and used by the Legion. In November of 2012 the Legion sold the property to 1820 Cornwall Street Properties Ltd (Owners) at which time the property became taxable.

As part of the original sale the new Owners and the Legion entered into a five-year lease agreement. A condition of the lease was that the Legion was not responsible for property taxes for the five-year term. In 2018, the Owners of the property and the Legion entered into a new lease, which now requires the Legion to pay the property taxes for the portion of the property they occupy. As a result, the Legion has also requested a cancellation of the 2018 property taxes.

The Legion currently leases a portion (25.34%) of the property. The exemption would apply to the portion of the property utilized by the Legion. The location is known as 1820 Cornwall Street; Plan: 00RA12095, Block: 308; Lot: 42; as described on the Assessment Roll as Account No. 10032641.

Council has approved an exemption for the Royal Canadian Legion for 2019 through the annual exemption bylaw process.

The Royal Canadian Legion Regina Branch #001 meets all principles of CNPTEP. Under principle 3, criteria 3.1(e) applies – “they would receive a statutory exemption as per subsections 262 (j) or (p) of *The Cities Act* if the organization owned the building or land.” Administration is recommending approval of the property tax exemption for 2020. Administration is also recommending the cancellation of the 2018 property tax levies as listed above.

Community Gardens

The Community Gardens occupy land owned by exempt entities, the City of Regina or the University of Regina. If the land was not occupied by a garden, the owner of the land would be required to maintain the land and the

property would not generate property tax revenue. Council has approved exemptions for the community gardens for the past several years through the annual exemption bylaw process.

The Community Gardens meet all principles of CNPTEP. Under principle 3, criteria 3.1(b) applies – “supports community gardens on public lands.” Administration is recommending approval of property tax exemptions in 2020 for the following Community Associations Gardens:

▪ **Al Ritchie Community Association Inc Gardens**

Al Ritchie Community Association Inc. advocates on behalf of the community and helps to serve its social and community needs, priorities, goals and activities through interaction with the community. The association operates with the philosophy that residents know what kind of programming they need and want.

They maintain and operate two community gardens located at the lands described below:

- A-1109 E – 14th Avenue; Plan: 70R04472 Block: R1; as described on the Assessment Roll as Account No. 10305759
- A-2299 Edgar Street; Plan: 73R17293 Block: C; as described on the Assessment Roll as Account No. 10305760.

▪ **The Cathedral Area Community Association Gardens**

The Cathedral Area Community Association mission statement is to dedicate its energy and volunteers to keep the Cathedral area a vibrant neighbourhood with a hometown feel and a rich sense of community. They strive to attain this mission by identifying and responding to community needs and linking the needs with appropriate resources.

The Cathedral Area Community Association maintains and operates a large community garden which consists of 6 accounts, located at the lands described below:

Location of gardens:

- 2010 Arthur Street; Plan: I 5211 Block: 32 Lot: 1-3; as described on the Assessment Roll as Account No.10035876
- 2005 Forget Street; Plan: 101197896 Block: 32 Lot: 22; Plan: I5211 Block: 32 Lot: 19; as described on the Assessment Roll as Account No.10035875
- 2019 Forget Street; Plan: 101197919 Block: 32 Lot: 20; as described on the Assessment Roll as Account No.10035874
- 2021 Forget Street; Plan: I 5211 Block: 32 Lot: 17; as described on the Assessment Roll as Account No.10035873
- 2029 Forget Street; Plan: I 5211 Block: 32 Lot: 16; as described on the Assessment Roll as Account No.10035872
- 2055 Forget Street; Plan: I 5211 Block: 32 Lot: 11-15; as described on the Assessment Roll as Account No.10035871

▪ **Dewdney East Community Association Incorporated Gardens**

Dewdney East Community Association Incorporated’s vision is to make this community one of Regina’s most inclusive and safe neighbourhoods, where the well being of the individual and the community are the priority by providing a variety of programs at reasonable costs to members of the community. Their mission is to build community partnerships that will improve the quality of life through public engagement, proactive governance and equal representation of Dewdney East Community Association.

The community association operates a community garden at the location known as:

- A-1197 Park Street; Plan: 65R40289 Block: 24 Lot: B; as described on the Assessment Roll as Account No. 10305757.

- **Grow Regina Community Gardens Incorporated Gardens**

Grow Regina Community Gardens Incorporated is a volunteer group with a mandate to enhance the social, economics and cultural well-being of Regina residents through community gardening. Grow Regina exists to operate and promote community gardens as a healthy source of fresh vegetables and a place where people come together to build community. Each annual general meeting, the current season's gardeners elect a dozen members to a volunteer Board which takes responsibility of the safe and efficient operation of the gardens.

The location of the gardens is known as:

- 3500 Queen Street; Plan: 60R07552 Block: R2; as described on the Assessment Roll as Account No.10049337.

- **Queen City Eastview Community Association Incorporated Gardens**

Queen City Eastview Community Association Incorporated's general purpose is to ensure that the community of Eastview is a safe, clean and healthy environment for the benefit of its residents and the community-at-large.

The community association operates a community garden at the location known as:

- A-615 - 6th Avenue; Plan: F1625 Block: B; as described on the Assessment Roll as Account No. 10305756.

- **West Zone Community Gardens**

West Zone Community Garden's mission is to enhance the quality of life of the residents of the west zone through recreation and community services development.

The community garden is operated at the location known as:

- A-1010 McCarthy Boulevard; Plan: 101882910 Block: XX; as described on the Assessment Roll as Account No.10305758.

- **South Zone Community Association Community Gardens**

South Zone Recreation Board has a lease agreement with the University of Regina for the Community Garden Plot. They utilize only a portion (47%) of this property as a community garden on public lands.

The leased location is known as:

- 3303 Grant Road; Plan: 00RA15705 Block: B, as described on the Assessment Roll as Account No.10055792.

The Islamic Association of Saskatchewan, Regina Incorporated

The Islamic Association of Saskatchewan, Regina Inc. is an organization in the process of building a religious institution, which will be exempt from property taxes through legislation in *The Cities Act*. Along with the application for 2020 property tax exemption, the Islamic Association of Saskatchewan, Regina Inc has also requested cancellation of the 2019 property taxes.

The location is known as 641 E Victoria Avenue; Plan: 70R13525 Blk: A; Plan: DV 270 Blk: 38 Lot: 21-34/ Blk: 38B Lot: 7-20/ Blk: Y; as described on the Assessment Roll as Account No.10039677.

In the past Council has approved exemptions on land owned by religious organizations while facility is under construction.

The Islamic Association of Saskatchewan, Regina Inc. meet all principles of CNPTEP. Under principle 3, criteria 3.1(f) applies. This principle is to support organizations such as churches where the legislative requirement is for the organization to own and occupy in order to be exempt. Administration is recommending the Islamic Association of Saskatchewan, Regina Inc receive an exemption while developing plans and constructing facility. The Islamic Association of Saskatchewan, Regina Inc has demolished the original building on the land in preparation of the future build and has advised that the expected construction completion will be in 3 years.

Administration is recommending the approval of the property tax exemption for 2020. Administration is also recommending the cancellation of the pro-rated 2019 property tax levies as listed above.

Young Women's Christian Association

The Young Women's Christian Association (YWCA) is exempt through legislation in *The Cities Act* when the facility is complete and fully operational. Currently the property is owned by the City of Regina and therefore exempt. Once the property transfers into the YWCA's name the property becomes taxable for the duration of construction. The ownership transfer is expected to be completed before the end of 2019.

The YWCA has also requested cancellation of the portion of the 2019 property taxes once ownership transfers to the organization.

The new facility will take up two current property tax accounts the first being 1915 Retallack Street; Plan: 101887623 Block: 339 Lot: A; as described on the Assessment Roll as Account No.10101336. The second property tax account is 1955 Retallack Street; Plan: 101887623 Block: 339 Lot: B; as described on the Assessment Roll as Account No.10101337.

In the past Council has approved exemptions on land owned by religious organizations while facility is under construction.

The YWCA meets all principles of CNPTEP. Under principle 3, criteria 3.1(f) applies. This principle is to support organizations such as the YWCA where the legislative requirement is for the organization to own and occupy in order to be exempt. Administration is recommending the YWCA receive an exemption while developing plans and constructing facility. The YWCA is currently working with the City of Regina on this project.

Administration is recommending approval of a property tax exemption for 2020. Administration is also recommending the cancellation of the pro-rated 2019 property tax levies as listed above.

Regina & District Food Bank Inc.

The Regina & District Food Bank Inc. is a not-for-profit organization established in 1988 and has been a registered charity since September 10, 1999. Their strategic plan includes contributing to the broader community agenda, connecting clients to the community, acquiring and distributing food, providing learning opportunities, enhancing resources, and creating organizational sustainability. In 2019, the food bank collected 3,218,435 pounds of products, which were distributed to families and individuals in Regina and area. The Food Bank also offers learning opportunities like their nutritional cooking leadership program and personal financial

management workshops. They also support communities to create collaborative strategies to address hunger and food security through education and training for marginalized communities.

In 2003, Regina & District Food Bank Inc. (RFB) acquired ownership of the property located at 445 Winnipeg Street. RFB and non-profit agencies operating in conjunction with the RFB, utilize a portion (39.45%) of the property while the balance of the space is leased. The exemption would apply to only this portion. The property known as 445 Winnipeg Street; Plan: 79R42384 Block: X; as described on the Assessment Roll Account No.10018622.

Council has approved an exemption for the Regina & District Food Bank for the past several years through the annual exemption bylaw process.

The Regina & District Food Bank Inc meets all principles of CNPTEP. Under principle 3, criteria 3.1(c) applies – “supports communities to create collaborative strategies to address hunger and food security through education and training for marginalized communities.” Administration is recommending approval of the property tax exemption for 2020.

The Mounted Police Heritage Centre

The Mounted Police Heritage Centre opened on May 23, 2007 on Royal Canadian Mounted Police (RCMP) property located at 6101 Dewdney Avenue. The Property is adjacent to the RCMP Academy "Depot" Division ("Depot"), where Mounties have been training since 1885. The 65,000 square foot facility houses 18,000 square feet of exhibits, as well as space for retail, programming, administrative offices and artifact storage. The building is owned and operated by the Mounted Police Heritage Centre, a non-profit, charitable organization incorporated under Saskatchewan *Non-Profit Corporation Act, 1995*. The centre is committed to be the world's premier institution commemorating and sharing the story of the RCMP through artifact-based exhibits, new state of the art contemporary installations, audio/visual content, tours, live events, and curriculum-based youth programming.

The Mounted Police Heritage Centre's mandate is to share the story of the RCMP. They are a culture, arts and heritage organization that operates in a facility that contributes to a range of opportunities available within the city and is purpose-built to deliver a unique collection of programs that would not be possible in another space.

The property is owned by the RCMP and leased to the Mounted Police Heritage Centre. The location is known as 5907 Dewdney Avenue; Plan: 101973494 Block: A, NE/SW/SE/NW 22-17-20-2; NW 23-17-20-2; as described on the Assessment Roll as Account No.10115375 - 6101 Dewdney Avenue.

Council has approved an exemption for the Mounted Police Heritage Centre for the past several years through the annual exemption bylaw process.

The Mounted Police Heritage Centre meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

The MacKenzie Art Gallery

In 1990, MacKenzie Art Gallery became incorporated under the Saskatchewan *Non-Profit Corporation Act, 1995* and is a registered Canadian charitable organization. The Gallery's purpose is to connect the community

with art through public exhibitions in the City of Regina and throughout the province of Saskatchewan. Their mission is to engage people in transformative experiences of the world through art.

The MacKenzie Art Gallery is an arts and culture organization that operates in a facility that contributes to a range of opportunities available within the city and is purpose-built to deliver a unique collection of programs that would not be possible in another space. The location is known as A - 3475 Albert Street (T.C. Douglas Building); part of Plan 101991865 Block C Ext.31 and Block D Ext. 43; as described on the Assessment Roll as Account No.10065555.

