



CITY COUNCIL

**Monday, December 9, 2019
5:30 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Agenda
City Council
Monday, December 9, 2019**

CONFIRMATION OF AGENDA

DELEGATIONS, COMMUNICATIONS, MOTION, TABLED REPORT, RELATED REPORT AND BYLAW

- | | |
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| DE19-161 | Joanne Havelock, Friends of the Regina Public Library: Regina Public Library Budget |
| DE19-162 | Shayna Stock, Central Zone Board - Community Associations |
| DE19-163 | Angele Poirier, Bike Regina: Biking Infrastructure |
| DE19-164 | Carl Cherland: Regina Police Service 2020 Budget and 2020 General and Utility Operating Budget |
| DE19-165 | Jim Elliott: Regina Police Service 2020 Budget and 2020 General and Utility Operating Budget |
| DE19-166 | Florence Stratton: Regina Police Service 2020 Budget and 2020 General and Utility Operating Budget |
| DE19-167 | Casey Peart: Regina Police Service 2020 Budget and 2020 General and Utility Operating Budget |
| DE19-168 | Brett Dolter - Renewable Energy |
| DE19-169 | Evelyn Gay: Transit |
| DE19-170 | Terri Sleeva, Regina Citizen's Public Transit Coalition: Transit |
| DE19-171 | Chad Jedlic, Westerra Development Corp. : Westerra Transit |
| DE19-172 | Dylan Morin: Transit |



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DE19-173	Rob Humphries: 2020 General and Utility Operating Budget
DE19-174	John Hopkins, Regina & District Chamber of Commerce: 2020 General and Utility Operating Budget
DE19-175	Rob Nelson, Regina Multisport Club: Wascana Pool
DE19-176	Kathy Rodger: Wascana Pool
DE19-177	Lesley Farley: Wascana Pool
DE19-178	Karen Rose: Wascana Pool
DE19-179	Kate Smart: Wascana Pool
DE19-180	Cyrus Campeau: Regent Park Golf Course
DE19-181	Jacquie Braun: Regent Park Golf Course
DE19-182	Tanice Lunn: Regent Park Golf Course
DE19-183	Melissa Campeau: Regent Park Golf Course
DE19-184	Austin Stadnyk: Regent Park Golf Course
DE19-185	Stephan Repka: Regent Park Golf Course
DE19-186	Norm Weigers: Regent Park Golf Course
DE19-187	Darlene Tumak: Regent Park Golf Course
DE19-188	Bernice Tees: Regent Park Golf Course
DE19-189	Lauren Gamble: Regent Park Golf Course
DE19-190	Sean Baker: Regent Park Golf Course
DE19-191	Ashlyn Kydd: Regent Park Golf Course
DE19-192	Areej Fatima: Regent Park Golf Course
DE19-193	Andrea Perron: Regent Park Golf Course
DE19-194	Hala Ibrahim: Regent Park Golf Course



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DE19-195	Carolyn Pelletier: Regent Park Golf Course
DE19-196	Bobbi Stadnyk: Regent Park Golf Course
DE19-197	Mikaela De Leon: Regent Park Golf Course
DE19-198	Keisha Nova Nginhena: Regent Park Golf Course
DE19-199	Josh Campbell: Regent Park Golf Course
CP19-179	Tim Otitoju, Association of Regina Realtors: 2020 General and Utility Operating Budget
CP19-180	Marilyn Braun-Pollon, Canadian Federation of Independent Business: 2020 General and Utility Operating Budget
MN19-22	Councillor Jerry Flegel: 2020 Proposed Regina Board of Police Commissioners Budget
CR19-100	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.

CM19-15	2020 General and Utility Operating Budget and 2020 - 2024 General and Utility Capital Plan
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Recommendation

1. That the 2020 tax-supported General Operating Budget as outlined in Appendix A be approved, including the following details:



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- a) Gross expenditures of \$472,203,000 and a net property tax levy of \$261,413,000;
 - b) 2020 mill rate of 8.37161 representing a 3.25% increase for all programs and services;
 - c) Funding request for the Provincial Capital Commission, Economic Development Regina Inc. (EDR) and Regina Exhibition Association Limited (REAL); and
 - d) Regina Police Services (RPS) gross expenditures totalling \$96,029,000 and revenues totalling \$10,400,000.
2. That the 2020-2024 General Capital Budget with total gross expenditures of \$110,384,000 in 2020, as summarized in the City of Regina 2020 Budget, attached as Appendix A beginning on page 77, be approved.
3. That the General Capital Budget as outlined on page 91 of Appendix A for multi-year projects that require future year commitments with gross expenditures of \$14,957,000 underway in 2020, be approved as follows:
 - a) 2021 - \$42,527,000; and
 - b) 2022 - \$4,973,000;
4. That the following changes to parking permits be approved:
 - a) That the following individuals be moved from the \$1,040 per year City Parking Permit Fee category to the no charge City Parking Permit Fee category: Elected Government Official; the General Manager of Buffalo Pound Water Treatment Corporation; and the President and Vice-Presidents of Regina Exhibition Association Limited;
 - b) That the following individuals people or groups be moved from the Privilege Parking Fee category of \$5,200 per year to the no charge Privilege Parking Fee category: Saskatchewan School Trustees Association; Members of the Legislative Assembly of Saskatchewan with constituency boundaries in the City of Regina or who are cabinet ministers;
 - c) That the following people be included in the no charge Privilege Parking Fee category: the Board members of Economic Development Regina Inc. and the Chairs of the Boards of Buffalo Pound Water Treatment Corporation and Regina Exhibition Association Limited.
 - d) That the City Manager on an exceptional basis be provided the discretionary authority to give out time limited privilege parking permits at no charge to the following:
 - a. Individuals working for non profit organizations that are meeting



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- with City officials at City Hall on a frequent basis;
- b. Individuals who are assisting City officials with a City initiative, City program, City policy or City conference that are meeting with City officials at City Hall on a frequent basis to a maximum of one permit per individual.
5. That the City Solicitor be instructed to amend Bylaw 9900, being *The Regina Traffic Bylaw, 1997* to reflect the parking permit changes outlined in recommendation 4.
6. That the funding request for the Provincial Capital Commission, Economic Development Regina Inc. (EDR), and Regina Exhibition Association Limited (REAL), as outlined in Appendix F, be approved with funding provided by the funds described in Recommendation 1 of this report.
7. That the Regina Public Library Board approved budget and mill rate request of 0.74971 representing a 2.3% increase for the Regina Public Library be approved.
8. That the City Solicitor be instructed to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in the spring of 2020 once the City receives the education mill rate from the Government of Saskatchewan and approves of the mill rates for the Business Improvement Districts.
9. That the 2020 fee-supported Utility Operating Budget as outlined in Appendix A beginning on page 93, with total revenues of \$142,344,000 and total gross expenditures of \$142,344,000 be approved.
10. That the 2020-2024 Utility Capital Plan with total gross expenditures of \$70,037,000 in 2020, as summarized in the City of Regina 2020 Utility Budget, beginning on page 101 of Appendix A, be approved.
11. That the Utility Capital Budget as outlined on page 107 of Appendix A for multi-year projects that require future year commitments with gross expenditures of \$10,310,000 underway in 2020, be approved as follows:
- a) 2021 - \$10,310,000.
12. That the City Solicitor be authorized to prepare any other necessary bylaw



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amendments not mentioned above to implement the above recommendations and the approved budgets.

13. That the following items be removed from the List of Outstanding Items:

- a) CM18-15(3)
- b) CM18-15(5)
- c) CM18-15(6)
- d) CR19-20
- e) CR19-62
- f) CR19-76
- g) CR19-86
- h) CR19-92
- i) CR19-7
- j) CPS19-6
- k) CPS19-9
- l) CPS19-10
- m) CM17-2
- n) PWI18-19

2019-66 THE REGINA TRAFFIC AMENDMENT BYLAW, 2019 (No.4)

ADJOURNMENT



Friends of the Regina Public Library

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2042 Garnet St., Regina, SK S4T 2Z6

December 3, 2019

Mayor Fougere and Council
City of Regina
Regina, SK, S4P 3C8

Dear Mayor and Council:

Re: Regina Public Library 2020 Budget at Regina City Council Budget Meeting, December 9, 2019

The following are comments from the Friends of the Regina Public Library (FRPL) for presentation to City Council on the proposed 2020 Regina Public Library (RPL) Budget, that asks for City Council's approval of a 2.3% increase in the Library mill rate.

The Regina Public Library has continued this year to add new services and programming and has more initiatives planned for the future, as outlined in its 2020 budget submission.

This year's budget mentions increased emphasis on Reconciliation and the library is well-positioned to build on its past efforts connecting with Indigenous people and providing resources and programmes that help inform all of the public.

A number of the library's new facilities and programs relate to digital literacy, and skills and connections promoting creative literacy, including the digital media studio and musical instrument lending.

There are also significant resources proposed to be spent on e-books, DVDs and sound recordings, providing many literary options for library patrons. With regard to the materials that are in the RPL's collection, the emphasis on popular literature addresses some reading needs, but the library should also be a resource for classical and contemporary literature as well as the materials and staff resources for reference and research, including historical research. The Prairie History Room is well known for its resources both in Saskatchewan and internationally and we hope that the value of this important service continues to be recognized.

Another aspect of the RPL that should be recognized is Outreach Services, working with people who cannot read printed material or cannot visit the library because of illness, age or disability.

This service provides materials in a variety of formats, equipment for reading and listening, and home reader services. An important contribution to making literacy accessible to all.

Since 2017 the RPL has instituted changes to Film Theatre operations. There is an increased emphasis on free films in series associated with particular themes often in collaboration with community groups. The weekend showings of repertory films continue, providing a much-needed alternative for Regina film audiences.

The renowned Dunlop Art Gallery continues with many interesting and exciting art shows and programs.

With all the changes that have occurred across the RPL, it is important for the library to ensure the transition process is well-managed and there is a reduced emphasis on using temporary staffing to adjust to changes but instead return to an emphasis on long-term stable staff positions. With changing social dynamics and the increased demands on staff to handle a wide range of situations that occur when working with the public, it is a good and necessary step that the RPL is increasing its efforts to train staff to give them the tools and provide them with needed support in their branches.

As part of its organizational model the RPL continues to refer to library patrons as “customers”. It is vital to orient services towards public needs, but calling patrons “customers” suggests a divide that is simply not correct. Library services are funded and belong to citizen/patrons.

The RPL is reviewing the future of Central Library, and the work in that regard will be followed by a review of all of the library branches. The overview of city-wide services, including resources available for new housing developments, is something FRPL looks forward to seeing.

This fall the RPL sent out a request for proposals for a consultant to help guide the RPL Board’s decisions regarding Central Library.

The desired outcome of the first phase of this renewal project (Phase I) is a decision by RPL’s Board of Directors, by March 2020, regarding how to address the future of Central Library. To achieve this result, the Consultant will, using existing information and material, along with obtaining and/or preparing necessary additional information, develop and present a business case to the Board and undertake associated activities to support the Board through their decision-making process.

Subsequent project phases may include supporting the Board in its work with Regina City Council to secure funding for the Project, lead procurement of design and construction services, provide oversight of design and construction services, lead logistics for occupation, and conduct a post-occupancy review. While future phases will fit generally into these categories of work, their precise nature depends upon the decision made as a result of Phase I. (Owner’s Representative for Central Library Project RFP # 2019-07)

The current Central Library building is a heritage example of modernist architecture, part of the designated heritage area around Victoria Park. As we know, one important cultural discipline doesn't negate another: just as literature, in all of its forms creates a culture, so too do heritage structures give cultural meaning, creating a context for the lives of citizens, as is shown in all world cultures.

The RPL Board has indicated that the questions around what will happen to the Central Library building will be brought forward for public discussion before any final decisions are made. It is imperative that the Board be given guidance on what the public wishes to become of its cherished Central Library. With renovations and/or expansion on the current property as originally designed, FRPL believes it can fulfill the intended mandate of being a community hub.

According to its Consolidated Financial Statements, as of December 31, 2018, the RPL had \$8,878,000 in its capital reserve. Reiterating what we have said on many other occasions, while fundraising can support some capital expenses, rather than relying on public-private partnerships, FRPL continues to emphasize the importance of a strong publicly-funded budget for maintaining the Library's buildings, high-quality services and staff.

Last year we indicated that some questions in our previous submissions to City Hall had not been answered, these letters were referred on to the RPL and a response was received, which is appreciated.

Following the proposed cuts to library budgets in 2017 by the provincial government, rescinded due to an outcry of public support for libraries, the provincial budget for 2019-20 seems to have maintained provincial contributions to libraries at a stable level. FRPL continues to encourage the province to respect the value of libraries. In the Fall of 2018 the province began a review of provincial library services and in the Winter of 2019 released the *Report of Saskatchewan Public Libraries Engagement*. The implementation of this review is very important given the interconnectedness of our Saskatchewan-wide library system.

FRPL continues to be a strong supporter of the RPL, its staff and the role of the library in this community and supports this year's budget request. As we know the support of the general public and City Council toward our library remains strong.

Sincerely,

Joanne Havelock
Chair, Friends of the Regina Public Library

**Central Zone Board Presentation to City Council Budget Meeting
December 9, 2019**

Mayor Fougere and City Councillors,

We are here tonight asking you to vote in favour of the recommended increase in financial supports for the City of Regina's local Community Associations.

This same time last year, we were here presenting to you on our impacts and struggles as Central Zone Community Associations. We did this to request a long overdue funding increase.

You may remember us describing the range of vital services and programming that we offer – such as clothing banks, cooking classes, community gardens, youth sports and recreation, community clean-ups, festivals, art classes, newsletters and community forums. We told you that our organizations serve some of Regina's most vulnerable and impoverished communities, that all of our services and programs are free or very low cost, and often meeting needs for basic life skills and necessities to which all Regina residents should have access.

You may remember us presenting data on the impact we have on our neighbourhoods and on the money that our work saves the City of Regina. We also brought detailed information on our current and past funding levels, and the ways we've been impacted by stagnant funding since 2007, which has amounted to funding declines since it did not keep pace with cost of living increases and fundamental purchasing or basket costs which have increased from year to year. Finally, we shared our struggles with rapidly increasing needs in our neighbourhoods, where issues such as poverty, homelessness, food insecurity, addictions and related social issues tend to be concentrated.

Over the past 3 months, our various staff and board members have engaged with the consultant and City staff to re-iterate and elaborate on the successes and challenges that we experience, and the supports we seek from the City. We are your eyes, ears and helping hands on the ground; we are your direct link to Regina neighbourhoods. Our role is fundamental in the wellbeing of those who comprise our city and our communities.

The resulting recommendations are more comprehensive than the simple funding increase we were asking for last year. They include regular networking and professional development opportunities for Community Associations (organized by the City), a joint insurance package that will help us save money on our own insurance, establishment of clearer roles and expectations, publicly recognizing our work, and other in-kind supports that respond to the needs and challenges we expressed.

We sincerely hope that this process will result in a closer, more communicative and interdependent relationship between Community Associations and the City of Regina. We have been assured that City staff are committed to talking further about developing an easier process for Community Associations to request funding increases, and ultimately to ensure we're not in this same position 12 years from now.

If this increase is approved, Phase 1 Community Associations will be eligible to receive an additional \$11,000 per year. Phase 2 will be eligible to receive an additional \$5000. With this money, we can afford to more fairly compensate our staff, hire out services such as bookkeeping and cleaning to free up staff time, and/or develop more programs and services to meet our ever-evolving communities' needs.

It's worth noting that, in real terms, when we account for inflation, a 20% increase today just brings us back up to 2007 funding levels.

There is a lot more that Community Associations can and should be doing. As crime rates, gangs and addictions increase, the City needs to be investing more in community programming and services that meet people's basic needs and help foster a stronger sense of belonging and community pride. Community Associations are well poised to do the work of creating safer, more equitable, and better connected neighbourhoods. We look forward to continuing these conversations with City staff, and with you, in the coming years.

Thank you.

As a cycling advocacy group, Bike Regina is a stakeholder in the City of Regina's budget decisions around infrastructure. We as a volunteer-run, non-profit organization wish to voice our support for not only the \$250,000 per year previously committed to cycling infrastructure, but the increase of this commitment going forward.

Firstly, Let us recall that the original TMP (Transportation Master Plan) included recommendations for several kilometres of painted bike lanes in the downtown/core area, but we have gained new information since 2017 which indicates that implementation will be much more costly than anticipated. Based on traffic counts of five to seven thousand vehicles per day in the downtown/core area, TAC guidelines are that painted bike lanes are not enough; the minimum safety standard is to have protected bike lanes in these high-traffic areas. Instead of costing about \$30,000 - \$50,000 per kilometre to paint lines, these protected bike lanes would cost 3 - 6 times as much averaging \$160,000/km. This is just one reason that Bike Regina supports an ask greater than the original \$250,000 per year.

Secondly, Let us recall that although \$250,000 was granted to cycling infrastructure last year, the Sustainable Infrastructure branch was unable to spend all this money due to time constraints and internal restructuring within the city. Although some infrastructure was implemented, 2019 saw far less progress than planned, and so 2020 is anticipated to be a busy year for bike infrastructure, with plans for bike lanes in conspicuous places such as downtown. Therefore, next year may be the perfect year to spend much more than \$250,000 on bike infrastructure.

Thirdly, let us consider what other Canadian cities are doing. In Saskatchewan and Alberta alone, cities are allocating \$600,000 to \$800,000 per year toward active modes of transportation. Some of these cities also have very long-term plans, with Ottawa committing to spend \$70M over 20 years on bike infrastructure. While these cities may not be identical to Regina, one cannot deny that there is a demand for urban planners to commit, both in the short run and in the long run, to active and sustainable transportation. This type of commitment can be viewed as an investment into Regina's future, both in terms of the wellbeing of the population as well as keeping the city clean and modern relative to other Canadian cities.

Lastly, and perhaps most importantly, let us recall that the City must align its policy goals with its decisions around infrastructure and budgeting. The City of Regina is committed to two specific policies: improving active transportation in a city-wide network for safe commuting and recreational cycling; and hitting targets of 20 to 25% of peak-time travellers using mainly active transportation. Improved bike infrastructure would align with both of these policies, and it can only be achieved by allocating the appropriate resources toward these goals.

In closing, Bike Regina encourages council to strongly consider doubling the funds to \$500,000 for the next fiscal year, and subsequent years. We respectfully leave this for your consideration and vote.

Respectfully,
Bike Regina
On behalf of the volunteer board and membership

3 Basic points from Carl Cherland

READING the budget highlights as well as online information , a number of questions and thoughts came to mind.

1. Is this a budget that reflects our contribution to rebalancing our relationship with the living earth, the environment ... from which we fundamentally live and draw our life .. you know, air water food shelter!

Does this budget say our environment is important to us? Does this budget show our willingness to find our community's solutions to our contribution to the climate catastrophe?

Month after month, year after year, decade after decade we kick this can (our responsibility) away into the future. You may have heard yet again in a new UN report released the week of Nov 25/19 which paints a catastrophic picture if the world/Regina (let's make it personal) does not drastically reduce greenhouse gas emissions GHG each year to limit global warming. Experts say GHG emissions need to drop 55% by 2030!! That is just 10 years away. The longer we put off making the hard decisions and changes in our habits of transportation, electric generation etc. the more extremely difficult the coming years are going to be for our city's residents. We are part of the world and our budget needs to reflect that. Does it?

Canada contributes 1.6% of that total GHG. Saskatchewan per capita GHG are the highest in Canada. Despite where we are, Canada is not on track to even meet its Paris Agreement target! Does this city budget truly lead us or is it just a status quo budget and a pre-election one at that (oh the inconvenient truths that when we see them we tend to quickly look away from reality.)

Does this budget seriously include a focus on us showing a change and rebalance. Our city is not just in debt in matters of finance and infrastructure but also in matters of sustainability. Should we be tired of stealing from the future well- being of our children, grandchildren? What does this budget do for them? DEBT

By the way, what is our current debt level? How much are we taxpayers paying annually in Interest on the debt, especially these last 20 years? Is this how we walk the talk of "We love Regina?"

This budget again shows a lack of inclusion of sustainability with the environment as a core. It should be a foundation upon which to build a budget. It should be a lens through which we look at every item in the budget.

What are other cities and communities doing to address their contribution to climate change? What can we learn from them?

Must we play upon our desires for the status quo and fears or should we be budgeting with our future balance with the environment in mind? Let's budget to become a green community and a blue community!! Los Angeles just became a blue community. While we are at it , what would it look like if Regina also used the UN Charter of Human Rights as a foundation upon which to build a budget? The solution will take everyone, at every level of gov't to address actively our need for sustainability.

The U.N. Secretary-General, António Guterres, decries the “utterly inadequate” efforts of governments (Regina) to curb planet-heating emissions and calls for a clear demonstration of increased ambition and commitment from leaders to tackle the crisis. Does this budget show an understanding of our impact on the environment and the consequences of simply perpetuating the status quo?

2. Public PARTICIPATION IN THE BUDGET PROCESS and formation.

I watched online the short and attractive you-tube presentation on the formation of the budget. It implies that there was public input. However, is it plausible to say that the budget is basically shaped and made in private non-public meetings? That includes the police budget. These private meetings are without the presence, participation, input and awareness of the taxpayers who are made to pay for the budget. At the very least that is very poor communication. It's like daddy doing all the deciding and spending and mommy working overtime to bring in the money ...which is never enough. Daddy always wants more for his interests!

A budget structured in secrecy with lack of strong participation in the decision-making by the very people who are paying is totally unacceptable. This budget process is far from the goal of participatory democracy

3. MONEY FOR COMMUNITY WELL-BEING IS MORE THAN JUST POLICE, CRIME WORK AND so called PUBLIC SAFETY.

A focus on Social Determinants has much in its favour. Why not have a community well-being budget? This would include a budget for the police but a police budget which is not shaped in secret from the tax payers and then presented as a take it or leave it budget. We are not funding a primarily self-focused, expensive and dangerous paramilitary organization that fundamentally walks to its own interests. We need a budget that includes thorough and serious civilian oversight. By civilian, I don't mean retired police officers who as civilians would again, tilt the budget toward an ever-escalating percentage of the city budget. I get it that the chiefs of police look after # 1 That's their members interests. Well where does it meet a boundary? What's the goal 25% of the city budget? 30?

The 2020 gross operating Police Budget of 96 million and its increase of 3.5 million is of “huge concern”. I would say it is grossly and unacceptably high. Are we trying to keep up with the police salaries from Vancouver, Toronto where the cost of living is much higher? What does it say when after about 2 years on the Regina Police force a person can make \$100,000? Is that personal income not higher than 80% of the adults living in Regina? Are the taxpayers themselves getting annual wage increases equivalent to what the police get annually? Hardly and on the contrary! Oh, and let's not forget the disgraceful Sask minimum wage being the lowest in the country. It is actually a sub-slave wage where not even a slave could exist making a living working 40 hours. Wealth inequity, poverty, mental health, lack of self-esteem, drugs, prostitution are all chief factors in crime and police work.

We have a crisis of underfunded social programs which is deeply connected to the increased crime rate. Including the social determinants in the community well-being budget could do wonders for the quality of life of all the residents in Regina including the crime rates.

More funds need to be provided to prevent the conditions that lead people to commit crimes. We need to invest sufficient funds to address the social determinants of many of these underlying issues. Funding programs that address the root causes of crime are grossly underfunded. Or is this deliberate strategic decision? Does the police budget need growth in crime to then warrant throwing more money at the police thinking, of course superficially, that it will address or superficially solve the problem. It won't. Evidence in other cities proves that. The money needs to come from the annual police's bloated budget. Poverty, joblessness, lack of hope, mental health, addictions all can link back to the self-esteem of meaningful work, hope, dignity of a place to live. It is not just the Regina police who can have that kind of work!

What about the \$600,000 which funds special duty assignments and equipment for the Grey Cup next year? Is that not more that we provide for many of our programs for the poor? How many millions of dollars will be brought into the businesses here during that whole event? Why are we citizens being made to subsidize this? Where is the business community that benefits from the sporting event but not helping to pay for it?

Including these considerations listed above for the city budget would in far healthier than the status quo.

Mayor Fougere and Council,

My name is Jim Elliott.

Tonight's budget draft has a number of significant problems and questions to be answered.

- 1) There has been a lot of statements around the Truth and Reconciliation Commission's Calls for Justice, and rightfully so. And yet there is absolutely no mention of any actions taken by this administration besides giving limited funds to other groups. It has been identified numerous times, numerous years and by numerous people that projecting the status quo into the future will not deal with the injustice put on our Indigenous peoples by our society and our city. We have the justice system, including our Regina Police Service, which is repeatedly punishing our neighbours, our brothers and sisters, for OUR mistakes of the past. We continue to push our responsibility onto other governments or expect individuals to fill in the gaps. We continue to push more police officers on the streets thinking we will be increasing safety and well-being when we should be preventative and proactive rather than continue the current reactive actions(see Appendix 1). We continue to push actions on the social determinants of health onto others and not dealing with them as a city.
- 2) We see an increase in use of transit and recycling and yet the draft budget does not identify increases in estimated revenues. Recycling households have increased from 2013 to 2020. More homes are built. We are told year over year, ridership in transit in this city has been going up. Where is that extra revenue going? It is clearly not going into the transit budget.
- 3) Anyone would think there is a relationship between last year's budget number, projected actuals for 2019 and the 2020 projected budget number. And yet some go up, some go down, some go up even when projected actuals are lower than last year's budget.
- 4) We have in our vision of this city to be sustainable. Prior to the date that was proclaimed, we were not sustainable. Today we are not sustainable. And we are not working towards being sustainable in the future. If that is our vision or goal, then we have to be doing things today that will ensure sustainability in the future.
- 5) Our utility fees have been increasing 2-4% every year. The utility is intent to be a break-even proposal where revenue pays for expenses. That break-even point will not be reached in the future. We have too much infrastructure that will not survive into the future and we continue to build more infrastructure that will eventually need to be replaced in the future. We can expect that when children born today have children of their own, our utility rates will be twice they are now and we will still not be at that break-even point.
- 6) One measure of sustainability is to not be creating waste. We have a recycling fee that has no incentive to reduce waste. We have a garbage fee that has no incentive to reduce waste. We have a water utility fee that has no incentive to reduce waste. We continue to build and expand our landfill with no plans to close down the landfill. If you want to compost your household waste, you have to drive out to the landfill to deliver it there. Currently I take home recyclables because the Core Ritchie Neighbourhood Centre does not have a comprehensive recycling program.
- 7) The City's investment policy has not been reviewed since 2010. Given the changing market conditions, there is an opportunity to review the policy to ensure maximum returns, prudent practices, and the safeguarding of financial assets. With the increasing interest in divesting from

fossil fuel related investments coming from around the world, in Canada and from residents, this would be a good opportunity to look at some greener, cleaner and more socially directed local investment opportunities. Perhaps the Railyard Renewal Project and the redevelopment of the former Taylor Fields property through housing projects might be a reasonable civic venture to both redevelop those properties but also bring more intensification to the built parts of the city as proposed in the OCP¹. These neighbourhoods could be modeled around carbon neutral energy, local economic development and complete communities. We could be modelling supporting local employment, food security and energy production for the rest of the city as we transition to a 100% renewable city by 2050.

- 8) It has been identified that the Sustainable Infrastructure² Department was formed as part of the management review to provide a more integrated, customer-focused and progressive asset management approach at the City. It supports decisions, plans and activities driven to achieve affordable and sustainable infrastructure. The department is responsible for development of asset management policies, processes and programs, long-range infrastructure planning and investment plans, geospatial strategy and governance, design and project delivery of integrated and major infrastructure projects, construction coordination, scheduling and field services. There is no mention of what Sustainable Infrastructure is and whether it is different than our current infrastructure under a new name.
- 9) The Citizen Experience, Innovation & Performance³ division plans and supports organizational change that modernizes our traditional business lines and the services citizens rely on every day. Together we integrate people, strategy, process and technology to create an environment that sparks innovation, transforms services and changes our workplace culture. This sounds like we are Disney World and we are attempting to entice visitors to our fantasyland through neat rollercoasters and rides. Is this why Wascana Pool is being promoted as a tourist destination facility rather than a swimming pool? This sounds like marketing mumbo jumbo or jargon to increase tourism and an over indulgent consumer growth model that is neither sustainable nor within the ecological footprint for a city built in a limited resource base. Providing warm & fuzzy feelings do not provide the infrastructure for the provision of the social determinants of health. This will only continue the marginalization of citizens of this city.
- 10) This city has been proposing to build bike lanes and expand the bikeway network across this city for the past 25 years. We have had multiple plans put forward but as of yet, very little has been done in the past decade. Without designated routes and some level of on street protection, this city continues to hamper the expanded use of bicycles on the roads of Regina. The diversion of funds away from on street bike lanes is not helping the commuting cyclist. Multi-use pathways are recreational in nature and should not be part of the transportation master plan.
- 11) Arcola Avenue Corridor Study⁴ - The identified items like the bridge widening over the Ring Road will only provide limited congestion relief and short term restrictions during construction. This will not relieve single occupancy automobile congestion on Arcola Avenue going to and from downtown Regina. Only dedicated express bus lanes with frequent service to downtown during extended rush hour will take the necessary congestion away from this commuter route.

¹ <https://www.regina.ca/about-regina/official-community-plan/index.html>

² Page 62 of the Budget Document.

³ Page 64 of the Budget Document.

⁴ Page 87 of the Budget Document.

- 12) Utility Fund Budget⁵ - Within the confines of the 2019 achievements, it is stated that the risk of a bypass from the wastewater stream to Wascana Creek was reduced not eliminated. It has also been identified that this problem is associated with cross flows from stormwater flows from large rainfalls. And yet, there does not seem to be any attempt to stop or eliminate the cross flows during large rainfalls, either capital or operational.
- 13) Counter Intuitive Goals – While there is an effort to reduce water demands through conservation and operational initiatives and because there is in most cases a primary way in which sewage is moved, that being gravity, there will be increased needs to force or flush the wastewater system because there is not enough flow in the system to move everything to the wastewater treatment plant. Similarly, the further and further development happens from the treatment plant, there is again going to be additional costs for those customers that are being put onto their bills to supplement others who are forcing them to pay for their service. There does not appear to be any line in the sand where the city will not build stormwater, water or wastewater systems and subsequently burden everyone for that cost. This implies an ever increasing cost to the utility and no measure or means of developing any sense of homeostasis in the cost of the utility.
- 14) 100% renewable by 2050 – We have made this a goal of this city in October 2018, over 15 months ago, with no action identified yet. We have six city buildings that could provide approximately 4 MW of solar energy every hour the sun shines. Based on an average of between 2256 and 4383 sunlight hours per year⁶ and 7.5 cents per kilowatt hour⁷, the city could generate between \$650,000 and \$1,310,000 savings each year for the use of 6 city buildings for the next 25 years. Once built, it would be generating savings immediately. There are obviously more buildings and more people in this city that would be willing to move to becoming 100% renewable. And there are more ways to become carbon free.
- 15) And lastly, and most significant is the continued exclusion of any mention of the 2019 surplus in this budget document. With \$6.5 Million dollars being left from last year, there is no incentive from this administration to make that number known prior to being asked and having to admit that this money could be utilized by the administration to reduce our estimated increase in taxes or added one time projects.

⁵ Page 94 of the Budget Document.

⁶ <http://www.regina.climatemps.com/sunlight.php>

⁷ If this SaskPower policy was changed to be equal to the current rate, this revenue number would be double the stated savings.

Appendix 1 - Asset Building

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 research 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.

With stronger children, they will be less prone to get engaged in drugs, gangs and crime.

With stronger children, they will become better students and employees.

With stronger children, they will become better parents and members of the community.

Other Questions

1. Under the utility capital funding, there was a 2.4% increase in revenue plus a 3% increase in rates⁸, that in my mind, translates into only needing a 0.6% increase in revenue to cover off the costs identified and spent in the budget. Did that 2.4% increase in revenue go to reserves or did projects not get done?
2. Similarly within the city administration and the continuing increases in budget puts us into a significant dilemma, do we increase the budget to cover off the increasing costs of providing products and services or do we reduce the increase such that we push the deficit on to future generations or do we diminish the social capital in the city and the quality of life such that those that can pay get the services and those that are of reduced income go without and have a poorer quality of life?
3. Multi Material Stewardship Program⁹ - these revenues should be coupled with the other revenues related to recycling and waste diversion. This should be also coupled with the compost collection space rentals from the landfill so as to allow for an appropriate relationship of revenues versus expenses and whether the residential recycling fee is appropriate and getting the desired outcomes.
4. Community Investments¹⁰ - There is no reference to the preservation or investment into the natural heritage of this city or region. Natural heritage refers to the sum total of the elements of biodiversity, including flora and fauna, ecosystems and geological structures. Heritage is that which is inherited from past generations, maintained in the present, and bestowed to future generations.
5. Officers of the Council¹¹ - there was mention of the Committee Structure Review done in 2019. There was no release of the review or any recommendations that were implemented by Council in response to the review other than some discussion of software applications.
6. Office of the City Clerk¹² - there is mention of a 95.1% increase (\$1.2 Million) in the budget of the Office of the City Clerk with no indication as to what that increase is meant to be spent upon during 2020. One might assume this is related to the municipal election but no details are presented.
7. Land & Real Estate¹³ - The projected budget will be going from \$78,000 in 2019 to ZERO in 2020. The Land & Real Estate department provides land development and real estate oversight for City-owned lands. The department also delivers real estate services including property management, sales and acquisition of City's land holdings. Is this department being disbanded and eliminated? Under the Assessment, Taxation & Utility Billing¹⁴, there is a budget of \$31,000 for City-owned Properties.
8. *Our Journey* roadmap¹⁵ - this document was identified as a 2019 achievement and yet it hasn't and won't be released until 2020. It is hard to critique where you are going if you don't have the roadmap in hand and within

⁸ Page 3 of Budget document.

⁹ Page 28 of the Budget Document.

¹⁰ Page 37 of the Budget Document.

¹¹ Ibid.

¹² Ibid.

¹³ Page 46 of the Budget Document.

¹⁴ Page 47 of the Budget Document.

¹⁵ Page 70 of the Budget Document.

it the intended destination. Equally so, there did not seem to be any references to how it was created and whether a full community engagement model was used in the creation. From the text, it appears to be an internal document.