Council has approved an exemption for the MacKenzie Art Gallery for the past several years through the annual exemption bylaw process

The MacKenzie Art Gallery meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

Theatre Regina Inc, operating as Regina Little Theatre

Theatre Regina Inc, operating as Regina Little Theatre is a not-for-profit organization established in 1926 and is a registered charity as of November 12, 1986. In 1992, they acquired ownership for the property located at 1077 Angus Street from the City of Regina.

Regina Little Theatre is a culture and arts organization operating in a facility that contributes to the range of opportunities available within the City and is purpose built to deliver a unique collection of programs that would not be possible in another space. The property is known as 1077 Angus Street; Plan: OLD33 Block: 86 Lot: 1-10; Plan: GA1016 Block: C; as described on the Assessment Roll Account No. 10025856.

Council has approved an exemption for the Theatre Regina Inc for the past several years through the annual exemption bylaw process

The Regina Little Theatre meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

The Canadian Blood Services

The Canadian Blood Services is a non-profit, charitable organization operating at arm’s length from government within the larger health-care system of transfusion and transplantation medicine. Its sole mission is to manage the blood supply in a manner that gains the trust, commitment and confidence of all Canadians by providing a safe, secure, cost-effective, affordable and accessible supply of quality blood, blood products and their alternatives. They enhance public safety, security and emergency preparedness for the citizens of Regina.

In 1998, The Canadian Blood Services acquired ownership of the property located at 2571 Broad Street from the Canadian Red Cross Society when they assumed the blood collection portion of the Red Cross. The property

is known as 2571 Broad Street; Plan FU 1338, Block 8, Lot B; as described on the Assessment Roll Account No.10042143.

Council has approved an exemption for the Canadian Blood Services for the past several years through the annual exemption bylaw process

The Canadian Blood Services meets all principles of CNPTEP. Under principle 3, criteria 3.1(d) applies – “enhances public safety, security and emergency preparedness for the citizens of Regina.” Administration is recommending approval of the property tax exemption for 2020.

The Regina Plains Museum (also known as The Civic Museum of Regina)

The Regina Plains Museum, also known as The Civic Museum of Regina, has been preserving Regina's history for fifty years. It is the only museum with a mandate to collect materials related to the cultural, social, political and economic growth and development of the peoples of Regina. This is made possible through collecting, documenting, preserving and exhibiting artifacts and other heritage collections.

In February 2014, the Museum opened its doors to the public in a new home located at 1375 Broad Street, in Regina's Warehouse District, and proudly served the City as the official Civic Museum of Regina. At the end of 2016, they relocated to 1231 Broad Street, which is owned by Lloyd Communications Inc. CMR leases a portion (19.265%) of the property and the exemption would be for the portion utilized by CMR only. The property is known as 1235 Broad Street; Plan: OLD 33 Block: 139 Lot: 4/5; as described on the Assessment Roll Account No.10027223.

Council has approved an exemption for the Regina Plains Museum for the past several years through the annual exemption bylaw process

The Regina Plains Museum meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

The Saskatchewan Science Centre

The Saskatchewan Science Centre is a not for profit organization. Its mission is to ignite scientific curiosity and innovation in Saskatchewan communities through interactive, dynamic, and engaging opportunities. The vision is to inspire minds through science and innovation. They are one of Saskatchewan's largest family tourist attractions with more than five million visitors since it opened in 1989.

The Saskatchewan Science Centre is an organization that operates in a facility that contributes to a range of opportunities available within the city and is purpose-built to deliver a unique collection of programs that would not be possible in another space. The property is known as 2903 Powerhouse Drive; Plan 101919416 Block A; as described on the Assessment Roll Account No. 10145969.

Council has approved an exemption for the Saskatchewan Science Centre for the past several years through the annual exemption bylaw process.

The Saskatchewan Science Centre meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

The Canadian Red Cross Society

The Canadian Red Cross Society is incorporated as a registered Canadian charity. The mission of the Canadian Red Cross is to improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world. Their vision is leading humanitarian organization through which people voluntarily demonstrate their caring for others in need. The Canadian Red Cross Society enhances public safety, security and emergency preparedness for the citizens of Regina.

The property is known as 2050 Cornwall Street; Plan: 98RA28309 Block: 368 Lot: 45; as described on the Assessment Roll Account No.10037637.

Council has approved an exemption for the Canadian Red Cross Society for the past several years through the annual exemption bylaw process.

The Canadian Red Cross Society meets all principles of CNPTEP. Under principle 3, criteria 3.1(d) applies – “enhances public safety, security and emergency preparedness for the citizens of Regina.” Administration is recommending approval of the property tax exemption for 2020.

The Globe Theatre Society

The Globe Theatre Society (GTS), founded in 1966, was Saskatchewan’s first professional theatre company and was incorporated in 1969 under *The Societies Act*. Today, they are the province’s largest performing arts organization and the regional theatre for Regina and Southern Saskatchewan. The mission of The Globe Theatre Society is to entertain, educate and engage Saskatchewan people in the art of professional theatre by offering high-quality performances to audiences, professional theatre training for artists, and classes for children and adults.

In January 2014, GTS acquired ownership of 1801 Scarth Street; units 2, 3 and 4 (in the old city hall). The properties are known as 1801 Scarth Street; units 2, 3 and 4; Plan: 99RA23145; units: 2, 3, and 4 as described on the Assessment Roll Account No’s.10060139, 10060140, 10060141.

Council has approved an exemption for the Globe Theatre Society through the annual exemption bylaw process.

The Globe Theatre Society meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

The Regina Education and Action on Child Hunger

The Regina Education and Action on Child Hunger (REACH) was formed as a community response to the Mayor's Board of Inquiry into Hunger (1989) and the University of Regina's Nutricare report (1990). These reports identified the children of Regina as being particularly vulnerable to hunger and malnutrition and recommended that an organization coordinate and support the child feeding programs of the day. REACH incorporated in 1990 as a non-profit, charitable organization.

REACH defines food security as an environment where all persons within a community are able to obtain a safe, nutritionally adequate, culturally acceptable diet through non-emergency sources. Their food security initiatives provide viable options and choices for all residents of all ages of Regina to increase the quality and quantity of their food and build food skills through community cooperation, and shared interests by providing opportunities to be self-reliant and to enhance their health through the various food security initiatives. The property is known as 1308 Winnipeg Street; Plan: 67R03593 Block: C; as described on the Assessment Roll Account No.10115555 - B1250 Winnipeg Street.

Council has approved an exemption for the Regina Education and Action on Child Hunger for the past several years through the annual exemption bylaw process.

Regina Education and Action on Child Hunger meets all principles of CNPTEP. Under principle 3, criteria 3.1(c) applies – “supports communities to create collaborative strategies to address hunger and food security through education and training for marginalized communities.” Administration is recommending approval of the property tax exemption for 2020.

The Art Gallery of Regina

The Art Gallery of Regina is located at 2420 Elphinstone Street and is an occupant of a City of Regina property. They are an independent, non-profit, public gallery featuring contemporary artwork with an emphasis on Saskatchewan artists. They also offer public education programs, informational and hands on workshops, lectures, visiting artist events, and demonstrations. The gallery opened as an experimental satellite of the Norman Mackenzie Gallery in 1974 under the name Rosemont Art Gallery. Its objective was to reach new audiences and respond to community demands for more local and regional programming.

In 1976 an independent organization formed and incorporated as a non-profit society to take over the gallery. In 2005, after 30 years in operation, the name was changed to the Art Gallery of Regina to better reflect the scope of the organization and its role in the community. The location of the property is known as 2420 Elphinstone Street; Plan: K 4654 Block: B & C; DV 4420 Block: C; as described on the Assessment Roll as Account No.10065459.

Council has approved an exemption for the Art Gallery of Regina for the past several years through the annual exemption bylaw process.

The Art Gallery of Regina meets all principles of CNPTEP. Under principle 3, criteria 3.1(a) applies – “operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and: (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina.” Administration is recommending approval of the property tax exemption for 2020.

ACCOUNT#	ORGANIZATION	CIVIC ADDRESS	TOTAL ESTIMATED LEVY	ESTIMATED MUNICIPAL LEVY
10218234	WRGC (Wascana Rhythmic Gymnastics Club)	520 E 12th Ave (1735 Francis St - Tas Account)	16,431	9,502
10042141	Girl Guides of Canada	1530 Broadway Ave	16,184	9,359
10017432	Highland Curling Club	348 Broad Street	19,573	11,319
10270833	Sask Stock Growers Association	A-1700 Elphinstone St	1,200	694
10027004	Redeemed Christian Church of God, Love Assembly	1330 Cornwall St	7,803	4,512
10027144 10027152	Regina Trades and Skills Centre Inc.	1275 Albert Street & 1269 Albert Street(Prkg Lot)	76,519	44,250
10065522	STARS	2640 Airport Road	48,178	27,860
		Estimated Levy Totals of Denied Organizations	185,887	107,495

Wascana Rhythmic Gymnastics Club

The Wascana Rhythmic Gymnastics Club's mandate is to create an avenue for the development, promotion and organization of competitive, pre-competitive, and recreational rhythmic gymnastics for all ages and abilities. They offer 10-week and 36-week program sessions throughout the year as well as summer camps and additional training in July and August. The programs are offered in Regina as well as in the rural communities of Dysart and Indian Head.

The Wascana Rhythmic Gymnastics Club leases a portion (5.8%) of the property known as 520 E 12th Avenue; Plan: GC1279 Block: 97 Lot:3; Plan: 102232077 Block: 97 Lot: 3A-3B; Plan: 102260629 Block: 97 Lot: 3C,3D; Plan: 102277605 Block: 97 Lot: 1A

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. Wascana Rhythmic Gymnastics Club does not conform to principle 3.

The Girl Guides of Canada – Guides du Canada

The mission of The Girl Guides of Canada-Guides du Canada is to enable girls to be confident, resourceful, courageous, and to make a difference in the world. In 1990, The Girl Guides of Canada-Guides du Canada acquired ownership of the property located at 1530 Broadway Avenue, described as; Lot D, Block 8, Plan FU 1338, as described on the Assessment Roll Account No.10042141.

In prior years, Council has approved an exemption for the Girl Guides of Canada-Guides du Canada through the annual bylaw process.

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. The Girl Guides of Canada-Guides du Canada does not conform to principle 3 or principle 4.

Highland Curling Club

The Highland Curling Club is a not-for-profit co-operative that has operated with a volunteer Board of Directors since the mid 1950's. From October to April of every year, they provide a space for curlers of all ages to come and participate in the official sport of Saskatchewan. There are active leagues and instructional programs for individuals from five years of age and up.

The property is known as 348 Broad Street; Plan: 75R37570 Block: 24 Lot: F, as described on the Assessment Roll Account No.10017432.

In 2015 Administration brought forward report CR15-70, where the Tartan Curling Club and Highland Curling Club requested a property tax exemption. Council approved bylaw 2015-48 which was a two-year (2015 and 2016) municipal levy exemption. The exemption was conditional on both organizations developing a business plan with assistance from City Administration that provides for a sustainable future.

Administration reviewed the work done by the curling community since report CR15-70 and determined that while a roadmap toward sustainability had been created, it would take some time for concrete benefits to materialize. Consequently, in 2016 administration brought forward report CR16-91, where Council was updated on the progress of the development of a business plan to provide a sustainable future. Council approved bylaw 2016-52 and 2016-53 providing a municipal levy exemption for an additional two years (2017 and 2018) for Highland Curling Club and Tartan Curling Club respectively.

In 2018 the Community Non-Profit Tax Exemption Policy was approved including a transition clause where all non profit organizations receiving an exemption in 2018 would receive an exemption in 2019. Subsequently the Highland Curling Club received property tax exemption for 2019.

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. Highland Curling Club does not conform to principle 3.

Sask. Stock Growers Association

The Saskatchewan Stock Growers Association is a Province wide member driven advocacy organization representing independent self-reliant cattle producers' interest for close to 100 years. They advocate through education, communication, and research for an economically and environmentally sustainable cattle industry where cattlemen are free to do business, with a free and open Market Place, free from industry limiting laws and regulations.

The Saskatchewan Stock Growers Association leases an office at the property known as A-1700 Elphinstone St; Plan: 14513 Block: H; Plan: 84R29489 Block: FF; Plan: DV4404 Block: K; Plan: 102121311 Block: T, as described on the Assessment Roll Account No.10270833.

In prior years Council has approved an exemption for the Saskatchewan Stock Growers Association through the annual exemption bylaw process.

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. Saskatchewan Stock Growers Association does not conform to principle 3 or 4.

Redeemed Christian Church of God, Love Assembly

The Redeemed Christian Church of God, Love Assembly's mission as a church is to proclaim the gospel of Christ, maintain the worship of God and to inspire in all persons a love for Christ, a passion for righteousness, and a consciousness of their duties to God and their fellow human beings. They lease the property known as 1130 Cornwall Street; Plan: OLD33 Block: 179 Lot: 33 and 34, as described on the Assessment Roll Account No.10027004.

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. Redeemed Christian Church of God, Love Assembly does not conform to principle 3.

Regina Trades and Skills Centre Inc.

The Regina Trades and Skills Centre Inc. was established in 2007 and was incorporated in 2009 under *The Non-Profit Corporations Act, 1995*. They are also a registered charity under the *Income Tax Act*. The mission and vision of RTSC are to provide and to be the number one choice in demand led industry training.

Properties currently occupied by the RTSC are identified as 1275 Albert street (building) Plan: 94R44318 Block: 145 Lot: 22 and 1269 Albert Street (parking lot) Plan: OLD 33 Block: 145 Lot: 7-10. The properties are described on the Assessment Roll as Account No.'s 10027144 and 10027152.

In prior years Council has approved an exemption for the Regina Trades and Skills Centre Inc through the annual exemption bylaw process.

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. Regina Trades and Skills Centre Inc. does not conform to principle 3.

Shock Trauma Air Rescue Society (STARS)

STARS provides rapid and highly specialized emergency medical transport for the critically ill and injured.

The location known as 2640 Airport Road; Plan: 68R15859 Block: A; Plan: 67R33490 Block: B; as described on the Assessment Roll as Account No.10065522.

Under the community Non-Profit Tax Exemption Policy (CNTEP) Applicants must conform to all principles of the policy. STARS does not conform to principle 3.

November 25, 2019

To: His Worship the Mayor
And Members of City Council

Re: Priorities and Planning Committee: Civic Art & Cultural Collections Policy

RECOMMENDATION

**RECOMMENDATION OF THE PRIORITIES AND PLANNING COMMITTEE
- OCTOBER 23, 2019**

1. That the Civic Art and Cultural Collections Policy provided in Appendix A of this report be approved.
2. That the Municipal Arts Policy (1993) be repealed.
3. That *Bylaw No. 2002-39 The Heritage Building Material Review Advisory Committee Bylaw* be repealed and the City Solicitor be instructed to prepare the necessary bylaw.
4. That Administration be directed to include a capital funding proposal for acquisition and maintenance of the City's civic art and cultural collections within the 2020 budget process.

PRIORITIES AND PLANNING COMMITTEE – OCTOBER 23, 2019

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #5 does not require City Council approval.

Councillors: Lori Bresciani, Sharron Bryce, John Findura, Jerry Flegel, Mayor Michael Fougere (Chair); Bob Hawkins, Jason Mancinelli, Joel Murray, Mike O'Donnell, Andrew Stevens and Barbara Young were present during consideration of this report by the Priorities and Planning Committee.

The Priorities and Planning Committee, at its meeting held on October 23, 2019, considered the following report from the Administration:

RECOMMENDATION

1. That the Civic Art and Cultural Collections Policy provided in Appendix A of this report be approved.
2. That the Municipal Arts Policy (1993) be repealed.
3. That *Bylaw 2002-39 – the Heritage Building Material Review Advisory Committee Bylaw* be repealed and the City Solicitor be instructed to prepare the necessary bylaw.
4. That Administration be directed to include a capital funding proposal for acquisition and maintenance of the City's civic art and cultural collections within the 2020 budget process.

5. That this report be forwarded to the November 25, 2019 meeting of City Council for approval.

CONCLUSION

The proposed Civic Art and Cultural Collections Policy (Policy) responds to Regina's Cultural Plan, which directs development of a contemporary policy for the Civic Art Collection, salvaged material, public art, murals, mosaics, banners, City of Regina (City) archives and other cultural heritage resources.

The new policy reflects leading practices for public collections, which are inclusive, make way for diverse voices and new interpretations, and challenge colonial narratives about art and art collection. In turn, these changes offer opportunities for diverse communities to engage as audiences, artists and makers, and to contribute to setting and realizing a vision for art and culture within their neighbourhoods and public spaces. The policy establishes expectations for stakeholder engagement, collection management standards and practices, evaluation of historical legacies, and renewal of the collection and improvement of the public realm through sustainable ongoing investment. Alongside the policy, Administration is recommending consideration of an annual capital program of \$150,000 within the 2020 budget, to allow for a minimum standard of maintenance and renewal of the collection.

BACKGROUND

Regina's Cultural Plan was approved in 2016 and sets a bold vision for cultural development in Regina over a 10-year period through achievement of three goals: Embrace Cultural Diversity; Strengthen the Artistic and Cultural Community; and, Commemorate and Celebrate Regina's Cultural Heritage. The Cultural Plan directs the development of a Cultural Collections policy to replace the outdated Municipal Arts Policy (MAP) which has been in place since 1993, as well as to conserve articles of cultural heritage including heritage building materials. A contemporary collections policy as outlined in the Cultural Plan addresses all three Cultural Plan goals, as it prioritizes diversity and inclusion in collection principles, ensures the work of local artists is collected and maintained for future generations, and identifies opportunities for the conservation of cultural heritage.

Background information is provided below on some key focus areas of the policy.

Civic Art Collection

The City owns approximately 350 pieces of art, including paintings, public art and sculpture, intended for display in public spaces and collectively named the Civic Art Collection. As a public collector, the City is ethically obligated to collect and maintain on behalf of residents with a focus on collecting work by local artists and representing themes that reflect the Regina community and its history. The Civic Art Collection has a small operating budget for regular maintenance, which was increased in 2018 from \$4,000 to \$8,000 annually.

Municipal Arts Policy (MAP)

The MAP sets the City's mandate and program for art and public art and was approved by Council in 1993. The MAP outlined processes for support of the arts in Regina, with advice and much decision-making resting with the Regina Arts Commission. Also called the Arts Advisory Committee, the Regina Arts Commission served as grant adjudicators and an advisory committee to Council. It was suspended in 2014 and officially dissolved in 2018. In the intervening period, Administration has convened an adjudication committee, with multidisciplinary representation from the arts and culture sector, on an annual basis to provide recommendations on Culture Stream funding within the Community Investment Grant Program. Other expert and stakeholder engagement, such as for public art in Confederation Park, the Glockenspiel Restoration project and the Neil Balkwill Civic Arts Centre, has been conducted on a project-specific basis.

The MAP also outlined expectations for regular investment in maintenance and acquisitions for the Civic Art Collection. The investment level identified in the MAP is one per cent of the total capital budgets of eligible projects such as the construction of new buildings, new parks, or new public places, and the major renovation or restoration of existing buildings, parks or public places.

The investment target described in the MAP is subjective and difficult to administer within the City's financial planning process, and for many years capital investment in the collections has occurred on a project-specific basis.

Public Art Projects

Some recent investments in public art include:

- In 2018, Council approved up to \$350,000 for the restoration of the Glockenspiel. This decision arose from calls from the community to replace the Glockenspiel after it was removed in 2010 to allow for construction of City Square Plaza. The City engaged with stakeholders and consulted with technical experts in order to develop options for restoration for Council's consideration. The deliberations over the Glockenspiel restoration reinforced the need for a renewed Collections policy that would guide decisions on care and maintenance of unique pieces of cultural heritage.
- Within the renewal of Confederation Park in 2016 and 2017, \$230,000 was allocated for public art. In this project artists Jory Cachene and Bruno Hernani worked with high school students to create large art panels representing the "missing voices of Confederation". Artist Larissa Kitchimonia was commissioned to create additional panels that include her reflections on traditional beadwork designs.
- In 2015 artist Carly Jaye Smith created art panels commemorating the life of Mary "Bonnie" Baker for installation at Central Park, at a cost of \$2,000.

- *Regina Gateway* was installed in 2011 at a cost of \$150,000 at the corner of Lewvan Drive and Regina Avenue. The artists are Jhyling Lee and Paul Raff.
- *Regina Lace* was completed in 2009 by Stephen Braithwaite at a total cost of \$250,000. It stands in Queen Elizabeth II Square in front of City Hall.

Bylaw No. 2002-39: The Heritage Building Material Review Advisory Committee Bylaw
Approved in 2002 and amended in 2011 and 2016, the Heritage Building Material Review Advisory Committee Bylaw was intended to promote conservation of heritage building materials from structures proposed for demolition, in order to allow for their reuse in other projects in the public domain. The bylaw sets out a process that includes establishing an advisory committee to make recommendations on salvage and reuse to the City Manager.

DISCUSSION

Policy Scope

The new policy provides a contemporary framework for the governance and day to day management of the Civic Art Collection and items of cultural heritage. It sets out high level requirements for care and management of the City's collections that align with leading practice and provides guidance for engagement of sector expertise and stakeholders in an advisory capacity.

The Cultural Plan broadens the scope of collections beyond the Civic Art Collection to include "salvage materials", referred to in this report and the Policy as heritage building materials. Heritage building materials are materials from civic buildings, usually reflective of significant architectural themes, styles, and heritage features, that may be considered for salvage and preservation during the demolition process. Bylaw No. 2002-39 currently governs the salvage process but the process has been difficult to administer and sets out more oversight than is necessary to divert materials from the landfill. The Policy addresses heritage building materials within the section *Other Cultural Collections* and allows Administration to both preserve items and to authorize reuse by the City or another entity.

Jurisdictional Review

Jurisdictional review was undertaken, focusing on Saskatoon, Calgary, Victoria, Winnipeg, Burlington, Kingston and Ottawa. The Provincial Capital Commission's public art mandate was also reviewed, specifically in regard to public art within Wascana Park. A summary of findings is attached as Appendix B. Jurisdictional review was focused in the key areas where Administration identified opportunities to adopt leading practices in response to the Cultural Plan and trends within the sector, as follows:

Stakeholder Engagement and Input from the Cultural Sector

All comparison cities had a formalized process for input from the sector, most often a standing committee reporting to Administration or Council and with varying degrees of decision-making authority.

The Policy proposes a sector reference group to provide expert advice to Administration on issues that arise through the policy, and project-specific stakeholder engagement for major changes to the collection, such as when new art is installed or existing art is altered, and when evaluating legacy sculpture. In alignment with the City's Public Engagement Framework, Administration will determine when or if engagement is required and with whom. This approach is aligned with direction within the Cultural Plan and expectations that have previously been set with community on projects like the Glockenspiel restoration.

Investment, Renewal and Maintenance

The comparison cities have active programs of varying sizes for investment in public art. Staff were also able to review the results of an information sharing exercise coordinated by the Creative Cities Network, where an additional five municipalities provided the level of their annual investment in public art and how those contributions were structured within their budgets.

Most municipalities use a reserve structure to be able to save over several budget cycles for major projects (both maintenance and new commissions or purchases). Many also collect contributions from developers and other partners. Some have an explicit target for investment, such as one per cent of the overall capital budget or one per cent of eligible projects. Annual contributions vary from a low end of \$35,000 annually at the City of Brantford to multi-million dollar allocations until recently at the City of Calgary.

Administration proposes that Council consider establishing a capital program of \$150,000 annually through the budget process, beginning in 2020. Investments can be modest and still provide some certainty and the ability to plan for larger acquisition and commission projects, major repairs, and opportunities to participate in projects that require matching funds. Options for projects and approximate order of magnitude are described in Appendix C.