9. Reserve Balances¹⁶ - it is identified that reserve balances are low in respect to our assets and that reserves are expected to increase \$7.5 Million. This can only be done in a few ways while operating the budget as a break even basis:
- a. Increase revenue through taxes or fee increases.
 - b. Increase external funding, maintain tax levels and move intended tax revenues into the reserves or limit use of reserves.
 - c. Decrease activity, maintain tax levels and move intended tax revenues into the reserves or limit use of reserves.
 - d. Save an additional \$7.5 Million in operating costs, maintain tax levels and move intended tax revenues into the reserves.

Which model of increasing the reserve balances will the City of Regina be using?

10. Outdoor Rink Board Improvements¹⁷ - It is identified in the notes on this that the funds will renew one outdoor boarded rink site per year and yet there is no renewal in 2020 and the funds are not consistent from year to year. Secondly, at this rate, the current 20 year old boarded rinks will be 40 years old when replaced and then on forever, there will need to be at least one replaced each year if these boarded rinks are to be maintained and replaced regularly.
11. Golf Courses General Allocation¹⁸ - there are identified four golf courses that would get these funds. There is no mention of the Craig Golf Course along Wascana Creek which apparently has been closed.
12. Advance Approved Capital Projects and Programs – 2020 Budget¹⁹ - Besides the need for flexibility in cash management, there does not appear to be any rationale to getting prior approval for the Transit & Fleet Services portion of the proposal. In addition, many of those where there is no funding requirement needed in 2020, it would seem, could be approved for the 2021 to 2022 funding in 2020 and not now.
13. Counter Intuitive Goals – While there is an effort to reduce water demands through conservation and operational initiatives and because there is in most cases a primary way in which sewage is moved, that being gravity, there will be increased needs to force or flush the wastewater system because there is not enough flow in the system to move everything to the wastewater treatment plant. Similarly, the further and further development happens from the treatment plant, there is again going to be additional costs for those customers that are being put onto their bills to supplement others who are forcing them to pay for their service. There does not appear to be any line in the sand where the city will not build stormwater, water or wastewater systems and subsequently burden everyone for that cost. This implies an ever increasing cost to the utility and no measure or means of developing any sense of homeostasis in the cost of the utility.

¹⁶ Page 73 of the Budget Document.

¹⁷ Page 83 of the Budget Document.

¹⁸ Page 85 of the Budget Document.

¹⁹ Page 91 of the Budget Document.

2020 CITY OF REGINA & REGINA POLICE SERVICE BUDGETS MONDAY DECEMBER 9 2019 FLORENCE STRATTON

A better budget for a better Regina: That is what I am calling for.

What do I mean by “a better Regina”? I mean a city that is actively striving to live up to its vision statement to be “Canada's most vibrant, inclusive, attractive, sustainable community.”

To realize this vision, Regina will need a better budget in a number of areas. I will focus on three of these.

FIRST BETTER PUBLIC TRANSIT

Public transit is the solution to many of Regina's problems. For example:

Rush-Hour Traffic Congestion: Even though Regina is a relatively small city, many rush-hour traffic commutes take 30 minutes or more. More people using transit is the solution.

Downtown Parking: The ever-growing number of parking lots gives downtown Regina a desolate and abandoned look. Still, people have a hard time finding parking. More people using transit is the answer to this problem.

Texting While Driving: In 2018, Regina police issued 1,800 distracted driving tickets for drivers using mobile devices. The fine for distracted driving is about to go up to \$580 for the first offence. That's enough to buy 6 monthly adult bus passes. You can text to your heart's content on the bus with no safety or ticket worries.

Environmental Sustainability: Transit cuts carbon emissions.

Inclusion: Public transit is inclusive. Anyone and everyone can ride the bus.

If transit is the solution to these and other problems, why are more people not using transit? The good news is that transit use in Regina is, in fact, growing, with a projected increase in ridership of 6% in 2019.

The challenge is to further grow ridership. Here are two tried and true ways—just to get us started.

- a) **First, more frequent service:** Studies show that lots more people take the bus when buses come every 15 minutes.
- b) **Second, free transit:** This is one of the most effective strategies for getting people out of their cars and onto public transit.

I learned recently that some Regina high school students miss weeks of school during the winter because their families can't afford the Youth bus pass which costs \$64 a month.

Victoria provides free transit to anyone under the age of 18. That could be Regina's starting point for a free transit plan to completely eliminate fares in stages over a five year period.

CLIMATE ACTION IS MY SECOND FOCUS.

In 2018, Regina City Council voted unanimously to Make Regina a 100% Renewable City by 2050. 2050 is much too late.

Then, rather than taking climate action, the city decided to host a conference—and to invite the oil and gas industry!

According to last month's report from the World Meteorological Organization, if nothing is done to stop rising CO₂ levels, global temperatures will increase by 3 – 5 degrees Centigrade above preindustrial levels this century, bringing wide-spread and destructive climate impacts.

To borrow a phrase or two from Greta Thunberg: "Our house is on fire!" "We need to panic!" By which I very much doubt she meant sitting down with oil company executives at a conference table.

Greta, along with many Regina youth, is calling for urgent climate action—which in Regina would include: better sidewalks, more bike lanes, more money for public transit, replacing diesel buses with electric buses, solar panels on municipal buildings, retrofitting city buildings.

ENDING HOMELESSNESS IN REGINA IS MY THIRD AND FINAL FOCUS.

Regina's Plan To End Homelessness requires an investment of \$63 million over 5 years in a Housing First program, with \$25 million coming from the federal government and \$38 million from the provincial government.

The problem is that neither the provincial nor the federal contribution is likely to be immediately, if ever, forthcoming.

We can't wait for the federal government! We can't wait for the province! The matter is far too urgent!

A few weeks ago, I was introduced to a woman whom I will call Rose. Rose told me that she is in her late thirties and that she has been homeless for about a year.

Rose also told me that her health is failing. Do you know that the life expectancy for a homeless person in Canada is 39 years, more than three decades shorter than the average life-expectancy?

According to the Plan, 2,200 people were homeless in Regina in 2018. How many of them have since died from homelessness?

Rose left these words ringing in my ears: "It's the 21st century! How can anyone be poor and homeless in Regina!"

Indeed!

At the very least, the City of Regina can provide a model for the other levels of government by making an annual contribution to the funding of the Plan over its 5-year time-span. How about \$5 million—the amount of city tax dollars going annually to pay for Mosaic Stadium.

A BETTER BUDGET WILL COST A LOT OF MONEY.

Where might the money come from? Here are three suggestions:

1. **Impose a 4% property tax increase:** Many people see taxes as a burden. But taxes pay for those things we do together. For example: ●Parks ●Libraries ●City roads and sidewalks ●Street lights ●Public transit ●Swimming pools ●City water lines. Paying taxes is a contribution to the common good.
2. **Levy a personal vehicle tax:** Private vehicles are heavily subsidized by the city. It is Regina taxpayers who foot the bill for road infrastructure and maintenance.

Regina's 2020 roadways capital budget is \$31 million, while only \$800,000, or 2.6% of the total allocation, is allotted to investment in buses.

In Toronto, a private vehicle tax was in effect from 2008 – 2010, with a \$60 annual tax for a vehicle. The money collected went into a fund specifically for public transit.

3. **Defund Regina Police Service:** The 2020 budget allocates \$96 million to the RPS. That's \$3.6 million more than in 2019 and over 20% of the budget. We keep handing the police ever-increasing amounts of money and nothing changes because the root causes of crime are not being addressed.

Please Mayor Fougere and City Councillors, in 2020, let's have a better budget for a more "vibrant, inclusive, attractive, sustainable" Regina!

Good Evening Council, Mayor Fougere. Thank you for the opportunity to speak to you regarding my thoughts on the 202 City of Regina Budget, and some ideas I have going forward, which also tie into the recently presented Community Safety and Well-being motion that was put forward by several members of council a few weeks back.

It is distressing to me, and many other citizens, that despite our increasing investment in policing year over year, the occurrence and severity of crime in our city continues to rise.

It is well researched and has been widely demonstrated that social intervention; namely, the investment in programs which aim to reduce disparity and address the social determinants health and crime, improve outcomes in many facets of society.

While I understand that the onus to address these social issues, rests with all levels of government, I am confident that the changes we have the power to implement on a municipal level will have positive, measurable effects on our community and will propel Regina forwards, to serve as a leader in Community Health and Safety measures. We must also continue to press our provincial and federal levels of government to consider new, research-supported approaches to many of the “big issues” of our time that we are facing. It is time to start thinking differently.

I propose, that City Administrators, along with Mayor and Council adopt an intentional focus, not only on reactive measures of policing and justice, but on crime prevention, and harm reduction strategies as well. This would require commitment to conduct studies into what methods are the most effective to ensure policy going forward is based on evidence, as well as consultation with those in the community who are already involved in this work to see what gaps they identify in current social supports. This would also include a meaningful and CONSISTANT investment into social programming which mitigates the risk to precursors of crime, such as homelessness, addiction, poverty, mental health, and inequality. We already have many of the Community Based Organizations doing this meaningful work, however, they deal with constant resource constraint, and budget uncertainty and they NEED resources to put all of these strategies that we develop INTO ACTION.

The City can show their commitment to these initiatives by designating a percentage of the budget to SOCIAL Crime-Prevention Strategies year over year, as they would for Reactive Measures in the Regina Police Service budget. This investment will begin our transition to a different approach to Community Safety and over time, spending on our Policing and punitive justice will stabilize, and our city will become a safer, healthier place that is more desirable to live in. The longer we wait, the further behind we fall, and the more difficult (and expensive) the resolution will be.

I certainly do not aim to minimize the work the Regina Police Service does to improve the safety of our community, and I know that Chief of Police Evan Bray has expressed his support for adoption of a prevention-based approach to community safety. However, we must realize that dealing with these issues from the same angle (which is one of punitive, reactive justice) will yield the same results, at a higher cost each year, without any real advances on crime reduction. I realize that addressing the social determinants of crime is a tall order, and I will agree with Mayor Fougere that this is a massive undertaking. However, we must take steps TOWARDS the complex issues, rather than push them to the back burner because they are difficult. The way we are handling Crime in the city is NOT SUSTAINABLE, and if we do not act, we will pay for our inaction in both social and fiscal ways, as we have been for the last 25 years.

I support using a collaborative, systems approach not only in the realm of community safety, but also in regards to tackling some of the City's other major portfolios such as development of our City's Sustainability plan. The City must demonstrate dedication and leadership in these pivotal areas by developing EVIDENCE INFORMED POLICY and being bold enough to ACT, using the vast knowledge of our citizens and the power of collaboration to approach these issues; to create ACTIONABLE PLANS using methods that have proven to be successful in other municipalities. If we continue to defer these issues, we will never reach the destination that we all aim for, and will miss the opportunity to truly become the "most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity."

Thank you.

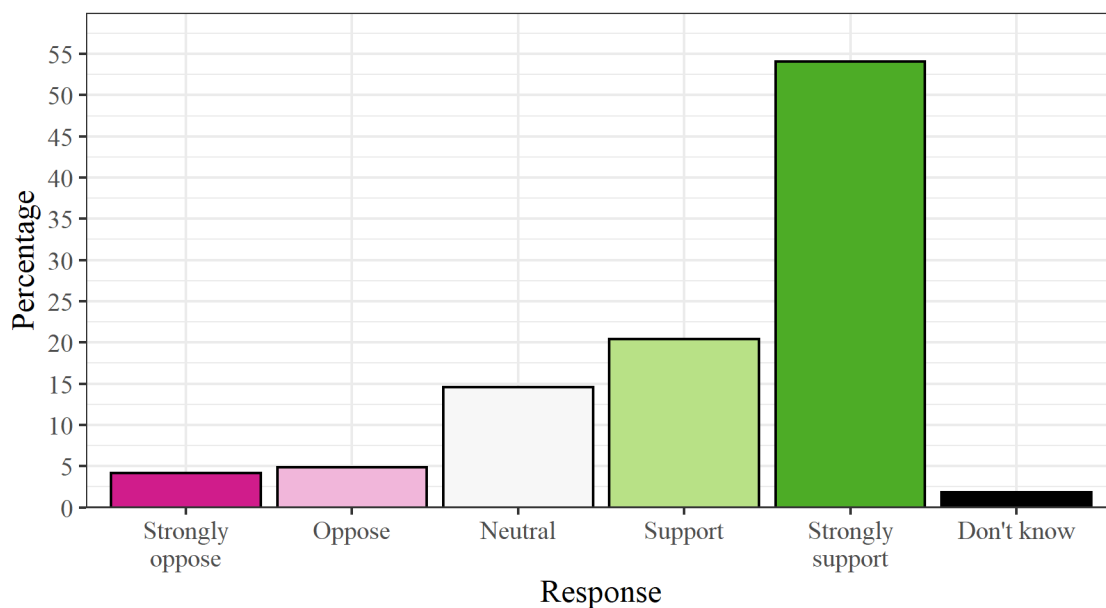
Casey Peart

Good Evening Mayor Fougere and Honourable Councillors,

My name is Brett Dolter and I'm an Assistant Professor in the Department of Economics at the University of Regina. I am the lead researcher in the Regina Energy Futures Project and I wanted to provide you with an update that may be relevant to your budget decisions.

In August and September of this year I hired Prairie Research Associates (PRA) to survey Regina residents and ask about their support for last year's 100% renewable motion. I also asked residents whether they would be willing to pay more on their property taxes to support moving towards the target, and how much they would be willing to pay. I plan to publish a public report summarizing all of the survey results in the New Year, but wanted to share some initial results with you today since it may inform your budget decisions. I'll provide you with a summary of answers to four of the survey questions.

To what extent do you support or oppose the City of Regina working to power all of its buildings and vehicles using 100% renewable energy by 2050?



About 75% of Regina residents support the City of Regina powering its building and vehicles with 100% renewable energy by 2050, and less than 10% of residents oppose this goal.

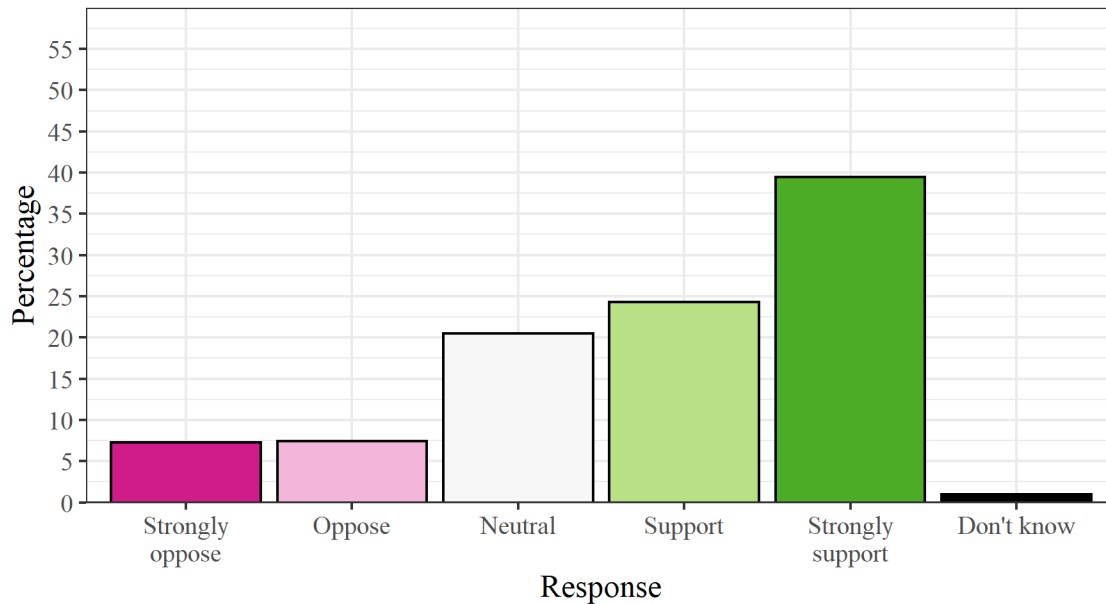
The numbers breakdown as follows:

- Strongly support 54.1%
- Support 20.4%
- Neutral 14.6%
- Oppose 4.9%
- Strongly oppose 4.19%

There appears to be significant support from the Regina public for this target.

I then asked whether Regina residents support a broader target of ensuring the entire city, including private buildings and vehicles, are powered by 100% renewable energy by 2050. Here are those results.

To what extent do you support or oppose the City of Regina working to ensure that the entire city, including private buildings and vehicles, is powered by 100% renewable energy by 2050?



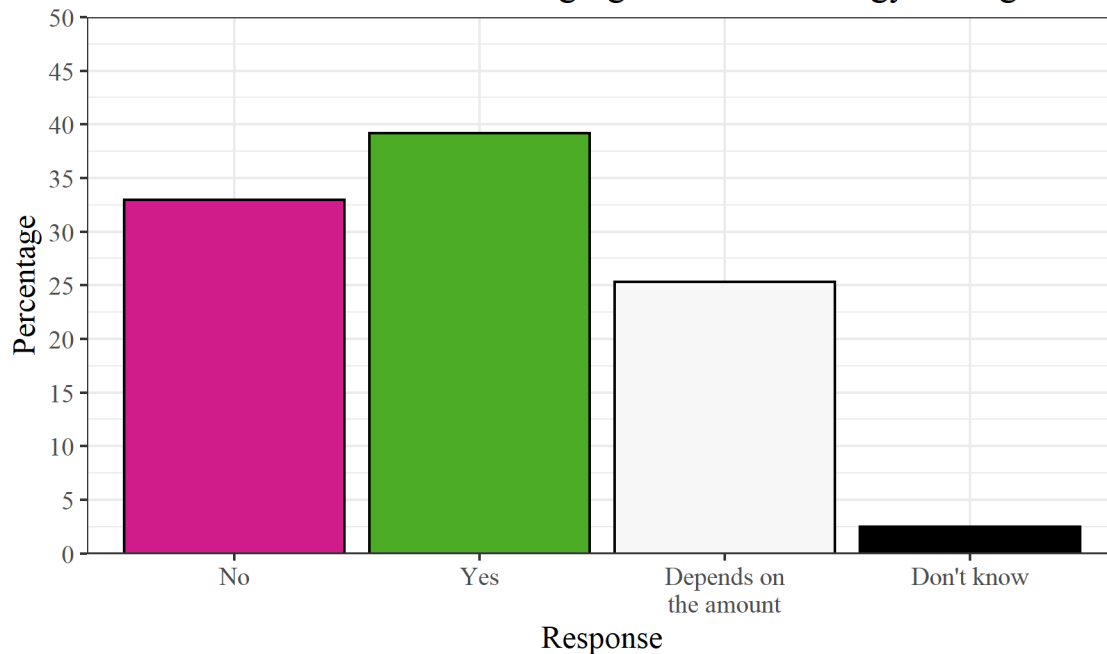
With the broader target, there remains a majority of support at 64%. Opposition has increased from less than 10% to less than 15%. As well, more people are neutral about this target. Here is how the numbers break down:

- Strongly support 39.45%
- Support 24.3%
- Neutral 20.5%
- Oppose 7.45%
- Strongly oppose 7.25%

Whether interpreted to mean city operations, or all energy within Regina, it appears that Regina residents support the motion that was passed by Council last October.

As an economist, my next question of course is, are Regina residents willing to pay to achieve the goals? Would people pay more on their property taxes to encourage renewable energy in Regina? Note that if people were renting their home, the interviewer asked respondents if they would be willing to have their rent go up.

Would you support an added charge on your property taxes that would be dedicated to encouraging renewable energy in Regina?



More people said yes to paying more on their property taxes than said no. The breakdown of responses is:

- No 33%
- Yes 39.19%
- Depends on the amount 25.3%
- Don't know/prefer not to answer 2.5%

Lastly, Regina residents were asked about specific dollar amounts. These amounts ranged from “up to \$5 more per month” to “more than \$100 per month more”. Respondents were asked: “To ensure that 100% of electricity come from these renewable energy sources, each month on your [property taxes/rent] would you be willing to pay [insert value here]?”

The amount each respondent was first presented was randomly selected.¹ If they said “yes” to that initial amount, then they were asked whether they would be willing to pay a higher amount. If they said “no”, then they were asked whether they would be willing to pay a lower amount. Respondents could then move up or down the willingness to pay ladder until they landed on a figure they would be willing to pay.

Here are the results showing the mean willingness to pay according to the initial value each respondent was presented with.

Starting Offer	Mean Willngness to Pay²	Number of Respondents
More than \$100 per month more	\$75.00	52
Up to \$100 per month more	\$64.67	30
Up to \$80 more per month	\$61.05	38
Up to \$60 more per month	\$60.50	40
Up to \$40 more per month	\$31.61	31
Up to \$20 more per month	\$41.97	33
Up to \$10 more per month	\$15.93	27
Up to \$5 more per month	\$29.71	35
Total	\$32.16	452

The results by category are only for those who said “yes” or “depends on the amount” to the previous question (about 65% of respondents). However, the “total” number in this table shows the mean willingness to pay across the whole sample. Those who said they would not pay any extra on their property taxes or rent are recorded as a zero value. The mean for the whole sample, including those who said they would not be willing to pay any extra, was \$32.16 per month. This appears to indicate that there is some willingness to pay to support achieving the target.

As a next step in the research I’d like to bring Regina residents together to discuss what actions and policies they would support the City of Regina implementing to move towards their target. I would then ask again what participants would be willing to pay to implement those specific policies and actions. I am aiming to hold face-to-face dialogues in April 2020 and I hope to collaborate with you, Mayor and Council, and City staff to ensure I provide you with useful information for developing your implementation strategy.

¹ In general, the higher the starting value that a respondent was asked, the higher their eventual willingness to pay (WTP) was. In economics we often see this “framing” effect in willingness to pay surveys.

² Those who said they would be willing to pay “more than \$100 per month more” were coded as being willing to pay \$120 per month.

Brett Dolter

City Council Budget Submission

December 3, 2019

Sincerely,

Brett Dolter, PhD
Department of Economics
University of Regina
Regina SK

My name is Evelyn Gay. I am a senior citizen, I have lived in Regina for 50 years and I have been a bus rider for 9 years.

The first thing I want to say is how much I appreciate bus drivers waiting for me to find a seat and sit down before they travel on. Often at the front of the bus you will find a person strapped into a wheel chair, or someone with a walker or a blind person with a dog. Maybe there is a person with a shopping cart, or a child in a pram or a stroller. Recently, I sat beside a man with a large black plastic bag full of pop cans, etc. on his way to the recycling depot.

I would like to see daytime bus service at 20 minute intervals during the week, half hour intervals on Sundays and holidays. I think bus service should be extended to all parts of the city. I ride express buses, if possible. Right now they are numbers 30, 40, 50 and 60. I hope these can be extended to Costco or the airport. When the last bus downtown in the evening is 6:30 p.m. at the Cornwall Centre, you have to search for shelter on holidays and Sundays. Maybe transit, like libraries and parks should be free one day a week.

I would definitely like to see more people using transit to cut down on people texting while driving. Recently the city increased the fees for distracted drivers who text and drive. That is still not enough. If you have a car, drive it and do nothing else until you reach your destination. Better still, ride the bus and you can text as much as you like,

I would hope that transit ridership would Continue to improve. In theory anyone and everyone can ride the bus. However, I often wait for the number 9 bus at Albert Street and 25th Avenue. If I arrive 5 minutes early, I am always amazed at the number of cars and trucks at that intersection with only the driver inside!!!

I would encourage the Mayor and the city Councillors to take the number 8 bus from the Cornwall Centre to the Golden Mile. This bus will travel along Hill Avenue, then turn south onto Pasqua Street to 25th Avenue. There are at least two bus stops on Pasqua where you can step off the bus (in the winter it will be into a pile of snow). Then walk across Pasqua to the east side and here you walk down into a ditch (it has no Bus Shelters) and then climb the hill where businesses are located - there is a bakery, a gym, the Family Foot Clinic, etc. When you are finished with your business, etc. - you walk down the hill and up to the Pasqua Street bus stop and return to the Cornwall Centre. I have never found out if this is private property.

Thanks for listening.

RCPTC submission for Dec 9, 2019

Your honour, City Council Members and audience members,

My name is Terri Sleeva and I am chair of the Regina Citizen's Public Transit Coalition (RCPTC). Our objective is to see improvement to public transit within Regina for all residents. We want to promote ridership but it is like the chicken and the egg. Until Regina City Council actively endorses it, ridership will be curtailed. The time it takes to travel via public transit is not conducive to the schedules of most people. It needs to be a competitive alternative to driving a private vehicle. The express routes that the city has installed have increased ridership significantly though. We thank you for bringing in the U-Pass and audible bus signals, etc. but we still have a ways to go.

The budget is forecasted at \$40 million for City Transit which operates 21 routes throughout the City and has increased ridership each year since 2017 and is projected to show a 6 per cent increase in 2019. This is taken from the budget summary for 2020. I would like to see greater funding for the Regina Transit System as the Transportation Master Plan has planned for our aging population and population growth. Subsidies are required for public transit just as there are subsidies for private vehicles through roadways, etc.

We have issued a Regina Transit Challenge for 2020 on November 3. The document outlines ways in which public transit is a solution to many of our city's problems, including: downtown parking, rush-hour traffic jams, traffic accidents, texting while driving, air pollution, and climate catastrophe.

The challenge is to further grow ridership by improving service. The document makes a number of recommendations, including: more frequent service (15 minute intervals), earlier and later service (5 a.m.-1:30 a.m.), and free transit for people in the following categories: Youth, Seniors, Social Assistance recipients and other low income individuals, with free transit for all as the ultimate goal.

The Regina Citizens Public Transit Coalition asks you to take into account these proposals with the others, as they are contained in the document, during your deliberations on Regina's 2021 budget and as 2020 progresses.

Thank you for providing me with an opportunity to input my concerns about our community.

REGINA TRANSIT CHALLENGE 2020: TRANSIT IS THE SOLUTION, NOT THE PROBLEM

REGINA CITIZENS PUBLIC TRANSIT COALITION (RCPTC)

BETTER TRANSIT 1.0

Over the last decade, the City of Regina, working with Regina Transit, has improved transit service in our city in a number of ways. These include:

- Better Sunday and holiday service
- Express routes to cut down on travelling time
- TransitLive, which allows transit users to track bus times and locations on their cellphones
- The U-Pass which allows post-secondary students to use Regina Transit for a once-per-semester fee
- Free transit service for K -12 students and their teachers for class field trips
- Reduced cost for some transit passes
- Making all Regina Transit buses low floor and accessible
- External route announcements
- New bus shelters

For these and other recent improvements to transit service in Regina, we thank the City of Regina and Regina Transit.

However, much more needs to be done as public transit is the solution to many of our city's problems.

8 PROBLEMS: TRANSIT IS THE SOLUTION

1. TRAFFIC CONGESTION ON 11TH AVENUE

- A Regina Transit bus holds 40 passengers.
- A regular busload of passengers takes up far less road space than 40 cars.

2. DOWNTOWN PARKING

The ever-growing number of parking lots gives downtown Regina a desolate and abandoned look. Still, people have a hard time finding parking. More people using transit is the answer to this problem.

3. RUSH-HOUR TRAFFIC CONGESTION

Even though Regina is a relatively small city, many rush-hour commutes take 30 minutes or more. Again, more people using transit is the solution.

4. TEXTING WHILE DRIVING

In 2018, Regina Police Service issued 1,800 distracted driving tickets for drivers using mobile devices. <https://globalnews.ca/news/4812841/saskatoon-cell-phone-distracted-driving/>

The fine for distracted driving is \$280. That's enough to buy 3 monthly bus passes. You can text on the bus with no safety worries.

5. TRAFFIC ACCIDENTS

Studies show that transit is safer than driving a car.

<https://torontoist.com/2016/11/how-public-transit-plays-a-role-in-traffic-safety/>

Transit drivers, unlike most of the rest of us, are professional drivers. Transit has even been dubbed by some as “chauffeuring for the masses.”

6. DISCRIMINATION

Transit addresses discrimination related to class, race, religion, age, gender, and sexuality. In theory, if not in practice, anyone and everyone can ride the bus.

7. AIR POLLUTION

Transit also has public-health benefits. According to experts, the main reason for the increase in asthma rates worldwide for both children and adults is air pollution and, more explicitly, exposure to nitrogen dioxide, which comes mainly from vehicle exhaust. To experience the full effect of air pollution in Regina, try standing on a busy Regina street during rush hour.

8. CLIMATE CATASTROPHE

Public transit not only provides solutions to local problems. It is also part of the answer to a major global problem: climate change.

We have just 11 years left before climate catastrophe This is the grim warning issued by the UN Intergovernmental Panel on Climate Change.

In response to the climate emergency, in 2018, Regina City Council unanimously passed a motion committing to make Regina a 100% renewable city by 2050. Better transit is a key way to meet that commitment.

Facts

- Transit cuts carbon emissions.
- One bus load of passengers takes the equivalent of 40 vehicles off the road, reducing emissions by more than 15,000 tonnes a year.

TRANSIT CHALLENGE 2020: GROWING RIDERSHIP

If transit is the solution to these and other problems, why are more people not using transit? The good news is that transit use in Regina is, in fact, growing. In 2018, there were nearly 6.9 million rides, representing a 7% increase in ridership over 2016.

The challenge is to further grow transit ridership. There are three major impediments:

A. REGINA IS A CAR-CENTRIC CITY

Regina's *Transportation Master Plan (TMP)*, published in 2017, reports that "currently, most trips in Regina are made by private vehicles":

- 85% of all peak period trips are made by car.
- 67% of those trips are made in single-occupant vehicles (8).

The question is, then, how to make transit a competitive alternative to driving. Improving transit service in terms of frequency and areas of the city is part of the answer to this question.

B. COST OF TRANSIT

Current transit fares—\$3.25 for an adult for a single ride and \$88 for a monthly adult pass—make transit a less attractive alternative to driving.

Transit is also prohibitively expensive for many people who don't own a private vehicle. For example, for a parent to take two children age five and older on an outing using transit would cost \$7.75 each way.

C. WINTER SNOW CLEARANCE PRACTICES

For about five months of the year, snow and ice on city sidewalks in residential areas prevent many Regina residents from getting to a bus stop.

Moreover, outside the downtown area, it is the regular practice of city workers doing snow removal either to not clear bus stops or to pile up the snow around bus stops, making it difficult and often dangerous to get on and off the bus. Snow is also regularly piled up around the poles with pedestrian cross-walk buttons.

Regarding bus stops, City policy, according to a February 7 2019 message from the City of Regina, is as follows: "Transit stops are checked and cleared within 7 days of the plow to ensure they are clear." This is not good enough.

BETTER TRANSIT 2.0

Below are a number of recommendations for further improving transit service in Regina. These recommendations are, for the most part, already incorporated into the *TMP*.

We hope that the City of Regina will one day soon be able to implement all of the *TMP*'s many recommendations. In the meantime, because of the urgency of the matter, we have given priority to recommendations likely to have the greatest positive impact on ridership.

Our selection is based on our experience as transit users, as well as on research into public transit. The proposals are listed in order of significance.

A. MORE FREQUENT SERVICE

Regarding frequency of service, the *TMP* recommends the following:

Neighbourhood Transit	Peak periods: 15 - 30 minutes. Off-peak periods: 30 - 60 minutes
Primary Transit	Peak periods: 15 minutes or better. Off-peak periods: 15 - 30 minutes
Express Transit	Peak periods: 30 minutes or better. Off-peak periods: 30 minutes or better

RCPTC likes the every 15 minutes recommendations, but finds the frequency time spread (15 – 30 minutes) unhelpful, as it provides planners with an easy out. Between 6 am and 8:45 pm, many transit routes already run at 30 minute intervals.

Research shows that frequencies of 15 minutes are where the biggest jumps in ridership happen:

<https://getpocket.com/explore/item/why-did-america-give-up-on-mass-transit-don-t-blame-cars>

<https://www.cbc.ca/news/canada/saskatchewan/regina-transit-bus-in-your-shoes-1.5027200>

RCPTC RECOMMENDATIONS FOR 2020

- 1. Monday – Saturday, first bus (currently around 5:30 am) – 8:45 pm: All transit routes operate at 15 minute intervals**
- 2. Monday – Saturday, 8:45 pm – last bus (currently around midnight): All transit routes operate at 30 minute intervals**

B. FREE TRANSIT

One of the recommendations of the *TMP* is “Adopt fare strategies that ensure transit is cost competitive with private vehicle use” (36). Free transit makes transit as cost competitive as possible and is one of the most effective strategies to get people out of their cars and onto public transit.

- A number of European cities already offer free transit. These include Dunkirk, France, which has about the same population size as Regina.
- Other cities offer free service in their downtown area. Canadian examples include Calgary and Winnipeg.
- In 2019, Victoria BC began to offer free service to anyone under the age of 18.

There are a number of other reasons, in addition to growing ridership, for making public transit free.

- ▶ The right to freedom of movement is enshrined in the [Universal Declaration of Human Rights](#). It should be noted that current Regina Transit policy is that no one is to be refused service because of an inability to pay. In practice, however, drivers sometimes refuse service because of an inability to pay. It should also be noted that social equity is one of the guiding principles of the *TMP*: “Transportation strategies will aim to promote equitable access to mobility...and maximize opportunities for all residents in Regina” (7).
- ▶ People need easy access to work and to essential services to live decent, independent lives.
- ▶ High school students need easy access to school. Some Regina high school students are unable to get to school because their families cannot afford the youth (5 -14 years of age or attending high school) bus pass, which costs \$64 a month.
- ▶ Public transit is, like libraries and parks, a public service. Like libraries and parks, transit should be free.
- ▶ Free transit would create good jobs.
- ▶ Free Transit would help stop catastrophic climate change.
- ▶ Free transit would eliminate the cost of collecting and policing fare collection.

How to get there? RCPTC is not asking for the immediate elimination of all transit fares. Rather, we are calling on the City of Regina to do two things:

- a) To set Free Transit as the ultimate goal.
- b) To embark on a plan to eliminate fares in stages over a five year period.

RCPTC RECOMMENDATIONS FOR 2020

3. **Eliminate fares, making transit free, for people in the following categories: Social Assistance recipients, Youth, and Senior.**
4. **Enforce transit policy that no one is to be refused service because of an inability to pay.**

C. SNOW REMOVAL

TMP recommends the following: “Greater enforcement of snow removal on sidewalks, especially in core areas of the city and near bus stops” (14).