Lifecycle Approach

Stewardship of the Civic Art Collection requires that the collection be both renewed and maintained in a manner that is financially sustainable for the City over the long term. In recent years more public collections are adopting a lifecycle approach to monitoring and maintenance of public art assets. This approach acknowledges that collections cannot maintain every item in perpetuity, and that major restoration projects are often at the expense of renewing the collection through accessioning new works.

The Policy includes steps within the accession process to set, in consultation with the artist or donor, an expected life span for the piece. This “date of conclusion” is not a firm date for deaccessioning, but rather sets expectations for staff and community members to anticipate a point when a review of safety and risk, relevancy, age, and condition will be initiated. The concept of lifecycle will also begin to be applied to items in the collection whose accession predates this policy, on a case by case basis as needed.

Indigenous Representation and Participation

Most western comparison cities include statements in their policies related to inclusion and reflection of Indigenous culture and voices within collections. The City’s Policy is driven by strong direction within the Cultural Plan. Within the Policy purpose are several statements reflecting the importance of Indigenous representation in the collection:

- Increase visibility and opportunity for First Nations and Métis culture and history in public art.
- Continued and expanded support for local Indigenous artists and truth telling through art and ways of remembering, as an opportunity to promote dialogue and acknowledgement of shared histories.
- Ensure investments acknowledge the whole story of Regina.

These statements are supported by direction throughout the Policy, including direction to target under-represented voices, provide visibility for First Nation and Métis culture, history and perspectives, and support for spiritual practices and cultural access to items within the collection.

The Policy also addresses the collection of ethnographic materials, with a clear statement that the City is not a collector of ethnographic materials. The City supports the Truth and Reconciliation Commission calls for cultural access to these materials when held by other collections, and wherever necessary will encourage partner organizations to initiate and support repatriation processes.

Evaluation of Harmful Legacies

Several Canadian cities have begun to wrestle with art and monuments that represent harmful legacies, specifically in furtherance of Reconciliation efforts. The City’s role as a public collector is to be receptive and responsive when items in the collection are identified as representing harm to Indigenous people or other cultural or marginalized communities.

Through the Policy the City commits to undertaking review when items within the collection are found to represent harmful legacies and when requested by Regina residents and cultural communities. Using the Policy to guide engagement, a process would include both the sector reference group and specific stakeholder engagement with members of the cultural communities impacted by the legacy. The Policy provides

options to respond to the legacy, including adding context and response, which could include counter-monuments or other response pieces, re-interpretation in order to tell a more complete story about the legacy, replacement of the article, or removal. Through the Policy, the review and response to harmful legacies becomes an opportunity to increase understanding and visibility of Regina's diverse histories.

RECOMMENDATION IMPLICATIONS

Financial Implications

Full implementation of the Policy requires regular and ongoing investment. Administration is proposing a capital program of \$150,000 annually for consideration in the 2020 budget. Through a capital program Administration has the flexibility to plan over several years for major repairs and commissions. An annual report on use of the funds will be provided to the Community and Protective Services Committee as part of the report on progress on the Cultural Plan.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The proposed Policy is strongly aligned with Regina's Cultural Plan, which calls for development of a contemporary policy for the Civic Art Collection, salvaged material, public art, murals, mosaics, banners, City archives and other cultural heritage resources. The scope of the new policy includes all art and cultural materials within the Civic Art Collection intended for display both indoors and in outdoor public spaces. It also includes direction for the salvage and reuse of heritage building materials. City of Regina Archives are managed through separate policy tools.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

This policy responds directly to priorities heard through public engagement in the development

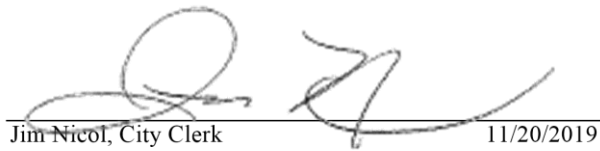
of the Cultural Plan. It establishes a foundation for expert and stakeholder engagement for the future on issues related to the policy.

DELEGATED AUTHORITY

The recommendations contained within this report require City Council approval.

Respectfully submitted,

PRIORITIES AND PLANNING COMMITTEE

A handwritten signature in black ink, appearing to read 'Jim Nicol', is written over a horizontal line. The signature is fluid and cursive.

Jim Nicol, City Clerk 11/20/2019

City Policy

N 5 Approved By City Council: November 2019	Policy Number: XXX-XXX-XX
Council Report: CR(report number)	<i>Future process: Clerk's Office maintains list and distributes the appropriate #</i>
Effective Date: 2020/January/1	Recommended by: Planning & Priorities Committee
Next Review: 2025/January/1	2019/October/23
Policy Owner: Manager, Social & Cultural Development	
Title: Civic Art and Cultural Collections Policy	

1.0 Policy Statement

The City of Regina supports cultural heritage, artists and the arts, and reflects the cultural aspirations of Regina's diverse residents, through investment and stewardship of its art and cultural collections.

2.0 Purpose

This policy provides direction and governance for the City's management of its art and cultural collections in support of Regina's Cultural Plan. The objectives of the policy are to:

- Align the City's collection management with leading practice and incorporate sustainable lifecycle maintenance and strategic resourcing
- Provide transparency to artists and other partners and stakeholders about when and how the City considers accessioning of new art, artefacts, and pieces of cultural heritage
- Engage with residents and stakeholders in managing community impacts of the collection, specifically in the creation and installation of new public art, and the consideration of historical legacies as represented by items in the collection
- Ensure a path for reuse of heritage building materials in a manner that recognizes Regina's civic identity and celebration of our shared heritage
- Increase visibility and opportunity for First Nation and Métis culture and history in public art
- Continued and expanded support of local Indigenous artists and truth-telling through art and ways of remembering, as an opportunity to promote dialogue and acknowledgement of shared histories.
- Ensure investments acknowledge the whole story of Regina

This policy applies to the Civic Art Collection, plaques, monuments and heritage building material. It does not apply to private memorials in cemeteries, the *Mayor's Collection* or *City of Regina Archives*.

3.0 Definitions

Accession

The formal process used to accept an artwork into the Civic Art Collection and record an item as a *collection object*.

Acquisition

An asset or object purchased or obtained (ex. through donation) to be added to a collection.

Art

The expression and application of creativity. (e.g. studio arts, film & video, theatre, music, dance and literary arts).

Artist

Any person who creates or gives creative expression to, or re-creates works of art, who considers their artistic creation to be an essential part of their life, who contributes in this way to the development of art and culture and who is or asks to be recognized as an artist, whether or not they are bound by any relations of employment or association.

Artist Intervention

Art designed specifically to interact with an existing structure or situation, be it another artwork, the audience, an institution or in the public domain.

Civic Art Collection

Objects created by artists and acquired by the City of Regina with the specific intention of being sited on or staged in municipally owned public space.

Copyright

In accordance with the Copyright Act, a form of protection to the creators and owners of "original works of authorship," including literary, dramatic, musical, artistic, and certain other intellectual works.

Counter Monument

A sculptural response to an existing *legacy sculpture*, often highlighting missing or misrepresented perspectives and experiences relating to the event, person, or values memorialized in the original piece.

Cultural Property

The physical items that are part of the cultural heritage of a community. They include artefacts, art, archaeological sites, and legacies.

De-accession

The formal process to permanently remove an object from a collection.

Ephemeral Art

A work of art that only occurs once or a work whose natural degradation is an element of its impact and therefore cannot be fully embodied in any lasting object.

Ethnographic Materials

Refers to material culture, often utilitarian in nature, and for which cultural or anthropological context.

Functional Art

A work created by an artist that serves a functional purpose, such as lighting or seating.

Heritage Building Material

Materials from civic buildings, usually reflective of significant architectural themes, styles, and heritage features, that may be considered for salvage and preservation during the demolition process.

Legacy Sculpture

A work created by an artist primarily to honour a person, group of people, or event.

Mayor's Collection

A collection of gifts, art, and objects that have been given to the Mayor and the Mayor's Office. The Mayor's Collection is kept within the Mayor's Office at City Hall.

Monument

A marker, plaque, or site to honour an individual, group of people, event, or place of importance.

Mural

An artwork applied directly onto an existing building or structure.

Placemaking

A holistic and community-based planning approach that capitalizes on unique assets and potential to promote the personal well-being, community character and development, and places of lasting value.

Public Art

Works of art, in any media, that have been planned and executed with the specific intention of being sited or staged in the public domain, often incorporating elements of site-specificity, cultural heritage, community engagement, and collaboration.

4.0 Related Policies and Guiding Documents

The City of Regina follows the Canadian Museums' Association's Guidelines, Ethics and Expectations, which align with the standards set by the International Council on Museums.

"[C]ollections are a significant public inheritance, have a special position in law and are protected by international legislation. Inherent in this public trust is the notion of stewardship that includes rightful ownership, provenance, permanence, documentation, accessibility and responsible disposal." (International Council on Museums, Paris, May 2011)

The City of Regina commits to responding to the Truth and Reconciliation Council of Canada's Calls to Action and the United Nations' Declaration on the Rights of Indigenous Peoples through the management and care of its Civic Art and Cultural Collections.

Contracts between the City of Regina and artists meet the requirements of The Arts Professions Act (Saskatchewan)

Copyright Act (R.S.C., 1985, c. C-42)

5.0 Policy

Civic Art Collection

1. Investment in Public Art:

- a. Support artists and the arts through allocations to public art in the capital budget.
- b. Ensure commissions target under-represented voices, diverse perspectives, and provide space to tell the whole story of Regina through public art.
- c. Ensure that commissions are conducted transparently including a public call, ethical selection process, and fair pay in alignment with CARFAC's most up-to-date schedule of fees.

2. Expert and Stakeholder Engagement:

- a. A sector reference group, representative of art practices in Regina, will be assembled as necessary to provide advice and context to City staff on specific issues that arise through this policy.
- b. Experts and stakeholders will be engaged when new art is installed or existing art is altered in a manner that impacts neighbourhoods, cultural communities, or other groups.
- c. Stakeholders will be engaged regarding interpretation and contextualization of new and existing legacy sculpture. Where legacies

reflect issues of colonialism and cultural restitution, representatives of the affected community will be engaged.

3. Capacity:

- a. The City of Regina commits to care for collections according to international standards. This includes physical space, staff time, collection resourcing, and ensuring public access through exhibitions and programming. Specifically, the City will:
 - i. Maintain adequate human resources and budget for maintenance through the annual budget process
 - ii. Maintain adequate facilities for administration, maintenance and storage of the collection and associated records to care for the collection
 - iii. If capacity changes the Administration will:
 - 1. reduce the collection through proper deaccessioning methods; or,
 - 2. reduce the level of service to the collection as a whole.

4. Authority for Commission and Purchase

- a. The City will target investment in new public art through open calls to commission unique works, and through purchase of existing works.
- b. Investment in new public art will prioritize opportunities to increase visibility and opportunity for underrepresented voices including First Nation, Métis, and newcomer culture, history, and perspectives.
- c. Under the authority of the Manager of Social & Cultural Development, an item not of value exceeding \$100,000.00 may be commissioned or purchased when:
 - i. It meets an identified gap within the collection, has significance to Regina's cultural heritage and/or is the product of a partnership/collaboration with an external agency
 - ii. Resources are available within a budget line for purchase or creation, or the item has been donated
 - iii. Resources are available for installation, where applicable
 - iv. Resources are available for lifecycle maintenance
- d. Under the authority of the Director, Parks, Recreation and Cultural Services, an item of a value exceeding \$100,000.00 but not exceeding \$200,000.00 may be commissioned or purchased when:
 - i. It meets an identified gap within the collection, has significance to Regina's cultural heritage and/or is the product of a partnership/collaboration with an external agency
 - ii. Resources are available for purchase or creation, or the item has been donated
 - iii. Resources are available for installation, where applicable
 - iv. Resources are available for lifecycle maintenance

5. Authority for Accession

- a. Under the authority of the Manager of Social & Cultural Development, any item of art or cultural heritage that is commissioned, purchased, or accepted by donation may be accessioned.