RCPTC RECOMMENDATIONS FOR 2020

5. **Enforce snow and ice removal on all city sidewalks within 24 hours of a snowfall.**

6. **Require clearing of snow from around bus stops and pedestrian crosswalk buttons within 24 hours of a snowfall.**
7. **Instruct snow removal workers not to pile up snow at transit stops or by pedestrian crosswalk buttons.**

D. EXTEND TRANSIT SERVICE

TMP recommends the following: “Extend transit service to all major employment and residential areas in the city that currently do not have transit service” (38).

RCPTC RECOMMENDATION FOR 2020

8. **Extend transit service to the Regina Airport and to Aurora in East Regina.**

E. BETTER SUNDAY AND HOLIDAY SERVICE

RCPTC RECOMMENDATION FOR 2020

9. **Operate every 30 minutes all day to midnight:** Just like folks who own cars, transit users have things to do and people to see on Sundays and holidays and at all hours of the day and night.

F. EARLIER AND LATER SERVICE

RCPTC RECOMMENDATION FOR 2020

10. **To accommodate workers, make the start time for all routes 5 am.**
11. **To accommodate workers and those enjoying an evening out, make the end time for all routes 1:30 am.**

G. SAFER TRANSIT

RCPTC RECOMMENDATIONS FOR 2020

12. **Eliminate the side seats on buses that snap up and won’t stay down unless someone is sitting on them:** They pose a huge safety risk, as passengers find it difficult to hold the seat down so they can sit on it, while at the same time holding onto a strap or pole or packages, especially if the bus is moving.
13. **Instruct drivers not to start the bus until everyone is safely seated or, if standing, until everyone has found something to hold on to.**

H. ELECTRIC BUS

One second-last RCPTC Recommendation for 2020—to help save the planet from climate disaster:

14. Begin the process of replacing diesel buses with electric buses.

I. GET ON THE BUS

Our final recommendation is addressed to Mayor Michael Fougere and Regina City Councillors:

15. Take up the transit union challenge and rely on transit for a week: You will, among other things, discover the joys and woes of Regina Transit.

PAYING FOR BETTER TRANSIT

Regina Transit is subsidized by local taxes. If free transit becomes a reality, that subsidy will increase.

However, it should be noted that private vehicles are also subsidized. It is, after all, Regina taxpayers who foot the bill for road infrastructure and road maintenance.

As the *TMP* notes: “Historically, a large portion of Regina’s transportation budget has been dedicated to roadways.” Indeed, for the period 2012 to 2016, 82% of the city’s transportation capital budget allocation, or \$35.5 million, went to roadways capital programs, while only 15%, or \$6.4 million, allocated to public transit (12).

Private vehicles also have many hidden costs, including air pollution, climate change, accidents, congestion, and even noise pollution.

We cannot afford to keep subsidizing private vehicles.

December 3, 2019

RE: CITY OF REGINA – 2020 BUDGET – WESTERRA TRANSIT SERVICE

Your Worship & City Councillors:

Westerra Development Corp. requests that transit service be extended to the residents and workers within the Westerra Community.

The Design Regina Official Community Plan (OCP) requires new neighbourhoods to be developed at a higher density with diverse housing options that attract a mix of people from all income levels. However, by not extending transit service to new growth areas, the City of Regina is limiting access to these communities to people who can afford to own a car.

Westerra embraced the principles of the OCP. We planned a neighbourhood that blends traditional single family homes, duplexes, townhomes, apartment rentals, townhouse rentals, seniors independent and assisted housing and our first retailer Sherwood CO-OP Gas Bar. All of these housing types and employers co-exist within our first phase of development. However, a consistent concern raised by our builders, retailers and residents is the lack of transit service, and this in itself is inhibiting Westerra's growth from both a commercial and residential perspective.

Current residents and employees at Trinity Manor and Coop who use transit walk down the shoulder of Dewdney Avenue to get to the nearest bus stop – which is located at Courtney Street and Dewdney Avenue. Dewdney Avenue has a 70 km / hr speed limit, no street lights, no sidewalks and no turning lanes; which is not reasonable and certainly not safe.

As the developer, we constructed a temporary pathway between Sharp Park and the residential portion of the community, but it is not illuminated so it gets little use in winter which forces people to the shoulder of Dewdney Avenue.

We have been working with Administration since the start of Westerra in 2014 on bus service – to ensure routes are possible through all stages of development. A bus stop with layby lane has already been constructed on Canola Avenue to avoid the issues that exist behind Golden Mile shopping center.

Through meetings with City of Regina transit, my understanding was that an extension to the area was going to be in this year's budget; however, it is not. We request City Council's support on this matter.

Yours truly,

WESTERRA DEVELOPMENT CORP.



Chad Jedlic, B.Sc., MBA

Vice President, Development

Hi My Name is Dylan Morin

I would like to Speak. I would like to See Extend Transit Service For Sundays. I would like Council To Reconsider Transit Service to the Airport. I am a paratransit user and A City Transit user and I would also like to See TRansiet Extend on Canada Day till After The Fireworks.

Dylan Morin

I want to touch on three areas, firstly,

On July 26, 2019 the City of Saskatoon introduced a comprehensive climate plan projecting billions of dollars in savings by 2050.

On August 27, 2019 the City of Edmonton joined Halifax, Vancouver and Kingston in declaring a climate emergency which by definition requires immediate action.

On May 08, 2019 Edmonton announced it was initiating the world's largest carbon neutral residential development.

Do you believe we have a climate emergency?

If you do then immediate action is required.

Regardless of what comes out of your May 2020 climate conference there are many initiatives you could take immediately in this budget that would fit into any longer term climate strategy.

1. Immediately stop purchasing any tools or vehicles that operate on nonrenewable resources. The city vehicle fleet's limited travel distances make the use of electric vehicles ideal.
2. Immediately start installing solar panels on city owned buildings. Regina is situated in the 2nd best solar potential location in Canada and it is unconscionable that we don't have one building on solar power
3. In July the city issued a bulletin advising residents to let their grass grow to a height of 3". Using the internationally accepted 1/3 rule this would mean the grass would be cut when it reached a height of 4 ¼". There is not a park in Regina where the grass is allowed to grow to 4 ¼". If it was we could reduce the mowing budget in half and use those funds to plant thousands of more trees, which is one of the best ways to mitigate the effects of climate change. The city should form partnerships with schools,

community groups, organizations and individuals to increase the number of trees planted to 25,000/year.

4. The city should follow Edmonton's lead and legislate that any residential or commercial development that has not started must be carbon neutral.
5. Update the OCP to assess every initiative, process, procedure or program against the carbon emissions produced.
6. Amend your motion to make Regina 100% renewable by 2030 rather than 2050.

Secondly, on May 3, 2019 the Winnipeg Sun published an article describing how a group of private residents hired a private investigator to look at the operations of the City of Winnipeg permits inspection and planning division. The residents took this unprecedented action after years of having their concerns ignored or minimized the city administration and council. The report found that the city inspector's did little for their generous salaries of between \$75,000 and \$150,000. On Sept. 17, 2019, after the city verified the conclusions of the private investigator 8 city workers were fired and another seven suspended for slacking off and theft of time and money while on the on the job.

The city of Winnipeg admits they broke the trust of the public and of the elected officials. City Administration department heads now concede this is almost certainly a systemic and wide spread problem requiring intensive external review.

Winnipeg already had a fraud and waste hotline where complaints could be anonymously made and reviewed by an independent auditor.

I call on the city to immediately follow Winnipeg's lead and create an anonymous fraud and waste hotline both for private residents and employees.

Immediately undertake an external review of:

- a) Roadways Winter and Summer road maintenance and construction programs,
- b) Parks operations particularly the mowing program,
- c) misuse of fleet vehicles particularly investigating how many city employees get in their white city trucks every day and do little but drive around the city.
- e) city employees leaving their vehicles running for extended periods of time when they are not in them.

The ultimate goal would be to start to identify and correct the inherent culture of waste, excess, inefficiency, entitlement and mismanagement within city operations and use those resources for more worthwhile city initiatives or to stabilize property tax increases.

I have cited dozens of examples of this inexplicable waste to the city administration and council and as occurred in Winnipeg have largely been ignored or have had the problem rationalized or minimized.

Perhaps the residents of Regina have to engage the services of a private investigator and make the National news before this issue is taken seriously. Like the lead levels in the water.

In the long term the city should incorporate appropriate external oversight to prevent this culture from developing in the future.

Finally, I want to express my extreme disappointment respecting the consultation process for the Wascana Pool project. From the start it was clear the city administration wanted nothing but an Aquatic

destination facility in the park. I've had my name on their list for public consultations for 1-1/2yrs and tonight would have been my first opportunity to express my opinion. However they are now down to three variations of the same option and they all are premised around the Aquatic Destination Facility proposal. No costs are provided nor environmental impacts identified and no impact on the footprint of the park provided. The first survey was formatted in a way where the appropriate questions were not asked and the answers to the questions that were asked were manipulated to get the response they wanted. Not only were individual residents ignored, so were swim groups and frequent users of the pool. None of the options provided detail costs which in itself is totally irresponsible and now I recently heard they were giving the second survey to kids at the leisure centers.

I ask you to immediately review what has transpired in the consultation process for this project and start over asking the following question?

Do you want an indoor or outdoor Aquatic Destination Facility?
Providing costs for each and impact environment and property taxes.

Once we have legitimate answers to these questions we can then look at viable alternatives.

Rob Humphries

December 9, 2019

Re: City of Regina 2020 Budget

Good evening Your Worship, members of Regina City Council. My name is John Hopkins and I am the Chief Executive Officer of the Regina & District Chamber of Commerce.

I am here tonight on behalf of our 1200 members to provide our perspective on the City Budget.

I want to begin tonight by talking about a very important part of our community, business owners. While some are of the view that business people are about profit at all costs and that it is a race to the bottom, I would like to assure you that the truth is that the vast majority of business people cannot and should not be put into that category. On the contrary, most businesspeople put it all on the line signing personal guarantees, creating jobs, creating opportunities and yes paying taxes. Moreover, I don't believe we can lose sight of the generosity of business. The reality is that a significant number of businesspeople give back to our community in so many ways be it economic initiatives, cultural initiatives, social initiative as well as sporting and many others. For many the paradigm has shifted and swung toward the triple bottom line of social, environment and financial responsibility.

With respect to the budget before you, I would like to offer the following comments.

First and foremost, we would like to express our appreciation for a preliminary budget with the lowest proposed rate of increase in a decade. Having said that I am sure it will come as no surprise that we would like to encourage Council to look to reduce the rate of increase without cutting services. While that may sound like an impossibility at first glance, we believe that it is possible. For example, in our review of the budget we note that you are projecting a \$6.5 million surplus. We would encourage you to take a portion of that surplus and use it to reduce the rate of increase.

In the not too distant past the City of Calgary released the 2018 Residential Property Taxes and Utility Charges Survey. Based on a representative bungalow in each community Regina's municipal property tax in isolation was found to be 4th best at \$1,727, 6th best on average property tax for single detached homes at \$3,248 and 3rd best on median property tax at \$2,998 . Based on the Calgary survey we are in a good position relative to property tax, but the utility charge continues to be a challenge. According to the report Regina comes in last when looking at utilities which combines water, sewer, garbage, land drainage, and other fees at \$129 monthly. However, the survey does not account for the unique circumstance being faced by Regina's water utility.

In closing I want to thank you for the opportunity to be here tonight and encourage you to continue to provide an environment that is conducive to growth, not simply for the sake of growth but for all that growth affords us - jobs, tax revenues and new opportunities.

Thank you for the opportunity to be here tonight.

John Hopkins

Chief Executive Officer

Regina & District Chamber of Commerce



DE19-175

December 9, 2019

SUBMISSION TO CITY COUNCIL

BUDGET 2020 - WASCANA POOL REBUILD

INTRODUCTION

The Regina Multisport Club (RMC) is a non-profit association whose mission “fosters athlete development and supports the swim, bike, run community in achieving their goals by providing safe, affordable events and activities for all abilities and ages”. RMC is Regina’s largest aquatic club. Our 2018-2019 membership was 370, made up of young athletes just learning to swim and to race triathlons, to other young triathletes ranked top 10 in Canada with Olympic aspirations, to age group adults who race locally, nationally and internationally against top ranked triathletes. Our athletes represent Regina and Saskatchewan in Canada Summer Games and represent our city in International Triathlon Union and Ironman world championships. We have a member who has won multiple Ironman world championships in his age group and other members who regularly reach the podium in multisport events. Our young athletes swim up to 750m in a triathlon, and our adults generally swim 750m – 3,800m in a triathlon. A 50m x 25m pool provides many benefits to our members, the primary benefit being in the capacity it affords for training, but also benefits in endurance training, swim rhythm, gaining confidence, and as a racing venue.

RMC requests that funding be approved for a 50 metre by 25 metre pool in Wascana Park to replace the previous Wascana Pool which was approximately 47 yards by 25 yards.

I understand the difficulty in deciding how best to allocate our tax dollars across competing demands. Having spent a great part of my business career in project management at SaskTel, SaskPower and other organizations, I know that there are always more projects needing money

than there is money for projects. And, I think that understanding RMC's business and why we're asking for a 50m pool will help you make an informed decision.

Capacity

Old Wascana Pool had 9 - 50yd (actually 46.6yds per P3A) lanes. Longer lanes have a greater capacity than shorter lanes. This past summer, and this has been fairly consistent in recent summers, city admin allocated 3 of those lanes to aquatic groups between 8 a.m. and 10 a.m. The aquatic groups would fill those lanes with swimmers, and the remaining 6 lanes would be used by lap swimmers. A 25m pool would reduce that capacity by half or so, depending on the design. And, the aquatic groups would now need 6 lanes allocated to them in order to fit in all of their athletes. Continuing on, the diagrams presented to the public were 6, 8 or 10 lane pools. Using the worst case capacity example which is the 6 lane option, if the city intends to continue allocating the same capacity to those aquatic groups until such time as a new indoor facility is ready to take on that load, then there is no room for lap swimmers between 8-10 a.m. In the best case 10 lane capacity scenario, there are 4 - 25m lanes remaining for lap swimmers, where there used to be 6 - 50yd lanes. Obviously, there won't be room for everyone. Alternatively, if the lap swimmers, be they swimming for purely recreational, fitness or competitive training purposes such as I do, are accommodated during those times at New Wascana, then the aquatic groups can't train there during those times. What will need to occur, for capacity reasons, is for additional outdoor pool capacity for lap swimmers and/or aquatic groups to train in when there is no indoor capacity during the summer. Bottom line - our athletes need a place to train during the summer.

Endurance Training

Unlike typical competitive swimmers, triathletes need to focus on our endurance, which is crucial to our success. We race distances usually up to 3,800m, and usually outdoors in a river, lake or ocean. 50-meter pools help us to work on our endurance because it's a longer distance than a 25m pool before taking a break while turning to go in the other direction. Without a nearby open water source to train in during the summer, a 50m pool, although not ideal, is our best option and twice as good as a 25m pool.

Rhythm

Triathletes prefer a 50m pool because it helps us get into a rhythm. We each have a specific cadence, or stroke rate that we use throughout our races. A steady stroke rate is better trained and maintained with a 50m pool, again because it is longer than a 25m, hence the fewer times our cadence is broken as we turn at the wall.

Confidence

Many of our members have no prior swimming experience. Some start off without even being able to swim a 25m length, let alone 50m or 3,800m. As they gain confidence in a 25m pool, primarily in the shallow end, their next challenge is a 50m pool and swimming in water over their head. This causes a lot of anxiety, as does the next level of confidence building – open water swimming where not only are you in over your head, you can't see the bottom and that black lane line which shows you where to go. So, swim confidence occurs through progressive challenges and it requires constant reinforcement leading up to a race and during the race season. Neither a 25m nor a 50m pool can truly mimic the challenge of an open water swim, but a 50m is the next best thing. It's the step between the comfort of a 25m pool and an open water swim.

Racing

RMC has held triathlons in Wascana Park and its pool since at least 2005, first as See Jane Tri and then both See Jane and See Dick Tri, both fundraisers for the Canadian Breast Cancer Foundation, then the Rise and Tri which ran from 2016-2018, and finally our last event, the Wascana Farewell Splash and Sprint. Both adults and children participated in our Wascana Park events. Wascana Pool and Wascana Park have provided the ideal venue for racing, with a 50yd pool for swimming followed by cycling and running through the park. Unfortunately for the public, the pool was closed to them while we swam, and road restrictions were in place for our cycling. We would like to continue holding events at the pool, however, with less capacity in a 25m pool than a 50m pool, it would take longer to put all of our racers through the swim and onto their bikes, thereby tying up the pool and the roads for a longer period. For example, the See Jane/Dick Tri had the pool closed to the public from 8:00 a.m. to 11:00 a.m., and road restrictions from 7:00 a.m. through 1:00 p.m. These times would be extended somewhat, to the detriment of the public.

Other benefits

A 50m pool facilitates multiple, varied, concurrent uses. As an example, water polo can be played in one half the pool while swimmers swim laps in the other half. Or, some youth can dive in the deep end while other youth frolic in the shallower half. And a 50m pool sets up outdoor aquatics for future population growth and future, unknown benefits.