- b. Objects will be accepted through donation when they meet an identified gap in the collection and resources allow for appropriate care and life cycle maintenance.
- c. The City will not accept or accession cultural objects that are better suited in the care of another group or organization (Indigenous cultural objects, ethnographic objects, art without acceptable provenance, etc.).

6. Care and Maintenance

- a. The City commits to care for and maintain collection pieces until a determined end date, reflective of a reasonable lifespan based on materials, environment, and cost.
- b. In accordance with 3. *Capacity*, the City commits to regular investment in care and maintenance such that the item is maintained for the benefit of the public throughout its life cycle
- c. At the conclusion of the established life cycle, the City will evaluate condition, relevancy, and opportunities for restoration or investment in new work in order to determine whether to deaccession and dispose of the item.
- d. In the event of major damage due to accidents, acts of god etc., the City will evaluate condition, relevancy, and opportunities for restoration or investment in new work in order to determine whether to deaccession and dispose of the item.
- e. The Civic Art Collection will be covered under the City's insurance policy according to their purchase or appraised value. Insurance will be collected for lost and stolen pieces, and new acquisitions will be made according to identified collection gaps. Insurance for damaged pieces will be directed to maintenance and repairs.
- f. Collection valuation will be conducted as required for insurance purposes based on purchase cost, material cost, and in some cases, appraisal.

7. Authority for Deaccession

- a. Collection objects will be ethically deaccessioned and divested according to the Canadian Museums Association's Deaccessioning Guidelines and Canada Revenue Agency requirements.
- b. Under the authority of the Manager of Social & Cultural Development, an item may be deaccessioned when:
 - i. An internal subject matter expert or the sector reference group has advised that the object does not address an identified gap;
 - ii. The theme, period, or artist represented by the object is not unique within the collection or does not make a distinct contribution to the cultural heritage of Regina;
 - iii. An object has deteriorated significantly;
 - iv. It is a duplicate;
 - v. The work, methodology, or purpose is no longer relevant;
 - vi. An object is better suited in another collection;
 - vii. An object is or has become hazardous in nature;
 - viii. A work requires care beyond resource capacity;

- ix. An object has reached the conclusion of its established life cycle;
- x. Or if a work is otherwise inappropriate for the collection.
- c. Deaccessioned objects will be dismantled and/or physically removed from City space for disposal.
- d. Deaccessioned objects will be divested through appropriate channels including other collections, and third parties.
- e. Revenue generated through the sale of collection objects will be reinvested in collection management and acquisitions.

8. Collection Value

- a. Insurance is maintained for the collection based on purchase cost and current market value.
- b. Appraisals will be conducted only in exceptional circumstances and where resources are available.

9. Copyright:

- a. All new acquisitions will be subjected to a standardized copyright agreement that allows the City of Regina use of the image, exhibition rights, and exhibition loan rights, for an agreed-upon fee.
- b. The City of Regina respects, affirms and recognizes Indigenous peoples' ownership of their traditional and living respective Indigenous knowledge, in alignment with UNDRIP.

10. Records:

- a. The City of Regina will maintain collection records including provenance, life cycle management and date of conclusion, insurance, condition reports, copyright, artist agreements and object history, to support education, access, research and consistent care over the life cycle of each item.

11. Ethnographic Materials:

- a. The City of Regina is not a collector of *ethnographic materials*. In the case that ethnographic materials are discovered within the collection, the City will seek out an appropriate agency and arrange for transfer.

12. Life Cycles:

- a. To support new public art and an evolving cultural landscape, new acquisitions will be subjected to an expected life cycle and date of conclusion set by the City in consultation with the artist, based on item specifications and industry research
- b. The date of conclusion for existing pieces will be set based on degradation and cost of repair or replacement.

13. Public Access and Curatorial Control:

- a. The City of Regina commits to ensuring public access to the collection through display, exhibition, interpretation, and contextualization.
- b. Administration will maintain curatorial control over all display and exhibition decisions.

- c. The City of Regina will support community access to the collection for the purpose of cultural practices (including smudging), research, and building understanding.

14. Review of Legacy Sculpture and Monuments

- a. In the service of truth telling, legacy sculpture and monuments may be contextualized, re-interpreted, replaced, or removed to increase understanding and visibility of the diverse peoples in Regina and their respective histories.
- b. Review of a legacy sculpture or monument may be initiated in response to:
 - i. Recognition of abuse of human rights or other harms by people or events commemorated in the legacy sculpture or monument.
 - ii. Research, inquiries, or other initiatives that uncover new information about historical figures or events commemorated in a legacy sculpture or monuments, or that call for increased visibility for different perspectives and experiences.
 - iii. Requests from Regina residents and cultural groups to address either of the above.

Other Cultural Collections

15. Authority for salvage and re-use of *heritage building materials*

- a. Under the authority of the Manager of Social & Cultural Development *heritage building materials* may be preserved from demolition projects when:
 - i. The materials reflect unique or important architectural elements, as determined by a subject matter expert;
 - ii. The structural integrity of the material is intact;
 - iii. There is capacity for careful removal, storage, and maintenance of the material until such a time as they may be re-used or divested to an appropriate agency.
- b. Under the authority of the Manager of Social & Cultural Development, *heritage building material* may be considered for re-use by the City or other agencies when:
 - i. The material adds aesthetic, cultural, and/or structural value to a project;
 - ii. The cost for re-use is not prohibitive to the City;
 - iii. The re-used material does not shorten the expected life cycle of the project.

16. Unacknowledged Public Art and Monuments

- a. Public art and monuments on City property without verified ownership or that are not being maintained by others will be maintained by the City when resources and capacity allow

- b. In the absence of appropriate resources, or when the item reaches end of life, the item will be decommissioned and removed.

6.0 Related Policies or Bylaws

Regina's Cultural Plan (2016)
 Official Community Plan (2013)
 Donations Policy (2016)

7.0 Reviews (mandatory)

Date of Policy Owner's Review	High Level Description

8.0 Amendments (mandatory)

Date of Council Decision	Council Report #	Main Committee	Date of Main Committee Review	Description

Appendix B-1

MUNICIPALITY/ORG	PROVINCIAL CAPITAL COMMISSION	SASKATOON	VICTORIA	BURLINGTON	KINGSTON	OTTAWA	CALGARY	WINNIPEG
DATE POLICY APPROVED OR LAST REVISED	1974 (REVISED 1980)	2015	2018	2018	N/A	2015	2004 2019 entire program put on hold for review	1984 (REVISED 2003)
JUSTIFICATION FOR COMPARISON	PCC is a major contributor to public art in Regina (as seen throughout Wascana Park)	Saskatchewan municipality comparison	Capital City. Only other John A. Macdonald statue in western Canada, recently removed.	Smaller city with comparable population	Smaller city with comparable population	As the national capital, important jurisdiction for public art policy	Western city with strong public art program	Western winter city. Public art program is run at arms length through the arts commission
COLLECTION MANDATE BEYOND PUBLIC ART (ie. Two dimensional art for display indoors)	No	No	No	No	No	No	Yes	No
GENERAL COMMENTS	Many pieces in Wascana Park There are also some pieces that are on City of Regina property where the obligations for care and maintenance for WCA and the City are unclear. The policy going forward requires agreements and	Placemaking in the Downtown is funded through parking meters and has been the focus of their public art program. Larger sculptures are most often funded through project grants, private investment, and collaboration. The	Funding model, based on one per cent for art, evolved into guaranteed \$150,000 of annual funding with ten per cent going to maintenance and upkeep. For large development projects, one per cent of the total budget is transferred to a public art fund.	Includes Sculpture; murals, memorials or monuments, fountains, hard and soft landscaping components, special engineering or Architectural features.	Conventional public art mandate as well as site specific placemaking and street art. They do not include landscaping components unless one or more artists is directly involved in design.	One percent of eligible municipal capital construction budgets of \$2M or more, as well as one percent of eligible P3 projects designated for Public Art Commissions. Applies to individual project level of municipal construction budgets and to municipal contribution to construction projects	The City maintains a two dimensional collection, but there is no mandate or funding in place to add to this collection. One Percent for Public Art Mechanism – 1 percent of development	Funding is subject to the annual budget approval process and is funded to the Public Art Program with an annual grant. Council may choose at its discretion to approve Public Art grants on a multi-year

Appendix B-2

	equips us with the ability to make decisions for the care and maintenance of art that is on City property and not part of the CAC. No information on funding or priorities.	community is very involved in initiating art programs that the City supports through grant co-applications, land use agreements, and innovative partnerships.				funded by other agencies. One percent of eligible capital funds will be transferred to a dedicated Public Art Fund following annual Council approval of Capital Budget.	projects over 1 Mil tied to investing in Public Art Program. Program currently on hold pending review.	basis, to a maximum of five years.
LIFE CYCLE PLANNING	No	Yes	Yes	Yes	Yes	No	Yes	Yes
	Language about acquiring and approving, nothing about De-Accessioning	De-accessioning outlined at a high level, at the discretion of the advisory committee	Basic process for de-accessioning outlined	De-accessioning process can be triggered after comprehensive assessment by Administration. Prepares report to justify disposal.	De-accessioning process overseen by Policy and Public Art working group.	Policy has greater emphasis on obtaining art then de-accessioning.	Some limited information about de-accessioning; overseen by Public Art Board.	Public Art Committee reviews proposals for de-accessioning.
ENGAGEMENT / GOVERNANCE (standing committee, committee of council, arts commission, ad hoc committee, project groups, etc.)	Fine Arts Advisory Committee	Public Art Advisory Committee (council appointed body that adjudicates and advises on public art submissions based on majority vote).	Interdepartmental Public Art Team implements program, conducts consultations, reviews policies, sites. Art in Public Places Committee Art in Public Places Selection Panel	Broad language around community input and involvement, through artist participation, expanding public knowledge of Public Inventory Delegates some or all responsibility for	Interdepartmental public art group (advice and coordination of public art program) Arts Advisory Committee, and Public Art Working Group (ad hoc group, to review policies and processes)	Public Art Interdepartmental Planning Group includes representatives from City Departments and Boards with responsibility and/or knowledge relating to the planning or implementation of Public Art Commissions.	Public Art Board in arm's length advisory role. Consults with the Calgary Arts Development Authority – program currently on hold pending review. New commissions are informed by	Public Art Committee overseen by Winnipeg Arts Council. Public Art Program overseen by Public Art Committee Projects dictated by Selection Panel with help of

Appendix B-3

			oversees projects and public interaction.	the administration of Public Artworks for the City to an external body, Can include site selection, acquisition, deaccessioning, maintenance, and restoration as well as fund development.			consultation with the Indigenous Guiding Circle.	Technical Advisors
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Appendix C-1

Appendix C – Civic Art Project and Budget examples

Annual Municipal Funding (including maintenance)	Status Quo – 8K	40K	150K (Recommended)	350K	500K
Number of Annual Projects / Acquisitions	0 Recent acquisitions have been achieved through project funding	1 Placemaking Initiative & 1 Medium to Major Repair	1 Major Repair & 1 Artist Residency & 1 Medium-scale public artwork acquisition/commission	1 Major Acquisition/Commission & 1 Major Repair OR 1 Placemaking Initiative OR Retain balance (carry forward) for future project	1-2 Major Acquisitions/Commissions & 1 Major Repair OR 1-2 Placemaking
Project Example	Framing and installation of existing artwork.	Placemaking initiatives – shorter timeframe, animates public space, smaller scale projects Ex. RDBID’s traffic box and alley door project (30K) Medium/Major Repair to existing works	Major Repair to existing works could include updates and repairs to <i>Gateway</i> on Lewvan Drive An artist residency and commission could be established as part of a response to a historical legacy.	Major Acquisition/Commission Could be a new sculpture in a public space, such as the MMIWG sculpture outside the Police Station in Saskatoon Either 1 major repair, 1 placemaking initiative, or carry forward for a future project	2 New medium-scale public artworks, or 1 large-scale acquisition Either 1 major repair, or 1 placemaking initiative
Projections based on the following estimated costs Major Repair to Public Artwork: \$10-\$15K – leading practice suggestions 10 per cent of the budget allocation would be directed towards maintenance. Artist Residency: \$30 - \$65K Placemaking Initiative: \$30-\$40K Medium-scale Public Art Acquisition/Commission: \$100-\$300K Large-scale Public Art Acquisition/Commission: \$300-\$400K					

BYLAW NO. 2019-55

THE HERITAGE BUILDING MATERIAL REVIEW ADVISORY COMMITTEE
REPEAL BYLAW, 2019

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw No. 2002-39, being the *The Heritage Building Material Review Advisory Committee Bylaw*, is repealed.
- 2 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

ABSTRACT

BYLAW NO. 2019-55

THE HERITAGE BUILDING MATERIAL REVIEW ADVISORY COMMITTEE REPEAL BYLAW

PURPOSE:	To repeal Bylaw 2002-39.
ABSTRACT:	A proposed Civic Art and Cultural Collections Policy addresses heritage building materials within the section “Other Cultural Collections” and allows Administration to both preserve items and to authorize reuse by the City or another entity.
STATUTORY AUTHORITY:	Section 8 of <i>The Cities Act</i>
MINISTER’S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Priorities and Planning Committee, October 23, 2019, PPC19-9
AMENDS/REPEALS:	Repeals Bylaw 2002-39, <i>The Heritage Building Material Review Advisory Committee Bylaw</i>
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Parks, Recreation & Cultural Services

BYLAW NO. 2019-59

THE CEMETERIES AMENDMENT BYLAW, 2019

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to make the following changes to Bylaw 2008-27, being *The Cemeteries Bylaw, 2008*:
 - (a) update the cemetery fee schedule for 2020 and 2021;
 - (b) amend the definition of authorized decision-maker to ensure it is clear who can provide instructions with respect to a deceased person's lot; and
 - (c) to incorporate a change requested by Veteran Affairs for veteran memorialization.
- 2 Bylaw 2008-27 is amended by repealing the definition of "authorized decision-maker" in section 2 and substituting the following:

“**authorized decision-maker**” means the executor or administrator of the estate of a deceased person, or any other person authorized by law to act in the circumstances; and if no one can be located using reasonable efforts, or no one is willing to act or the identity of the deceased is not known, the Director may make any decision required to be made by an authorized decision-maker pursuant to this Bylaw;”
- 3 Schedule “A” to Bylaw 2008-27 is repealed and the attached Schedule “A” substituted.
- 4 Schedule “C” to Bylaw 2008-27 is repealed and the attached Schedule “C” substituted.

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

City Solicitor

5 This Bylaw comes into force on January 1, 2020.

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

2020 and 2021 CEMETERY FEES AND CHARGES

Fee Schedule	2020	2021
Cemetery License Fees – Lot		
Standard Lot - Riverside & Regina	\$1,765	\$1,835
Standard Lot with Continuous Strip Foundation	\$2,320	\$2,415
Option Area Standard Lot	\$2,745	\$2,855
Field of Honour	\$895	\$930
Child Lot	\$645	\$645
Infant Lot	\$260	\$260
Cremation Lot - Single Urn	\$670	\$695
Cremation Lot - Standard with Continuous Strip Foundation	\$1,860	\$1,930
Option Area Standard Cremation	\$2,285	\$2,375
Cemetery License Fees - Columbaria Niche		
Prairie Rose Columbarium - Regina Cemetery	\$2,010	\$2,010
Masonic Columbarium	\$3,830	\$3,980
Indoor/Outdoor Columbarium - Standard	\$3,830	\$3,980
Indoor/Outdoor Columbarium - Premium	\$4,165	\$4,335
Outdoor Columbarium - Family	\$4,970	\$5,165
Interments		
Standard Casket (over 4 feet)	\$1225	\$1,275
Child Casket (up to 4 feet)	\$500	\$500
Infant Casket (up to 2 feet) or infant cremated remains	\$215	\$215
Cremated Remains - Maximum 18" x 18" opening	\$400	\$420
Scattering/Ossuary/ Niche/Oversize opening for Cremated Remains/Additional cremated remains in ground/Non Standard Vault	\$195	\$200
Urn in Casket/Multiple Cremated Remains in Niche same time same location	\$105	\$110
Late afternoon surcharge - for interment services leaving after 4 p.m.	\$370	\$385
Saturday Surcharge - traditional	\$690	\$715
Saturday Surcharge – cremated remains	\$370	\$385
Sunday/Holiday Surcharge – traditional	\$860	\$895
Sunday/Holiday Surcharge - cremated remains	\$460	\$480
Disinterments		
Disinterment - Standard Casket	\$3,625	\$3,770
Disinterment - Child Casket	\$2,050	\$2,135
Disinterment - Cremated Remains - In ground	\$585	\$610
Memorial and Memorialization		
Application Fee	\$150	\$160
Installation of Flat marker (small)	\$240	\$250
Installation of Flat marker (large)	\$330	\$340
Purchase and Installation of Precast Monument Foundation	\$410	\$430
Removal of Precast Monument Foundation or Flat Marker	\$225	\$235
Other		

Legacy Plaque	\$475	\$475
Memorial Plaque - Group memorials only	\$250	\$250
Chapel Bookings (for each full or partial hour)	\$200	\$210
Indoor Columbarium Vase	\$275	\$275
Urn Vault	\$100	\$105
Maintenance Dome/Adult	\$280	\$280
Maintenance Dome/ Base/Adult	\$137	\$137
Maintenance Dome/Child	\$129	\$129
Handling and Set-up Fee	\$220	\$230
Deferred Payment and Administration Fee	\$105	\$110
License Transfer Fee	\$100	\$100
Hourly Service Rate	\$85	\$90
Record Search		
Less than 10 records	\$0	\$0
10-19 records	\$10	\$10
20-29 records	\$20	\$20
30-50 records	\$25	\$25
Record Request	\$15	\$15
Care and Maintenance Fees		
Care and Maintenance - Riverside	25% of current plot price	
Care and Maintenance - Regina	25% of current plot price	

Schedule "C"

Memorials and Memorialization of Burial Lots RIVERSIDE MEMORIAL PARK CEMETERY TYPE 1 MEMORIALS

1. Pillow Style Memorial

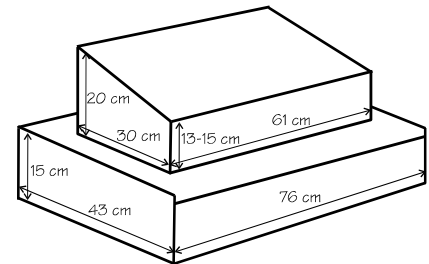
(1) Top

- (a) Material: Granite
- (b) Dimensions:
 - Length: 51 cm (20") minimum; 92 cm (36") maximum
 - Width: 30 cm (12")
 - Height: front 13-15 cm (5-6"); rear 20 cm (8")

(2) Base

- (a) Material: Granite
- (b) Dimensions:
 - Length: 66 cm (26") minimum; 107 cm (42") maximum
 - Width: 43 cm (17")
 - Height: 15 cm (6")

The top must be placed on the base to allow a minimum 6.3 cm (2 ½") margin around the top at any point.



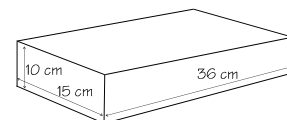
- (3) **Foundation:** Concrete (prefabricated slab or continuous strip) as supplied by cemetery.
- (4) **Placement:** Placed at head of lot, centred over a maximum of 3 adjacent lots.
- (5) **Method:**
 - (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 - (b) Cast bronze plaque can be affixed to any surface of memorial.
 - (c) Ceramic plaque can be affixed to the Top of the memorial with a maximum size of 10.1 cm (4") wide x 12 cm (4 ¾") high.

2. Flat Memorial

- (1) **Material:** Granite

(2) Dimensions:

- (a) Small
 - Length: 36 cm (14") minimum; 45 cm (18") maximum
 - Width: 15 cm (6") minimum; 45 cm (18") maximum
 - Height: 10 cm (4")
- (b) Large
 - Length: over 45 cm (18") minimum; 91 cm (36") maximum



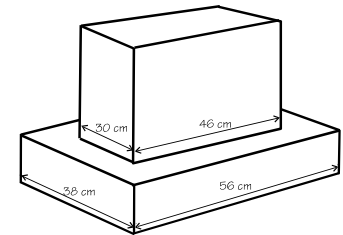
Width: over 30 cm (12") minimum; 61 cm (24") maximum
 Height: 10 cm (4")

- (3) **Placement:** The memorial is set flush with the ground. The memorial can be placed directly over cremated human remains or centred over a maximum of 3 adjacent lots, but in no instance at the head of the lot.
- (4) **Method:** (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 (b) Cast bronze plaque can be affixed to any surface of memorial.
 (c) Ceramic plaques are not permitted.
- (5) **Restriction:** Dimensions of flat memorials are restricted in the following single cremation areas:
 Block 94K, L, M, N, O, P 15 cm (6") x 36 cm (14")
 Block 9A, 9H 45 cm (18") x 45 cm (18")
 Block 45F, 51H, 56O 45 cm (18") x 45 cm (18")
 Block 73T memorialization is restricted to a cast bronze plaque that must be purchased from Cemetery Administration.

3. Child or Infant Memorial

(1) **Top**

- (a) Material: Granite
 (b) Dimensions:
 Length: 45 cm (18") maximum
 Width: 30 cm (12") maximum
 Height: 10 cm (4") minimum to 36 cm (14") maximum including base



(2) **Base (optional)**

- (a) Material: Granite
 (b) Dimensions:
 Length: 56 cm (22") maximum
 Width: 38 cm (15") maximum
 Height: 36 cm (14") maximum including base

- (3) **Foundation:** Concrete (prefabricated slab or continuous strip) supplied by the cemetery.
- (4) **Placement:** Placed at head of lot.
- (5) **Method:** (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 (b) Cast bronze plaque can be affixed to any surface of memorial.
 (c) Ceramic plaque can be affixed to the Top of the memorial with a maximum size of 10.1 cm (4") wide x 12 cm (4 3/4") high.
- (6) **Restriction:**

- Infant Memorialization is restricted in Block 111P to a cast bronze plaque that must be purchased from Cemetery Administration.
- Child Lot prices do not include the foundation
- Base not required, top only can be placed directly onto a foundation for a Child lot only.
- Small size flat is recommended on Child lot.

TYPE 2 MEMORIALS

4. Upright Memorial

(1) Top

(a) Material: Granite

(b) Dimensions:

Length for 1 lot: minimum 61 cm (24"); maximum 91 cm (36")
Length for 2 lots: minimum 61 cm (24"); maximum width of 2 lots, less 30 cm (12") = 213 cm (84")
Length for 3 lots: minimum 61 cm (24") maximum width of 3 lots, less 30 cm (12") = 335 cm (132")
Width: 15 cm (6") minimum; 30 cm (12") maximum
Height: 122 cm (48") maximum

(2) Base

(a) Material: Granite

(b) Dimensions:

Length for 1 lot: minimum 76 cm (30"); maximum 106 cm (42")
Length for 2 lots: minimum 76 cm (30"); maximum width of 2 lots, less 15 cm = 229 cm (90")
Length for 3 lots: minimum 76 cm (30"); maximum width of 3 lots, less 15 cm = 351 cm (138")
Width: 43 cm (17") maximum
Height: 15 cm (6")

(3) **Foundation:** Concrete (prefabricated slab or continuous strip) as supplied by the cemetery.

(4) **Placement:** Placed at head of one or more lots in designated areas only.

(5) **Method:** (a) Inscriptions engraved or lasered directly into any surface of the memorial.
(b) Cast bronze plaque not permitted on any surface of memorial.
(c) Ceramic plaque can be affixed to the Top of the memorial with a maximum size of 10.1 cm (4") wide x 12 cm (4 ¾") high.