Finally, while the Recreation Master Plan states that outdoor pools will shrink from 5 to 3 over time is the strategy, City Council needs to ensure that the best strategic and tactical decision is made now in light of the next 50-70 years, and that there is capacity for all participants to enjoy their sports and recreation in

outdoor aquatic facilities. With a new 50m indoor pool several years away, and swim capacity being reached 10 years or more ago, choosing a 50m pool for Wascana Park is the best option to avoid yet another recreation infrastructure need years down the road.

Funding

Funding the additional \$4.5M cost for a 50m pool would not be easy and RMC is not in favour of impacting the feasibility study nor the eventual development of a new indoor 50m pool for a 50m Wascana Pool. I think we can have both. Excepting financing costs, \$4.5M over 50-70 year life span equals @ \$64,000-\$90,000 per year. Stated another way, it's \$23 per each of its 193,000 citizens, or \$.33-\$.47 per year per citizen. I think that's a small price to pay for a gem in the jewel of Regina that Wascana Park is. How do we pay for that? Can we use new revenue from the .5% mill rate increase for recreation infrastructure? Can we use new revenue from the Sponsorship, Naming Rights and Advertising Program? Will the provincial and federal governments finally kick in funding for recreation infrastructure that we can use for Wascana Pool? Or do we increase our debt load to fund it? I can't answer these. I can only suggest them as ways to meet the aquatic needs of RMC and others, needs that have been met until now and are jeopardized in the future. At this point in time, we don't know if the city can meet the capacity needs of its outdoor swimmers. Making a budget decision without that knowledge may not be in the best long-term interests of Regina and its citizens.

Again, thanks for the opportunity to have my say in this matter, and I'm open to further discussion to help understand our collective points of view.

Sincerely,

Rob Nelson

President, Regina Multisport Club

president@reginamultisport.com

WASCANA POOL- THE CASE FOR A NEW 50 METER POOL

KATHY RODGER

FRIENDS OF WASCANA POOL

DEC 2, 2019

FACTS

- WASCANA POOL IS A SCENIC, SERENE OUTDOOR SWIMMING DESTINATION LOVED BY MANY
- THE OLD WASCANA POOL HAD 9- 50 YARD LANES:
 - LONGER SWIMMING LANES PROVIDE MORE SPACE FOR SWIMMERS
- A 50 METER POOL ALLOWS ROOM FOR AQUATIC SWIM GROUPS AND ENDURANCE TRAINING AND LANE SWIMMERS
- ENDURANCE SWIMMERS REQUIRE A LONGER POOL WHERE THEY ARE CHALLENGED TO SWIM LONGER (NO NEED TO STOP AS FREQUENTLY TO TURN)
 - SWIMMING IN A 50 METER POOL BUILDS SWIMMING CONFIDENCE
- A 25 METER POOL DOES NOT HAVE THE CAPACITY TO ACCOMMODATE EVERYONE.

A NEW POOL

- THE JOY AND PEACE OF OUTDOOR SWIMMING AT WASCANA POOL SHOULD NOT BE IGNORED IN FAVOR OF AN AQUATIC PLAYGROUND
- THE OUTDOOR SETTING AS IT EXISTED FOSTERED PLEASURE- IN BOTH THE DESIGN AND FUNCTIONALITY OF THE POOL, ENHANCED BY THE TRANQUIL ENVIRONMENT OF WASCANA PARK
- THE PURPOSE OF A POOL IS FOR SWIMMING!
- 25 METER AND ADDITIONAL OPTIONS SHOULD NOT BE THE FOCUS OF A RE- BUILD

A NEW 50 METER POOL

- WHY WOULD WE SPEND TAX DOLLARS TO SHRINK AN EXISTING POOL, TO LESSEN SWIMMING CAPACITY?
- WE MUST (RE)BUILD A POOL TO SERVE US FOR THE NEXT 70 YEARS!
- A 50 METER POOL IN AN L- SHAPED (ZERO DEPTH ENTRY) CAN PROVIDE THE FLEXIBILITY AND LONGEVITY REQUIRED.
- **LET'S CREATE A POOL CAPABLE OF OFFERING THE MOST OPTIONS POSSIBLE - A 50 X 25 METRE POOL WILL DO THAT.**

Mayor Fougere, Members of City Council, People of Regina:

Last year a ton of us came to City Hill on Budget Night to tell the Council we wanted our Maple Leaf Pool rebuilt. You never wanted to do this for us. You seemed to think you had better ideas but in the end, you had to listen and we are all very glad about that. I can't wait for the new Maple Leaf Pool.

But now we have another swimming pool problem. It regards whether the City is going to listen to the people who actually use the Wascana Pool who are saying, "Make us a 50 meter or 50 yard pool, but not a blob shaped pool with a tiny lap pool on the side." The people saying this are actual pool goers. These people are parents too. These people are in the know! They swim at the Wascana Pool all summer long.

I wonder: Do you swim at Wascana Pool more than a couple times every summer or do you at all? How about other people involved in the decision making?

I want to again refer to the December,8, 2014 Outdoor Pools Facility Plan Update where the proposal to decommission Maple Leaf Pool was made and plans to make an Enhanced Wascana Pool to the tune of 17.5 million dollars was advanced. This plan was called Option 5 and it was overwhelmingly rejected by the public last year with no on-line questionnaire needed but also, with no on-line questionnaire ever given to us in the first place to even answer to!

In all my presentations, I always tried to impress upon Council that making an enhanced pool in Wascana is a waste of money. Why, when the City is so strapped for money, won't Council consider rebuilding the pool for less than 10 million as the 2014 Facility Plans Update outlined? And furthermore, why won't the City put in its on-line questionnaire, "Would you rather have an Enhanced Pool that is going to cost in and around 17.5 million or would you rather have a 10 million dollar pool that looks a lot like the old pool but with new change rooms?" I think putting this option in the questionnaire would have shown some respect to all the people who have been advocating for a simple Wascana rebuild all these years. Instead, there were leading questions in the questionnaire and they all pointed to, "What kind of stuff do you want at the enhanced pool?" So much for a democratic consultation.

Kids and families were already sufficiently happy with the old pool set up. Kids had the diving boards, brought their Frisbees and beach balls and Z99 blasted as the sound track. They even had a slide. People loved the rectangular pool. This proposed blob shaped pool cannot improve on what we already had going on at the old pool. In fact, I strongly believe a blob pool could likely take away. With a big 50 yard or meter pool, you accommodate the leisure people who want to cool off a bit in the water, the kids who want to dive and splash around and the serious swimmers who need long uniform lanes in order to do what they do. This makes fiscal sense and it also pays tribute to the fact that you don't always need to try and improve upon things. Sometimes things are made right the first time.

So council, please just rebuild the Wascana Pool as it was. It's a design we know that everyone will enjoy!

Thank you.

Lesley Farley

I understand that you are going to build an outdoor water park facility, and that this has been the plan for years. You used a couple of random surveys to justify your plan. The first survey was not advertised, or even present at the Wascana Pool. The second survey, offering only a choice of the same pool worth slight variations, was set up stations at recreation centres, allowing children to fill out the survey. I can well believe that you would not like your election process to be based on this type of survey process.

I do not understand why no one from the City Planning committee, or any city councillors or the architect never bothered to actually speak with the people the use the pool every day, rain or shine, or temperature. People who have used the pool for years, and that not only includes lap swimmers, but families as well. You are acting like these people have no value and that they do not matter, their history and experience at the pool means zero to you. You seem to want to create a new waterslide play park for some phantom public that you imagine will suddenly appear to use the 'pool.'

In fact, you did not even think to consult the swim groups that actually use the pool, that is until Rob Nelson drew your attention to this fact.

You have no idea of the pool community that has existed there for years, and that you are seeking to eliminate.

Regina has 5 pools for families only

This is the only pool that serves the adult community as well as the swim groups as well as families. You need a big pool to serve everyone's needs. Your new plan will limit the use of the pool. It has less capacity and will restrict the usage for clubs and the public. I do not understand why adults do not matter to you. Why should every outdoor pool in Regina serve only kids? You must realize that a visit to the pool takes tremendous energy and time, and one family may visit a pool if it is in their area, only a few times in the season depending on the weather. However, adults who swim will be there every day, from the opening to the closing, regardless of the weather.

Your survey questions were very confusing and misleading. Beginning with the first question on defining what type of swimmer you are. Even though I train 6 times a week with the Reinga Masters, I said I was a leisure swimmer, because when I train there on my own, it is at a less intense pace.

You asked if a view of the lake from the pool was important, not stating that the only way to have that occur, would be to cut all the trees from the pool to the lake.

Another question was 'would you be attending the new pool?' Yes or no? The answer would be 'no' if it is going to be a water slide park!, and 'yes' if you maintained a 50yd or 50m pool, but it was only a yes or no option.

You must realize that the some of the people who took the survey, have never attended the pool and never even intend on attending the pool.

You have completely ignored the people who attended the meeting on November 12th. The people who actually took the time voice their concerns.

You are once again destroying a community, because you are unaware it even exists. You have no idea about the old Wascana Pool, and perhaps that is why you can so easily destroy it, whilst thinking you know what is best...EVEN THOUGH NOT ONE OF YOU HAS SPENT ANYTIME THERE!

A simple 50m pool will serve everybody and have the least footprint in the park.

We do not want any more of the trees in Wascana Park Park demolish. Your plan will destroy trees, and surely, you do not want to go down that road again, as there is no more room for you to back peddle your way out of that scandal.

A simple 50m pool is easy to maintain, less of a cost will last another 70 years, and will not exclude and eliminate the people who have attended the pool every day of the season for years. I will serve everyone.

Funding for Wascana Pool

Appearing before City Council is not something that I am comfortable doing, or that I wish to be doing. However, I consider Wascana Pool to be an absolute gem in Regina, and my hands-down favourite place in the city. That brings me here this evening.

I fully support the City funding a replacement for Wascana Pool. My family and I are the demographic that the new Wascana designs are theoretically geared to, yet I am totally opposed to the current designs.

My entire family (which includes a 6 year old just learning to swim, a 9 year old who loves swimming, parents who are definitely recreational swimmers, and a grandma who loves to swim outdoors) all want a 50 x 25 meter pool. Wascana is the only pool in Regina that I love to swim at because it is NOT CROWDED. On the rare occasion that we've gone to much smaller Massey pool, it is so crowded that I can only swim a couple strokes - if that - while I'm in the shallow side of the pool with my kids.

Wascana was like heaven to all of us, and was truly perfect for all ages. I took my kids there when they were babies, and took them and their friends there all day as the years went by. It was our go-to spot. It was fun, it was serene, it was beautiful, and most of all, it was versatile.

Diving boards and a deep end for the bigger kids. We personally never needed zero-entry, as we used floaties, or I held my kids when they were very little. And I could actually get in the water and swim too, unlike being stuck in 2-3 feet of water like at Massey Pool (no offense to Massey - just pointing out that a LARGE classic, rectangular pool can work beautifully for families with people of all ages, in addition to lap swimmers, water polo players, etc...).

Wascana Pool is the kind of place that it's easy for parents to be at. You can read a book in the parklike oasis while your kids get exercise. You can swim and dive with them. The kids never seem to tire of swimming or making up games in the pool with their friends, and it's wonderful for the kids to see skilled swimmers and divers.

When we're in other cities and towns, we make a point of going to their outdoor pools. We've been to versatile, classic rectangular pools in big cities like Toronto and Vancouver, new gimmicky ones, with a spray pad, lazy river, and climbing wall, like in Casper, Wyoming (which our family enjoyed for one day, but didn't want to return to for a second visit), and lovely small town pools in Saskatchewan and Montana, yet none as yet none quite as perfect as Wascana, due to its idyllic setting.

I am mostly trying to forget what this summer will be like with my soon-to-be 10 year old and 7 year old without our beloved Wascana. I want the City to make this right, with a 50 x 25 meter/yard pool that will allow all swimmers to swim without being crowded, and in a non-gimmicky, versatile pool (whose design doesn't dictate how it is to be used) that one would want to go to every day. Summer is the one time I get a City recreation pass, and I like waterslides a couple times a year, but can't imagine going to a gimmicky pool everyday. It's better to have a nice, big pool and let the swimming fun be open-ended.

Everyday at Wascana was new, because for kids they made their own fun, and they actually SWAM, instead of just splashing/walking around because that is what the classic, rectangular design of the pool encourages. The Lawson design encourages swimming, the Sandra Schmirler design encourages just

hanging out in the water.

A 50 x 25 meter/yard pool where you don't have people a couple feet away from you at all times, and where everyone from babies to kids to teenagers to adults to seniors to lap swimmers and synchronized swimmers and water polo players want to swim is ideal. Wascana was the only pool we went to that had a real range of ages - not only families with children - and that made it a more relaxing, enjoyable place for my family with young children to go. It has to be big, like the old one, and it has to be versatile.

Fiscal restraint. A rectangular pool must be more budget-friendly and easier to maintain than a "destination waterpark". What about saving funds for a new Dewdney pool in North Central, which was threatened with closure in 2013.

Rectangular design is the most versatile accommodates families, seniors, and long course lap swimmers.

There has already been enough controversy about what has been built and sacrificed in Wascana Pool over the past few years. Reginans do not want office buildings, retail space, and I would argue they do not want a "destination waterpark" with the extra parking that would inevitably accompany it, and more trees cut down, as I hear is part of the current plans for a destination waterpark.

By all means, build something like this in one of Regina's suburbs that could clearly benefit from an outdoor pool, with ample parking and no mature trees, but let Wascana Pool remain a classic, timeless, oasis that serves everyone from babes in arms, to synchronized swimmers, to water polo players, to recreational swimmers like myself, to lap swimmers, to seniors.

The beauty of Wascana Pool lies in its large, rectangular design. It is more fiscally prudent, it serves the people who will actually use Wascana Pool best, and it is the most respectful and responsible decision for our beautiful park, our oasis in the Queen City.

Kate Smart

[REDACTED]

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Lucy Lamphear My address is: [REDACTED] My phone number is [REDACTED]

The following is a written summary of what I will be presenting:

My name is Lucy Lamphear I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

In a time when people are recognizing the potential for world crisis through climate change and when it is well known that the most effective way to fight climate change is to plant trees, it is disturbing that our local government would propose the destruction of trees in favor of building a sports field, toboggan hill, washrooms or any other recreation hub items that would include removing a single well-established tree. Global tree restoration in urban forests is a priority in most countries around the world and it should be in the Queen City as well.

It is wrong to destroy the trees on the golf course land. Even if, as you say, there are those trees at the golf course that are old and suffering from drought. This happens in every forest around the world and it is not a good reason to kill the healthy trees in the urban forest. None of the trees on the golf course land should be cut down. In urban forests two thirds of trees come from natural regeneration only one third are planted. The trees at the golf course should be nurtured, protected and allowed to regenerate into a healthy urban forest.

For these reasons and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Jacquie Braun My address is: [REDACTED]. My phone number is [REDACTED]

The following is a written summary of what I will be presenting:

My name is Jacquie Braun I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

The City of Regina wants to build a recreation hub on the Golf Course land. This would involve the removal of hundreds of large old established trees.

One common definition of an **urban forest** is a **collection of trees** that grow within a city.

The Regent Golf Course is one of the oldest urban forests in Regina. It is a valuable asset not just to Coronation Park but to the rest of the City and globally. It allows Regina to do our part to combat climate change.

The Regina Urban Forest Management Strategy is a comprehensive plan that includes policies and standards for maintaining urban forests in the City. It was developed through extensive research and consultation and according to the City it must be adhered to.

The strategy says that **virtually every tree in the city was planted by hand.**

It goes on to say the following:

Urban forests are essential to the current and future health of our City and its residents.

A cost-benefit analysis found that a public tree in Regina returns 42 times what it cost to plant and maintain it in terms of environmental, ecological, social and economic benefits to the community and the larger ecosystem.

The Strategy also says all of the following:

Trees Improve the quality of air and water and reduce the effects of noise pollution. It should be noted regarding noise that the golf course adjoins a railroad and the trees protect the community from the noise of trains

The strategy says that trees reduce stormwater runoff and reduce the load on storm sewage systems resulting in less damage to life and property. It should be noted that Coronation was found to be one of the worst flood zones in all of Regina and the golf course trees help protect the neighbourhood from flooding.

Urban forests within our city provide an important opportunity for residents to appreciate and understand the natural world while reducing the stress of urban life and improving physical well-being.

Urban forests build stronger communities and contribute to lower levels of domestic violence

Trees are a natural source for stimulating a child's imagination and sense of wonder and are a great source of civic pride.

The strategy goes on to say that trees are a community asset and a maintained urban forest is an investment that appreciates in value.

The Goal Statement of the strategy says:

Regina's urban forest is essential to the current and future health of our City and its residents and the goal is to proactively manage and sustain the City's forest.

This past summer the city began cutting down trees in the golf course. The City claimed the trees were suffering from drought, were sick, infested with beetles, old and at the end of their lifespan. As proof City crews showed citizens lines under the bark they said were made by beetles. Hundreds of photos of the trees were taken and sent to the University of Saskatchewan where they were viewed by a professor of agriculture. He said the lines under the bark were normal and expected insect activity in the trees. He also claimed the trees in the pictures could have been expected to live another 30 to 50 years.