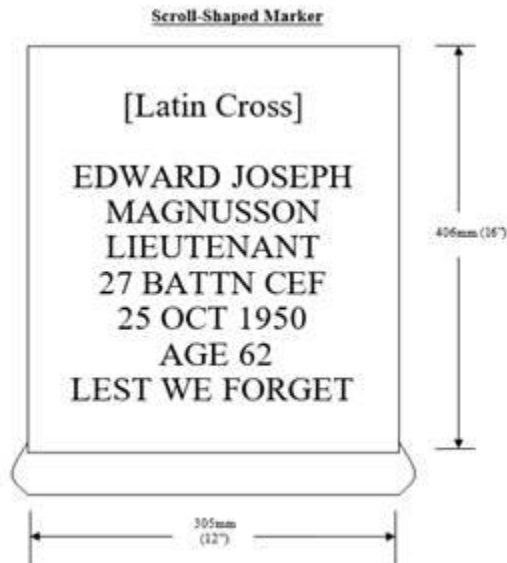
5. Veteran's Scroll-Style Memorial

(1) Top

- (a) Material: Barre Light Grey Granite – steeled face, balance sawn
- (b) Dimensions:
 - length: 40.6 cm (16")
 - width: 30.5 cm (12")
 - height/Slope: 20 cm front (8"); 13cm back (5")
- (c) Inscription using 60-degree V-cut:
 - (i) font, Smith Sip #2 or Monu Cad #69;
 - (ii) engraved letters minimum depth 0.6 cm (1/4");
 - (iii) all capital letters;
 - (iv) letter height 2.5 cm (1");
 - (v) do not in paint or highlight engraving;
 - (vi) maximum letters per line 12.
- (c) Latin Cross
 - (i) height X width 4.1 cm X 2.5 cm (1 5/8" X 1)
 - (ii) width of shaft and cross bar 0.6 cm (1/4")
 - (iii) inscribe using 60-degree V-cut;
 - (iv) an official military crest may be substituted if requested by next of kin;
 - (v) position: top 1.6 cm (5/8") below top of stone.
- (d) Lines
 - (i) Line 1: position: top 1.6 cm (5/8") below bottom of Latin Cross, First and last name and post-nominals
 - (ii) Line 2: rank
 - (iii) Line 3: unit+CEF for WWI veterans
 - (iv) Line 4: Date of Death and Age [or year of birth - year of death] (i.e. 1886-1950) and age;
 - (v) Line 5: LEST WE FORGET (This line applies when replacing a marker that had LEST WE FORGET on the original marker)
- (e) Top of Stone
 - (i) Line 1: name and post-nominals;
 - (ii) Line 2: rank.

*Typically, one line of text only; use two lines if necessary, 2nd line 1.6 cm (5/8") below first line.

** When replacing a damaged marker, reproduce the wording as it is on the original marker.



(2) **Base**

- (a) Material: Light Barre Grey Granite
- (b) Dimensions:
 - Length: 51 cm (20'')
 - Width: 41 cm (16'')
 - Height: 10 cm (4'')

(3) **Foundation:** None

(4) **Placement:** Placed at head of lot.

(5) **Notes:**

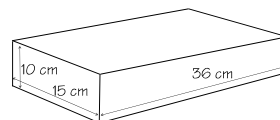
- *Cast bronze plaque not permitted on face of memorial
- **Ceramic plaque not permitted on any surface material

6. Flat Memorial for Veteran's Spouse

(1) **Material:** Granite

(2) **Dimensions:**

- Length: 36 cm (14'')
- Width: 15 cm (6'')
- Height: 10 cm (4'')



(3) **Placement:** Memorial is set flush with the ground. Placed on the lot either directly below the Veteran's memorial or directly over the cremated remains.

- (4) Ceramic plaque not permitted on any surface of memorial.

7. Plaque for Veteran's Spouse

- (1) **Material:** Cast Bronze
- (2) **Shape:** Rectangle
- (3) **Dimensions:**
 - Length: 7.5 cm (3")
 - Width: 20 cm (8")
- (4) **Placement:** Centred on front of monument base.
- (5) **Attachment:** Hidden studs.

TYPE 3 MEMORIALS

- 8. Type 3 Memorials include any memorials not covered by Type 1 or 2. Type 3 Memorials will be allowed only in accordance with sections 23 to 25. The specifications of Type 3 Memorials also apply to mausoleums.

REGINA CEMETERY

TYPE 1 MEMORIALS

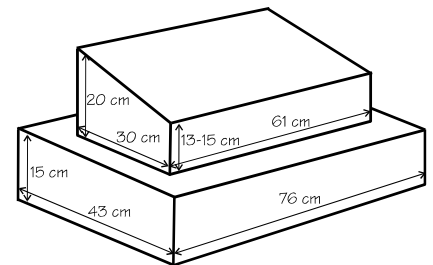
1. Pillow Style Memorial

(1) Top

- (a) Material: Granite
- (b) Dimensions:
 - Length: 51 cm (20") minimum; 71 cm (28") maximum
 - Width: 30 cm (12")
 - Height: front 13-15 cm (5-6"); rear 20 cm (8")

(2) Base

- (a) Material: Granite
- (b) Dimensions:
 - Length: 66 cm (26") minimum; 86 cm (34") maximum
 - Width: 43 cm (17")
 - Height: 15 cm (6")



The top must be placed on the base to allow a minimum 6.3 cm (2.5") margin around the top at any point.

- (3) **Foundation:** Concrete (prefabricated slab or continuous strip) as supplied by cemetery.
- (4) **Placement:** Placed at head of lot, centred over a maximum of 3 adjacent lots.
- (5) **Method:**
 - (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 - (b) Cast bronze plaque can be affixed to any surface of memorial.
 - (c) Ceramic plaque can be affixed to the Top of memorial with a maximum size of 10.1 cm (4") wide x 12 cm (4 3/4") high.

2. Flat Memorial

- (1) **Material:** Granite

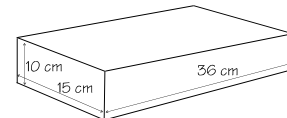
(2) Dimensions:

(a) Small

- Length: 36 cm (14") minimum; 45 cm (18") maximum
- Width: 15 cm (6") minimum; 45 cm (18") maximum
- Height: 10 cm (4")

(b) Large

- Length: over 45 cm (18") minimum; 91 cm (36") maximum
- Width: over 30 cm (12") minimum; 61 cm (24") maximum
- Height: 10 cm (4")

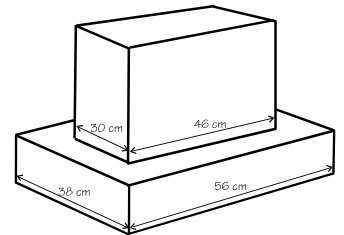


- (3) **Placement:** The memorial is set flush with the ground. The memorial can be placed directly over cremated human remains or centred over a maximum of 3 adjacent lots, but in no instance at the head of the lot.
- (4) **Method:**
- (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 - (b) Cast bronze plaque can be affixed to any surface of memorial.
 - (c) Ceramic plaque not permitted on any surface of memorial.

3. Child or Infant Memorial

(1) Top

- (a) Material: Granite
- (b) Dimensions:
 - Length: 45 cm (18") maximum
 - Width: 30 cm (12") maximum
 - Height: 10 cm (4") minimum to 36 cm (14") maximum including base



(2) Base (optional)

- (a) Material: Granite
- (b) Dimensions:
 - Length: 56 cm (22") maximum
 - Width: 38 cm (15") maximum
 - Height: 36 cm (14") maximum including base

- (3) **Foundation:** Concrete (prefabricated slab or continuous strip) as supplied by the cemetery.
- (4) **Placement:** Placed at head of lot.
- (5) **Method:**
- (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 - (b) Cast bronze plaque can be affixed to any surface of memorial.
 - (c) Ceramic plaque can be affixed to the Top of memorial with a maximum size of 10.1 cm (4") wide x 12 cm (4 3/4") high.

TYPE 2 MEMORIALS

4. Upright Memorial

(1) Top

- (a) Material: Granite
- (b) Dimensions:
 - Length for 1 lot: minimum 61 cm (24"); maximum 70 cm (28")
 - Length for 2 lots: minimum 61 cm (24"); maximum width of 2 adjacent lots, less 30 cm (12") = 173 cm (68")
 - Length for 3 lots: minimum 61 cm (24") maximum width of 3 adjacent lots, less 30 cm (12") = 275 cm (108")

Width: 15 cm (6") minimum; 30 cm (12") maximum
Height: 122 cm (48") maximum

(2) Base

(a) Material: Granite

(b) Dimensions:

Length for 1 lot: minimum 76 cm (30"); maximum 86 cm (34")

Length for 2 lots: minimum 76 cm (30"); maximum width of 2 adjacent lots, less 15 cm = 188 cm (74")

Length for 3 lots: minimum 76 cm (30"); maximum width of 3 adjacent lots, less 15 cm = 289 cm (114")

Width: 43 cm (17") maximum

Height: 15 cm (6")

(3) **Foundation:** Concrete (prefabricated slab or continuous strip) as supplied by the cemetery.

(4) **Placement:** Placed at head of one or more lots in designated areas only.

(5) **Method:** (a) Inscriptions engraved or lasered directly into any surface of the memorial.
(b) Cast bronze plaque not permitted on any surface of memorial.
(c) Ceramic plaque can be affixed to the Top of memorial with a maximum size of 10.1 cm (4") wide x 12 cm (4 ¾") high.

5. Veteran's Scroll-Style Memorial

(1) Top

(a) Material: Barre Light Grey Granite – steeled face, balance sawn

(b) Dimensions:

length: 40.6 cm (16")

width: 30.5 cm (12")

height/Slope: 20 cm front (8"); 13cm back (5")

(c) Inscription using 60-degree V-cut:

(i) font, Smith Sip #2 or Monu Cad #69;

(ii) engraved letters minimum depth 0.6 cm (1/4");

(iii) all capital letters;

(iv) letter height 2.5 cm (1");

(v) do not in paint or highlight engraving;

(vi) maximum letters per line 12.

(d) Latin Cross

(i) height X width 4.1 cm X 2.5 cm (1 5/8" X 1)

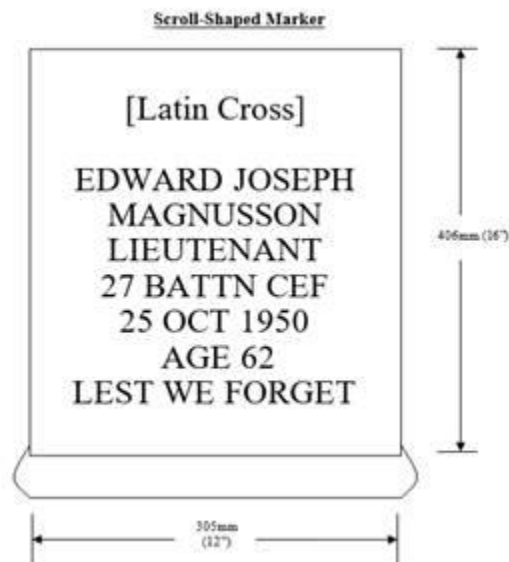
(ii) width of shaft and cross bar 0.6 cm (1/4")

(iii) inscribe using 60-degree V-cut;

- (iv) an official military crest may be substituted if requested by next of kin;
 - (v) position: top 1.6 cm (5/8") below top of stone.
- (e) Lines
- (i) Line 1: position: top 1.6 cm (5/8") below bottom of Latin Cross, First and last name and post-nominals
 - (ii) Line 2: rank
 - (iii) Line 3: unit + CEF for WWI veterans
 - (iv) Line 4: Date of Death and Age [or year of birth - year of death] (i.e. 1886-1950) and age;
 - (v) Line 5: LEST WE FORGET (This line applies when replacing a marker that had LEST WE FORGET on the original marker)
- (f) Top of Stone
- (i) Line 1: name and post-nominals;
 - (ii) Line 2: rank.

*Typically, one line of text only; use two lines if necessary, 2nd line 1.6 cm (5/8") below first line.