Even if the City was right and some of the trees were sick or old, this would not be a reason to remove even a single healthy tree or to destroy any 60 year old sick tree that could be saved with

intervention. According to experts we have spoken with, the natural state of any forest, including an urban forest, is that it will renew itself. The trees on the golf course land could be protected, nurtured and renewed if the City wanted to do this.

If you want to cut down a single city tree in your yard in Regina you have to fight city hall to do it. The city has a bylaw to protect trees which says "no person shall plant, damage, disturb, prune or remove any public tree" and "no person shall attach any notice, bill, poster, sign, wire, rope, cord, nail or other object to or around any public tree"....

If you do any one of these things you can be fined up to \$5,000. Yet the City wants to remove hundreds of trees from the golf course land which is one of the oldest urban forests in Regina, because they have decided to put a recreation hub there. It simply doesn't make sense why the City would design or defend a golf course design that would destroy hundreds of trees.

The City should comply with their own Urban Forest Management Strategy and their own bylaws and nurture and protect every tree on the golf course land. How can citizens be expected to protect individual city trees in their yards if the city capriciously cuts down hundreds of trees to build a field and some washrooms.

The golf course land is part of the birthright of future generations. Members of city council are only temporary stewards of this land. It is not okay to redevelop this forest in any way that would destroy any tree. It is not your right to destroy the urban forest. Do not remove trees to put in a sports field. Do not clear out trees to put in a toboggan hill, washrooms or any other recreation hub items. I have spoken with dozens of people and **we, as a community are not okay with your decision to do this.**

For these reasons and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.

A handwritten signature in blue ink, appearing to read "D. Allen", is written in a cursive style.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: TANICE LUNN My address is: [REDACTED] My phone number is: [REDACTED]

The following is a written summary of what I will be presenting:

My name is Tanice Lunn I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

According to Tree Canada

Trees produce oxygen, intercept airborne particulates, and reduce smog, make the air more breathable and enhance a community's respiratory health.

Urban forests play an essential role in decreasing the concentration of CO₂ in the atmosphere. An average-size tree can store hundreds of pounds of CO₂ over its lifetime.

Trees capture carbon which reduces the Greenhouse Effect

Trees bring us closer to nature provide shelter for wildlife

Trees help stress reduction and speed the healing process

One large tree can lift up to 100 gallons of water out of the ground and discharge it into the air in one day.

The psychological impact of trees on people's moods, emotions and enjoyment of their surroundings may in fact be one of the greatest benefits urban forests provide.

One large tree can provide a day's oxygen for up to four people.

We need more trees not less

Finally, according to Tree Canada, trees intercept rainfall and reduce run-off, thereby functioning like retention/detention basins. This is especially important to Coronation park since the City of Regina okayed the backfilling of the floodplain 10 years ago so that developers could put buildings on that land. This was in spite of the fact that the engineering firm of Stantec found Coronation to be one of the worst flood zones in Regina with the potential to be dangerous.

Trees capture and slow rainfall and their roots filter water. Trees reduce storm water runoff, which reduces flooding and saves city storm water management costs. The golf course trees protect citizens in the area.

As the conservation nonprofit American Forests reminds us, "healthy forests are our most efficient, inexpensive, and natural systems to combat climate change."

Removing the established urban canopy on the golf course land would be completely unnecessary and in fact foolish for many reasons including: the ACT ball diamonds are a more appropriate site for a recreation hub and are located only 50 feet from the golf course land. The ACT ball diamonds do not have any trees and are already flat which would lend that area to being made into a sports field (if one were actually needed). The Regina Master Recreation Plan calls for getting rid of half of the ball diamonds in the city so that there would end up being 1 diamond per 2,500 people. Coronation has 1 ball diamond per 440 people. Wealthy neighbourhoods have few ball diamonds. The child poverty rate in the golf course area is 65%. These are not children who are playing baseball. One of the largest social housing units in Regina borders the ball diamonds. Children from wealthier neighbourhoods are brought in to play ball for 2 months of the year and then for the rest of

the year the children living in poverty have to look out their windows at a huge lot filled with nothing but gravel.

A sports field in the golf course area would be underutilized. There are already 6 sports fields in Coronation while in wealthier areas there are far less. For example, 2 in Twin Lakes, 4 in Sherwood McCarthy, 3 in Argyle Park and 4 in Prairie View. Disadvantaged children do not need yet another ball diamond or sports field in the golf course area. Wouldn't it be nice if the disadvantaged children living in front of the ACT ball diamonds could look out their windows and instead of seeing the barren ACT gravel filled ball diamonds they could look out onto a lush green space of a new sports hub while at the same time the hundreds of trees on the golf course land could be saved.

In two surveys completed over the last year 1620 people were approached to sign an open letter to the City objecting to the recreation hub plan for the golf course land. 1,600 of the 1,620 signed the document. City planners refused to look at or consider these signatures but, the documents were delivered to City Hall. The vast majority of people who signed were aboriginal and they made it clear they want the trees on the golf course land left intact. They do not want a single tree unnecessarily cut down.

According to the Journal of Science An urban forest is a forest or a collection of trees that grow within a city, town or a suburb. This makes the Regent Golf Course a recognized urban forest by definition.

It is our position that if you approve the golf course redevelopment into your proposed recreation hub or do anything that involves destruction of any of the trees then you are you are in violation of what Aboriginal people in the area have told you that they want which puts you in violation of treaty 4

To cut any trees down on the golf course land would fly in the face of all logic. It would represent the destruction of a 60 year old urban forest to build a field, toboggan hills and washrooms. How shameful in a City where government documents tell us that each tree is hand planted and must be protected. Given this, why would City Council okay the removal of hundreds of trees?

A handwritten signature in cursive script, appearing to read "Larence Juan", with a small asterisk above the first 'e'.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Melissa Campeau My address is: [REDACTED] My phone number is [REDACTED]

Melissa D. Campeau

The following is a written summary of what I will be presenting:

My name is Melissa Campeau I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that all of the trees on the land not be destroyed.

Healthy forests are the most efficient, inexpensive, and natural systems to combat climate change. From a climate change and an ecological perspective we know that urban forest management is critical to the future of the planet and that city forests have been found to play a major role in climate change mitigation (Brandt, 2016).

Urban forests contribute to maintaining clean air, they produce oxygen, intercept airborne particulates and reduce smog. They filter air and water, control storm water, conserve energy, and add beauty, form, and structure to urban design. They also enhance a community's respiratory health.

In addition, urban forests have been shown to promote good mental health, general well-being, reduce stress and reduce the incidence of obesity, asthma, and diabetes. Moreover, they reduce crime rates and violence.

Urban forests provide an animal habitat. Destruction of urban forests displaces wildlife that has lived there for numerous generations and many do not survive.

Urban forests are dynamic ecosystems that provide critical benefits to people and wildlife. Destruction of the urban forest on the Regent Par III Golf Course land will cause problems in all of the areas I have mentioned. On behalf of my generation and future generations I am here to advise you that the majority do not approve of the removal any of the trees on this land.

Do not approve the 3 million dollars tonight for the proposed recreation hub at the Regent Par III Golf Course.

Two documents outlining objections to all of the City's proposals for the Regent Par III Golf Course, including the all green space option, were the focus of a door to door survey of people living in North Central or Coronation Park. Over 1,600 people were asked whether they agreed with and would be interested in signing the documents. Out of over 1,600 people approached to sign the documents, only 10 chose not to. This means that well over 99% agreed with the content of the documents. The majority of people who signed the documents were Aboriginal.

Some of the points covered in the documents were: 1) people signing the document rejected all of the City's proposals for the land including the City's green space proposal 2) none of the trees on the golf course land should be destroyed 3) the trees and the land are protecting the area from flooding 4) Many species of birds and small creatures have made their home on this land for decades. Destruction of any of the trees would displace or cause death to many of these 5) the golf course land should have more trees not less

In short, the intent of the documents make it clear that those who signed rejected the City of Regina green space proposal for the Regent Par III Golf Course land. The message from the people was overwhelmingly obvious... do not build anything on the golf course land that would harm any tree including a recreation hub.

According to statistics Canada the following applies to North Central and Coronation Park: the ball diamond area of Coronation has a 65% child poverty rate. The population is 36.4% Aboriginal, and 30.35% visible minorities. The West side of North Central has a child poverty rate of 48.7%. The population is 27.6% Aboriginal and 16.8% visible minorities. The East side of North Central has a child poverty rate of 62.8%. The population is nearly 45% Aboriginal and 15% visible minorities.

The Aboriginal people of North Central and Coronation Park and disadvantaged families in these communities have clearly told you they do not want you to take any of the trees out of the urban forest at the Regent Par III Land. Members of City Council and Mayor Fougere you need to respect this voice. Shame on you if you don't.

For these reasons and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.

city copy

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Austin Stadnyk
My address is: [REDACTED] My phone number is [REDACTED]



The following is a written summary of what I will be presenting:

My name is Austin Stadnyk I am here tonight on behalf of the Coronation Flood Concern Group to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that none of the trees on the land are destroyed.

The engineering firm of Stantec identified coronation as one of the worst flood areas in the city and said it could be considered dangerous. It also said that coronation has the 3rd highest rate of flood insurance claims out of all Regina neighbourhoods. Around the golf course area is a low lying area where people have experienced excessive flood problems over the years.

When there is a rainstorm in Regina ... it is not unusual in the golf course area for water to blow out of the sewers and into the air like geysers

Stantec engineers explained that this happens because the channel has reached capacity and can not store anymore water.

This forces water back through the sewer lines and it blows 10 or 15 feet into the air out of the sewers creating the geyser effect.

In spite of the flood risks and concerns in Coronationin 2011 City Council approved the backfilling of the floodplain that adjoins the golf course. Thousands of tons of dirt were brought in to fill the floodplain and then the city allowed buildings to be built at the location.

A senior engineer with the city claimed that rezoning and backfilling the floodplain only caused minimal upstream and downstream impact.

Clearly the community could not afford minimal impact and anything that made it worse ...even minimally was unacceptable

A water engineer in Regina was hired by the city to look at flood proofing in the area

He said he was not asked to consider water retention or the impact backfilling land would have on the rest of the community and so he did not

He agreed that the water would have to go somewhere

The backfilling of the floodplain placed the community at an even greater risk from flooding. Residents in the area saw this as the city's lack of concern for their safety and protection of their property.

In 2017 the globe and mail ran an article on the catastrophic flooding of homes and evacuation of people from areas that had been built on a floodplains.

In 2019 numerous news outlets including CBC identified flooding problems in many Canadian provinces where developers had been allowed to backfill floodplains.

The media has extensively identified this practice as dangerous and outdated and very expensive to taxpayers via government compensation packages and insurance costs

After the floodplain adjoining the golf course was backfilled, the golf course itself became the main and only floodplain in the area and served to help protect homes and people from flood risk.

Tree Canada says one single large tree can lift up to 100 gallons of water out of the ground and discharge it into the air in one day and that trees intercept rainfall and reduce run-off, thereby functioning like retention basins.

The Regina urban forest management strategy report also identified the value of trees in floodproofing Regina neighbourhoods and said:

Trees can significantly reduce stormwater runoff.

Their roots absorb water while their leaves slow the impact of the rainfall reducing the load on storm sewage systems.

The resulting reduction in flood size means less damage to life and property.

The report concludes that the urban forest can reduce storm water runoff from 12 to 17 per cent and for a moderate sized community this results in flood related savings of \$600,000 annually.

If hundreds of trees on the golf course are removed the water has to go somewhere and people and homes in the adjoining area will be at increased risk for flooding.

Because the golf course and the hundreds of trees on that land provide flood protection to the people and the homes in the area and because our floodplain has already been backfilled we feel it is irresponsible of the city to remove any trees from the golf course land and that it contradicts City mandate to protect citizens and property from flooding.

The city should be considering more ways to protect the community from flooding rather than making the problem worse.

We believe that allowing the building of the recreation hub at the golf course would increase flood risk to residents and property in an already dangerous area.

For this reason and others we are opposed to building a recreation hub on the golf course land.



This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: STEPHAN REPKA My address is: [REDACTED] My phone number is [REDACTED]

The following is a written summary of what I will be presenting:

My name is Stephan Repka I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that none the trees on the land not be destroyed.

I am a hunter and a conservationist. As a conservationist, the golf course land is important to me for many reasons.

The Regent Par III Golf Course is one of the oldest urban forests in the city of Regina. It is a valuable asset not just to Coronation Park but to the rest of the City and beyond that as part of a global picture. It is a great resource in this City to combat climate change.

It is nearly 12 acres of land consisting of hundreds of trees and shrubs that are decades old and it has been home to generations of various birds and small creatures. It also plays an important role in protecting us from climate change.

Urban forests historically provide ecological diversity and are an important habitat for a variety of flora, birds, small mammals and other wildlife. The urban forest also serves as a stopover point for migratory birds. Preserving this network of habitats and migration systems assists in promoting a natural form of pest control in the City.

Removal of trees on the golf course land would interfere in this important ecosystem, would displace or potentially kill the wildlife that currently lives there, displace migratory birds and would contribute to climate change.

the Intergovernmental Panel on Climate Change found that CO₂ makes up 74% of greenhouse gas emissions. As the Canadian group Park People the conservation non-profit American Forests both reminds us, healthy forests are our most efficient, inexpensive, and natural systems to combat, control and moderate climate change. Both natural and urban forests play an essential role in reducing the main contributor to climate change – CO₂.

An average sized tree can store hundreds of pounds of CO₂ over its lifetime.

Urban forests contribute to maintaining clean air, producing oxygen, intercepting airborne particulates, reducing smog, and enhancing a community's respiratory health.

In addition to all of this, from a human perspective it's important to understand what people in the golf course area are going through. Child poverty in the area is 65%. It is also a very high crime neighbourhood. Research shows that children who live in disadvantaged neighbourhoods have more depression more anxiety and are 4 times more likely to attempt or commit suicide.

Urban forests and trees have been shown to minimize anxiety and depression and decrease suicidal behaviour. Urban forests improve psychological well-being, social well-being, and the improve the social structure of our communities.

In short, recent research suggests that urban forests are beneficial to our physical and mental health as well as creating better community cohesion, and improved quality of life

Recent research also confirms that urban forests provide ecosystem services critical to human wellbeing, they provide habitat for wildlife and they promote biodiversity. The challenge for the City of Regina is to strategically expand urban forests and provide people especially the disadvantaged or vulnerable, urban forests that are shown to promote healthier, happier, and more enriched lives.

Greta Thunberg is a 16 year old Swedish environmental activist whom I'm sure you have heard of. She has gained international recognition for her environmental work and become very prominent on the world stage. She is a very wise young woman who has gained an international following because of her courage and her ability to not back down on important issues related to climate.

Greta has sent out a call to action to people around the world to come forward and become activist to address climate change and demand that leaders at all levels of government take responsibility for their actions and be accountable to us for the things they are doing.

Greta says there is no time left to beg leaders to care for our future because for way too long people in power have gotten away with not doing anything at all to fight the climate and ecological crisis. She says it's time to get angry and then transform that anger into action and to stand together for what's important to the environment and never give up.

We are angry that Regina City Council is tonight considering ignoring 1,600 citizens who live in Coronation and North Central and who have signed survey documents demanding that the City leave the urban forest alone.

We are angry that City Council wants to spend 3 million taxpayer dollars that the city can't afford to destroy trees on the golf course land

We are angry that the City up to this point seems oblivious to the contribution the urban forest on the golf course has to climate change and that the planning people at city hall somehow think it's a great idea to rip out 60 year old trees to put in a field, washrooms and a toboggan hill

Tonight we want City Council to be accountable on all levels for protecting the trees in the urban forest on the golf course. Tonight we are saying do the right thing, do what the people have told you they want.

I object to removing any trees on the golf course land in order to build a recreation hub or anything else. Removal of any trees on this land is wrong and I am very aware that many other people also object.

Shame on you if you approve spending hard earned tax dollars for a project that is clearly more harmful than good.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Norm Weigers My address is: [REDACTED] My phone number is [REDACTED]

The following is a written summary of what I will be presenting:

My name is Norm Weigers I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

Trees are one of our most valuable ways of fighting climate change.

Trees catch and hold rainfall and reduce water run-off. They act as a holding basin for storm water.

Coronation Park is a high risk flood area in Regina. The trees help protect homes and people.

Just one large tree can lift up to 100 gallons of water out of the ground and put it into the air in one day.

This evaporation helps cool the air and stop climate change not just locally but everywhere.

For these reasons and more it would be wrong to cut down any of the trees on the golf course land.

Leave the trees at the Regent golf course alone

Norm Weigers

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Darlene Tumak My address is: [REDACTED] My phone number is [REDACTED]

The following is a written summary of what I will be presenting:

My name is Darlene Tumak I am here tonight to oppose any of the trees being destroyed in the proposed redevelopment of the Regent Par III Golf Course. It is important that the trees on the land not be destroyed for the following reasons:

1. Respecting that the majority of the Coronation Park community have expressed that they do not want to see the mature trees cut down in the park. There has to be an alternate plan for the park that includes all of the trees that are on the land.

There has to be an alternative park idea that allows every tree to be there as the trees add beauty, shade, reduce wind and are a positive aspect for the environment by reducing climate change. The area should remain an urban forest that people of all ages can escape to and enjoy.