** When replacing a damaged marker, reproduce the wording as it is on the original marker.



(2) **Base**

- (a) Material: Light Barre Grey Granite

- (b) Dimensions:
Length: 51 cm (20")
Width: 41 cm (16")
Height: 10 cm (4")

(3) **Foundation:** None

(4) **Placement:** Placed at head of lot.

(5) **Notes:**

*Cast bronze plaque not permitted on face of memorial

**Ceramic plaque not permitted on any surface material

6. Flat Memorial for Veteran's Spouse

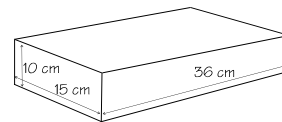
(1) **Material:** Granite

(2) **Dimensions:**

Length: 36 cm (14")

Width: 15 cm (6")

Height: 10 cm (4")



(3) **Placement:** Memorial is set flush with the ground. Placed on the lot either directly below the Veteran's memorial or directly over the cremated remains.

(4) Ceramic plaque not permitted on any surface of memorial.

7. Plaque for Veteran's Spouse

(1) **Material:** Cast Bronze

(2) **Shape:** Rectangle

(3) **Dimensions:**

Length: 7.5 cm (3")

Width: 20 cm (8")

(4) **Placement:** Centred on front of monument base.

(5) **Attachment:** Hidden studs.

8. Headstone-Style Flat Memorial

(1) **Material:** Granite

(2) **Dimensions:**

Length: 36 cm (14") minimum; 86 cm (34") maximum

Width: 15 cm (6") minimum; 61 cm (24") maximum

Height: 10 cm (4")

(3) **Foundation:** Concrete (prefabricated slab or continuous strip) as supplied by Cemetery.

- (4) **Placement:** Placed at head of lot.
- (5) **Method:**
 - (a) Inscriptions engraved or lasered directly into any surface of the memorial.
 - (b) Cast bronze plaque can be affixed to any surface of memorial.
 - (c) Ceramic plaque not permitted on any surface of memorial.

TYPE 3 MEMORIALS

- 9. Type 3 Memorials include any memorials not covered by Type 1 or 2. Type 3 Memorials will be allowed only in accordance with sections 23 to 25. The specifications of Type 3 Memorials also apply to mausoleums.

ABSTRACT

BYLAW NO. 2019-59

THE CEMETERIES AMENDMENT BYLAW, 2019

PURPOSE:	The purpose of this bylaw is to update cemetery fees and charges for 2020 and 2021, amend the definition of “authorized decision-maker” to ensure it is clear who can provide instructions with respect to a deceased person’s lot and to incorporate a change requested by Veteran Affairs for veteran memorialization.
ABSTRACT:	<i>The Cemeteries Bylaw</i> is amended to set out cemetery fees and charges for 2020 and 2021, change the definition of “authorized decision-maker” and make changes to veteran memorialization.
STATUTORY AUTHORITY:	Section 8 of <i>The Cities Act</i>
MINISTER’S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Community and Protective Services, November 7, 2019, CPS19-18
AMENDS/REPEALS:	Amends Bylaw 2008-27
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Parks, Recreation & Cultural Services

BYLAW NO. 2019-60

THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS
AMENDMENT BYLAW, 2019-60

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to appoint pest control officers as required by *The Pest Control Act*.

Statutory Authority

- 2 The authority for this Bylaw is:
- (a) Section 8 and 100 of *The Cities Act*; and
 - (b) Section 13 of *The Pest Control Act*.

Bylaw 2009-71 amended

- 3(1) Bylaw 2009-71, being *The Appointment and Authorization of City Officials Bylaw, 2009*, is hereby amended in the manner set forth in this section.

- (2) Section 5 is repealed and the following substituted:

“5 For the purposes of *The Pest Control Act*, the following persons are hereby appointed as Pest Control Officers for the City of Regina from January 1, 2020 until December 31, 2020, unless the officer’s employment with the City of Regina is sooner terminated:

- (a) Russell Eirich;
- (b) Ryan Johnston; and
- (c) Corey Doka.”

Approved as to form is _____ day of _____, 20____.

City Solicitor

4 This Bylaw comes into force on January 1, 2020.

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2019-60

THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS AMENDMENT BYLAW, 2019

PURPOSE:	To appoint pest control officers under <i>The Pest Control Act</i>
ABSTRACT:	Pursuant to <i>The Pest Control Act</i> , the City's pest control officers must be appointed by Council
STATUTORY AUTHORITY:	Sections 8 and 100 of <i>The Cities Act</i> ; section 13 of <i>The Pest Control Act</i>
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Community & Protective Services, CPS19-17, November 7, 2019
AMENDS/REPEALS:	Amends Bylaw 2009-71, <i>The Appointment and Authorization of City Officials Bylaw, 2009</i> .
CLASSIFICATION:	Regulatory, Administrative
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Parks, Recreation & Cultural Services

BYLAW NO. 2019-63

THE COMMUNITY NON-PROFIT TAX EXEMPTION BYLAW, 2019

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to exempt certain properties from property taxes in whole or in part for the 2020 financial year.

Authority

- 2 The authority for this Bylaw is subsection 262(3) of *The Cities Act*, section 21 of *The Education Property Tax Act* and sections 9 and 11 of *The Education Property Tax Regulations*.

Definitions

- 3 In this Bylaw:

“**education portion of the property taxes**” means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4.

Exemptions

- 4 The named occupants of properties owned or under control of the City of Regina or properties adjacent to City property listed in Schedule “A” to this Bylaw are exempted from payment of property tax payable by the owner or occupant of the land and improvements specified in the Schedule.
- 5 The Canadian Blood Services is exempted from payment of property tax for the portion of the land and improvements used for blood collection, which land and improvements are located at 2571 Broad Street; Lot B, Block 8, Plan FU 1338.
- 6 The Globe Theatre Society is exempted from payment of property tax for the portion of the land and improvements located at 1801 Scarth Street; units 2, 3 and 4, Plan 99RA23145.
- 7 Mackenzie Art Gallery Incorporated is exempted from payment of property tax payable by an occupant of a portion of the land and improvements located at 3475 Albert Street; part of Plan 101991865, Block C Ext. 31, and Block D Ext. 43, known as the T.C. Douglas Building.
- 8 Saskatchewan Science Centre Inc. is exempted from payment of property tax payable by an occupant of the land and improvements located at 2903 Powerhouse Drive; Block A, Plan 101919416.

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

City Solicitor

- 9 Theatre Regina Inc. is exempted from payment of property tax for the land and improvements located at 1077 Angus Street; Lots 1 - 10, Block 86, Plan OLD 33 and Block C, Plan GA1016.
- 10 Regina & District Food Bank Inc. is exempted from payment of property tax for the portion of the land and improvements used by the Regina & District Food Bank Inc. and non-profit agencies operating in conjunction with the Regina & District Food Bank located at 445 Winnipeg Street; Block X, Plan 79R42384.
- 11 The Canadian Red Cross Society is exempted from the payment of property tax for the portion of the land and improvements owned and operated by The Canadian Red Cross Society located at 2050 Cornwall Street; Lot 45, Block 368, Plan 98RA28309.
- 12 The Regina Public Library is exempted from payment of property tax payable by an occupant of the land and improvements used by the Library located at 331 Albert Street; Lots 1 and 2, Block 17, Plan 68R23751.
- 13 The Regina Public Library is exempted from payment of property tax payable by an occupant of the land and improvements used by the Library located at 2715 Gordon Road; Block M, Plan 66R13992; Block Q, Plan 78R20752 and Block N, Plan 101145710.
- 14 The Mounted Police Heritage Centre is exempted from payment of property tax payable by an occupant of the land and improvements located at 6101 Dewdney Ave; Block A NE/SW/SE/NW 22-17-20-2 and NW 23-17-20-2, Plan 101973494.
- 15 Lloyd Communications Inc. is exempted from payment of property tax for the portion of the land and improvements located at 1231 Broad Street, Lots 4 and 5, Block 139, Plan Old 33, occupied by the Regina Plains Museum and also known as The Civic Museum of Regina.
- 16 The South Zone Recreation Board is exempted from payment of property tax for the land and improvements located at 3303 Grant Road, Block B, Plan 00RA15705.
- 17 The Royal Canadian Legion Regina Branch #001 is exempted from payment of property tax payable by an occupant for the portion of the land and improvements located at 1820 Cornwall St., Lot 42, Block 308, Plan 00RA12095 that are occupied by the Royal Canadian Legion Branch #001.

- 18 The Islamic Association of Saskatchewan, Regina Inc. is exempted from payment of property tax for the land and improvements located at 641 E Victoria Ave., Blk A, Plan 70R13525 and lots 21-34, Blk 38, Plan DV270 and lots 7-20, Blk 38B Plan DV 270.
- 19 The Young Women's Christian Association is exempted from payment of property tax for the land and improvements located at 1915 Retallack St., Lot A, Blk 339, Plan 101887623, and 1955 Retallack St., Lot B, BLK 339, Plan 10101337.
- 20(1) The exemptions in sections 4 to 19 shall:
- (a) apply only to taxes assessed in 2020 on land or improvements; and
 - (b) not include special taxes, local improvement levies, public utility charges, development fees or other such charges imposed by the City or other taxing authority.
- (2) Notwithstanding sections 4 to 19, where the amount of the exemption of the education portion of the property taxes would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the approval of the Government of Saskatchewan.
- (3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan's decision.
- (4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.
- 21 The City Assessor shall conclusively determine the scope and extent of any exemption.

22 This Bylaw comes into force on January 1, 2020.

READ A FIRST TIME THIS 25th DAY OF November 2019.

READ A SECOND TIME THIS 25th DAY OF November 2019.

READ A THIRD TIME AND PASSED THIS 25th DAY OF November 2019.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

SCHEDULE “A”

**Occupants of Regina Owned or Controlled Properties
Exempted from Property Tax Payable by an Occupant**

1. Cathedral Area Community Association: 2010 Arthur Street, Lots 1 - 3, Block 32, Plan I 5211; 2005 Forget Street, Lot 19, Block 32, Plan I 5211, Lot 22, Block 32, Plan 101197896; 2019 Forget Street, Lot 20, Block 32, Plan 101197919; 2021 Forget Street, Lot 17, Block 32, Plan I 5211; 2029 Forget Street, Lot 16, Block 32, Plan I 5211; and 2055 Forget Street, Lots 11 - 15, Block 32, Plan I 5211;
2. The Art Gallery of Regina: 2420 Elphinstone Street; Block C, Plan DV 4420, and Blocks B and C, Plan K 4654;
3. Regina Education and Action on Child Hunger Inc.: 1308 Winnipeg Street; Block C, Plan 67R03593;
4. Grow Regina Community Gardens Incorporated: 3500 Queen Street, Block R2, Plan 60R07552;
5. Queen City Eastview Community Association Inc.: A-615 – 6th Avenue, Block B, Plan F1625;
6. Dewdney East Community Association Inc.: A-1197 Park Street, Lot B, Block 24, Plan 65R40289;
7. Al Ritchie Community Association Inc.: A-1109 – 14th Avenue, Block R1, Plan 70R04472; A-2299 Edgar Street, Block C, Plan 73R17293; and
8. West Zone Community Garden: A-1010 McCarthy Boulevard, Block XX, Plan 101882910.

ABSTRACT

BYLAW NO. 2019-63

THE COMMUNITY NON-PROFIT TAX EXEMPTION BYLAW, 2019

PURPOSE:	To exempt certain properties from property taxes in whole or in part for the 2020 financial year.
ABSTRACT:	Provide property tax exemptions to owners and occupants of land based on Council's approved Community Non-Profit Tax Exemption Policy.
STATUTORY AUTHORITY:	Subsection 262(3) of <i>The Cities Act</i> , section 21 of <i>The Education Property Tax Act</i> and sections 9 and 11 of <i>The Education Property Tax Regulations</i> .
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Finance and Administration Committee, November 5, 2019, FA19-18
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Administrative
INITIATING DIVISION:	Financial Strategy & Sustainability
INITIATING DEPARTMENT:	Assessment and Taxation