2. Respecting Treaty 4 over 1,600 Aboriginal people from Coronation Park and North Central have signed documents telling you that the trees should not be removed Treaty 4 must have a voice in this decision.
3. The trees are mature. It takes years and years to reach maturity. Why would anyone want to see the trees be destroyed especially knowing the natural benefits that trees bring: added oxygen, reduced CO2, reduces greenhouse effect by capturing carbon, shelter for wildlife, reduced water run-off to name just a few.

Darlene Tumak

Nov 30, 2019

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: BERNICE TEES

Bernice Tees

My address is: [REDACTED]

My phone number is [REDACTED]

The following is a written summary of what I will be presenting:

My name is _____ I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

We live in a time when people recognize the potential for world crisis through climate change and it is well known that the most effective way to fight climate change is to plant trees. Therefore, it is disturbing that the City of Regina would propose the destruction of trees in favor of building a sports hub. Global tree restoration is a priority in most countries around the world and it should be in Regina as well.

The City of Regina has claimed that some of the trees on the golf course land are old and suffering from drought. This is in conflict from information we have from agriculture professors at the University of Saskatoon Department of Agriculture. Even if what the City of Regina says is true, it is still wrong to destroy any trees that can be saved. The trees should be protected and allowed to regenerate into an ongoing urban forest.

Also, the engineering firm of Stantec says Coronation is a high flood risk area. the City backfilled the floodplain that adjoins the golf course 10 years ago and now the trees on the golf course land act as a major part of a floodplain in our neighbourhood. Removing them would increase flood risk in the area.

For these reasons and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Lauren Gamble. My address is: [REDACTED]. My phone number is [REDACTED].

The following is a written summary of what I will be presenting:

My name is Lauren Gamble and I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub; particularly in respect to the removal of the urban forest to do so.

According to a CBC 2019 News article Regina city administration reported that the financial outlook in Regina is tough. The population is rising & financial reserves are low. The City said that property taxes are the main source of money for the city, but costs are overtaking the amount of money being brought in.

An earlier CBC News article, reported that the City of Regina hiked taxes by 6.49 per cent in 2017. This was the biggest property tax hike in decades. The city also approved a two per cent increase to the water utility rate that year. In 2018 and 2019 property tax went up 4.3% placing each of those years in the top 25% property tax hikes for the last 2 decades.

In this problematic financial environment the City of Regina is considering spending 3 million dollars on a recreation hub on the Regent Par III land. In the process, the plan is to destroy much of the urban forest to put in a multi sports field. If a recreational field was really needed there are much more financially responsible ways to go about doing so.

It appears that a great deal of the money would be spent to unnecessarily cut down hundreds of mature trees on the golf course land and build a sports field. There are far better locations in Coronation for a recreation hub including the ACT Ball Diamonds and the Pony Park Diamonds which are already underutilized and void of trees. Evidence based research suggests that conserving trees is key to mental health as well as carbon reduction.

According to Chris Sale, Senior City Planner the golf course land is the only land the City will even consider for a recreation hub in Coronation. Sale claims that City Council already made the plan to take out the trees and turn the golf course into a recreation hub. He claims that Coronation, North Central and Regent Park are underserved for these things. He goes on to point out how taking the field out of the hub plan would weaken the entire plan. Further he claims that a sports field will increase activity and provide an opportunity for neighbourly interactions and safety.

Sale went on to veto the idea of using the ACT or Pony Park diamonds as the location for the hub citing reasons that primarily revolved around the diamonds being heavily used, the need for numerous diamonds in one location for tournament use and because it would take more public consultation to do this.

Sale's reasons for having to place the hub on the golf course are weak for many reasons. First, the value of saving an urban forest on Treaty 4 land is paramount particularly when the field can easily be moved 50 feet to the north.

However, to counter some of Sale's points we put forth the following:

Our community group spoke to a representative of Baseball Regina. The representative informed us of something we already knew and that was that until 3 years ago these diamonds were rarely if ever used. This was around the time the City decided to develop the golf course land. The representative also told us that it is not necessary to have a bunch of ball diamonds in one location for tournament purposes and that in fact people who play in ball tournaments are used to moving around to various fields and don't consider it a problem at all. This was contrary to what we were being told. Also, Pony Park is underutilized.

The city claims they need the ACT Ball diamonds because there are 5 of them making it good for tournaments. According to a Baseball Regina representative whom our group spoke with 4 weeks ago 5 or more diamonds are not a necessity for a tournament and in fact it is the norm to have numerous diamonds in various locations being used for a single tournament. It is not any kind of hardship and it is in fact what is expected by teams. Needing the 5 ACT ball diamonds in one place for tournaments is therefore just one more excuse being used by the city to destroy the trees and as it turns out it isn't true according to experts in the area of baseball.

Outside of Coronation there are too many possibilities for the building of multiple diamonds to name all. A few still in the north end would include Maple Ridge Park, Rochdale Park and Lakewood Park. All located in Twin Lakes an area underserved for ball diamonds with only 2 in the entire neighbourhood. In other areas there is Pacer Park, Optimist Park, Columbus Park, Currie Field, McMurchy Park, and Sangster Park just to name a few.

The City's Master Recreation Plan claims it wants to cut the number of ball diamonds in the City in half so that there would be 1 ball diamond per 2,500 people. Coronation already has 16 ball diamonds or 1 ball diamond per 465 people which is nearly 6 times the number the city recommends.

We spoke to a representative of baseball Regina and he said:

Ball teams expect to have numerous locations sometimes more that 12 teams play at one time

With all of the other diamonds in Regina the ACT diamonds are not absolutely essential to the world of baseball in the City

The ACT diamonds were not used for many years and only began to be used again around 3 years ago which is the same time the City started to look at the golf course for redevelopment.

Wouldn't it be great if you could turn that ball diamond space that is nothing but bleak gravel 10 months of the year into a recreational sports field space that the disadvantaged children living in

the adjoining social housing could look out on from their apartments and that they could enjoy? Multiple ball diamonds could be kept and there would still be room for a sports field (as determined through Google Earth). Wouldn't that make a whole lot more sense than removing hundreds of established trees from the urban forest at the golf course? Not only logically but also financially.

There are other areas of land in Coronation Park where it would cost far less to build a recreation hub because hundreds of trees would not have to be removed. If the ACT Ball Diamonds are used for the hub the cost to tax payers would be far less. The diamonds are located 50 feet from the golf course and not a single tree would need to be destroyed to convert this land and the expense to tax payers would be slashed. The Pony Park diamond location would also work well and cost taxpayers far less.

Ironically, the City of Regina Master Recreation Plan says we need to get rid of half of the ball diamonds in the city because there are too many. The ACT would be a good place to start.

To destroy the golf course urban forest at great expense to taxpayers because the city wants to put a recreation hub there is financially irresponsible. The City would be spending money to destroy trees when that is unnecessary. A "hub" does not need to be void of trees. In a growing city there is even more need for connection to nature. Show our youth that we are preserving our trees and not turning a blind eye to the research around climate change.

For these reasons and others I am opposed to building a multi purpose field on the Regent Par III Golf Course land.

A handwritten signature in black ink, appearing to be 'L. G.' followed by a long horizontal stroke.

To whom it may concern,

Hello neighbor, my name is Seán Baker. I am a grade eleven student at Thom Collegiate. I have concerns for the city's plans for Regent Par 3 Golf Course. The trees you plan to cut down, are the oldest living trees in the city, and they are very important for our environment. The more trees we cut down, the more carbon dioxide (CO₂) will remain in the air, which could cause less oxygen in the air. Lots of people are very concerned about climate change, and trying to prevent it from becoming progressively worse. But cutting these trees are just adding onto the top issues of the climate crisis, considering a low amount of trees causes global warming. There is also plenty of organisms that live in the trees, like birds, squirrels, bugs, and a variety of other organisms. They depend on the trees for safety and for shelter. Cutting them down means you are taking away homes for many different kinds of organisms. Trees also lower the temperature by blocking the sun, providing shade for people, animals, and hard surfaces like driveways, sidewalks, buildings, and patios. If you were to cut down those trees, and plant new seedlings, they would die very quickly. So they would not have any time to grow. Trees also provide a beautiful scenery, smells, and music since they attract animals. Parks or forests make us feel relaxed and comforted by the beauty of the trees. It would be extremely dangerous for our environment to cut these trees down. It is important that we keep all these trees because of how important they are and how long they still have to live for. Thank you for taking this time to read my letter to you,

Sincerely,

Seán Baker

Seán Baker

Dear City Council Members,

I am writing as a concerned citizen of Regina about the recent proposal to cut down the trees at the Regent Park Par 3 Golf course. My name is Ashlyn Kydd, and my concern for this is due to the fact that there are so many benefits to having trees, especially old trees, be part of our city. It is my understanding that you plan to take out a large amount of the trees, and replace it with a recreational area, which includes a soccer fields and more. Although these are beneficial to people, their benefit does not outweigh the benefits of having trees in a neighbourhood. This neighbourhood is also an older one and therefore the trees will be much more mature and have an increased benefit.

One benefit of having trees in our neighbourhoods is that they improve the air quality. According to Urbanforestnetwork.org, "Urban forests help to improve our air quality...On average, one acre of new forest can sequester about 2.5 tons of carbon annually. Young trees absorb CO₂ at a rate of 13 pounds per tree each year. Trees reach their most productive stage of carbon storage at about 10 years at which point they are estimated to absorb 48 pounds of CO₂ per year. At that rate, they release enough oxygen back into the atmosphere to support two human beings." Also, according to Green Blue Urban, "For every 10% increase in urban tree canopy, ozone is reduced by between 3-7%."

Mature Trees are also important to have because of their benefits in helping cool areas. "One mature tree can produce the same cooling effect as 10 room-sized air conditioners. This becomes an effective tool in reducing urban heat islands and hot spots in cities", according to Green Blue Urban. As increased heat in the summer becomes an issue, it would be beneficial to keep the mature trees in this park to help with the cooling effect. It would be a place that people

humans his team found that there was “decreased civility, more aggression, more property, more loitering, more graffiti, and more litter, as well as less supervision of children outdoors” (The Nature Principle). Wouldn’t you want the citizens in that area to benefit from the nature that already exists there? Don’t you think that they should have access to the things that would help them feel less stress? Keeping the trees might also help lower crime in the area, which has been shown in studies time and time again.

When you look at the map for that area, you do not see many green, natural spaces that people can enjoy. There are manicured parks in the area, but even those parks, and I have driven by them a fair amount, do not have many trees.

In conclusion city councilors, I would ask that you reconsider your plans and don’t cut down the trees. They provide so much for the area that you can’t always be seen right away. Even if you do, please consider what the city wants, because your ideas are not what the 200,000+ citizens of this city might want.

Sincerely,

Ashlyn

11/29/19

To Whom It May Concern,

I am writing to you today regarding the Regent Par 3 Golf Course redevelopment plan, taking the liberty as a community member with a valid concern and expressing my beliefs.

I would like to take this opportunity to introduce myself. My name is Areej Fatima, and I am a Grade 11 student attending Thom Collegiate. As you already know, Thom Collegiate is a public school located within the Coronation Park Community district. Correspondingly, the Regent Par 3 Golf Course is also located in the same district. This golf course contains some of Regina's oldest remaining trees, maturing well over 50 to 60 years. The City wants to redevelop the land which the golf course currently occupies to include "a large sports field, and other amenities that would necessitate the removal of well over 100 of the mature trees possibly even more than 200." Cutting down such a large number of trees is only slated to cause immense environmental damage. Regent Par 3 is one of the oldest urban forests in Regina, but it has countless of other qualities as well. Urban forests help to filter air and water, control stormwater, conserve energy, and provide animal habitat and shade. Large urban trees are exceptional filters for urban pollutants such as greenhouse gases, evidently a large factor of concern in the health of our environment today. These trees improve the quality of the air we breathe and it does not make any sense to cut them down, especially considering the reactions of the community members. A recent survey was done to determine the opinions of other Coronation Park Community members, on whether there should be any residential development on the Regent Par 3 Golf Course. The results revealed that 76% of residents voted "no" and a mere 5% voted "yes". Shouldn't the City Council listen to the voices of the residents who will be directly impacted by this redevelopment? They are the ones who will have to live through whatever changes are made, whether beneficial or detrimental. It is common knowledge that the Coronation Park Community is not the most well-off area in Regina, and the residents would benefit from saving money in any way. A little research reveals that trees properly placed around buildings can reduce air conditioning needs by 30%, and save energy

used for heating by 20-50%. This results in a great amount of expense saved by these residents. Children raised in low-income areas are at a higher risk for mental and physical health problems, developmental delays, behaviour disorders, and are more likely to live in poverty as adults. This urban forest can help avoid that.

But, this doesn't have to be the end of the redevelopment plan. There are so many ways that we, as a community, can work our way through it and benefit both the Council, and the residents. One suggestion is to have the plan take place elsewhere, for example, less than 100 feet to the north at the ACT Ball Diamond field or ½ a block east at the Pony Park Ball Diamond field, or even across from Gladys McDonald School. There are already so many ball diamonds in Regina, even more in high poverty neighbourhoods compared to wealthy neighbourhoods. In Coronation alone, there are 16 ball diamonds. It wouldn't hurt to change one of these to a sports field, especially compared to cutting down a whole urban forest. Another solution would be to redevelop around these trees and avoid cutting down something that adds values and many benefits. Some potential recreational changes includes a fenced off-leash dog park, a disc-golf course, and a seasonal washroom facility. Every single one of these options could be built without the need to cut down the trees, in fact, they may even benefit from the aesthetic.

The goal for the City Council should be to benefit the residents as much as possible, and revoking or even changing this redevelopment plan could be the first step to a brighter future for the city of Regina. Cities have an international duty to conserve and protect urban forests. Why should Regina be an exception?

Sincerely,



Areej Fatima

Dear Regina City Council,

I Andrea Perron, a grade 11 student at Thom Collegiate feel very concerned with the plans you have to do with acreage of beautiful land in the Coronation Park neighbourhood near my family and I. I want to start by saying that a healthy environment is important and is a necessity to have on our earth, and the Regent Par 3 golf course has that important quality that a community needs. Trees have a crucial role in a safe environment and community. Trees provide a safe and clean atmosphere. As well as a scenic and beautiful aspect to a community and I believe that cutting the number of trees that you have and are planning to, is not the right move for now and for the future of our city and the area.

In 2017, the Council of Regina has been putting together a plan to redevelop the Regent Par 3 Golf Course into a recreational area for the people. This idea started and surveyed the whole area receiving negative feedback from the locals in the area about the future changes to an environmentally friendly neighbourhood. Many locals have not agreed to the changes the city has been planning on pursuing.

The trees are important and the amount that has been cut down is alarming. We know that these trees that you have been cutting down are some of the oldest trees in the city. You the City Council are planning on removing a massive number of trees. Trees provide clean and safe air to breathe. Trees also provide intercept airborne particulates, and reduce smog, enhancing on a community's respiratory health. Along with trees taking away carbon dioxide, condensing the number of greenhouse gases in the atmosphere. According to Treepeople, trees can preserve energy by reducing the demand of energy for cooling our homes while reducing carbon dioxide. Trees have also been proven to reduce violence and crime rates by reducing the level of fear in this area, with this area of town having its history of being one of the worst neighbourhoods to be in.

"We have parkland that's needed by the community. We should respect that. We should develop it for the benefit of the whole community" said Councilmember Bob Hawkins at one of the city meetings. We need these trees for our survival. So by cutting them down, you are at greater risk of catching an airborne disease for that there is so much CO2 in the atmosphere that there needs to be as many trees and plants that we can have available for our health, safety, emotional, and spiritual mental wellbeing.

The trees in this community come with many pros. Trees are habitats for animals, insects, and many other living organisms. Without trees flooding will occur. If you remove these trees you are putting the area in huge flood risk, and keeping the trees will help with keeping homes and habitats alive for living organisms. These trees help keep a balance in the ecosystem.

There have been many plans that the city has thought of and have come up with. Finalizing your proposal to a recreational area with a soccer field, multi-use pathways, a playground, a spray pad, and picnic areas. I feel as though this plan is a waste of space, money, and time as you change a whole community for the worst.

I recently talked to one of the local residents about the Regent Par 3 Golf Course Development plan that the city has been planning for, for the last three years. That being my Grandfather. I asked him about his opinion on the redevelopment plan. Which he is not happy nor does he agree with the plan the city is making and promising for the future of the neighbourhood. He says that the city should not change the golf course or the area, but rather change the ownership of the golf course to a private business, that way you would be making money off of the golf course rather than spending money to change a whole ecosystem.

You could use the money that you are planning to use to redevelop the land, by instead upgrading the facility that is already there on the property of the golf course. It's the perfect spot for selling hotdogs, hamburgers, as well as selling cold drinks. It's a spot to build picnic tables as that was one of the many features you were going to include in the redevelopment process anyways. My Grandfather, an 80-year-old resident of the area, just a block away, uses the golf course at least once every day during the open seasons of the golf course, and does not want that to change.

Although for some of your plans for the area, I would much rather see a playground for children and families to enjoy the outdoors instead of a spray pad as there is a public pool on the same street, but do agree that your plan for picnic tables and bbq grills would be a better idea as there would be a space for families to enjoy the outdoors on a hot summer day. Although, your idea for a tobogganing hill does not make any sense as though there is one already located within the city and that our province, and city alone does not get as much snow as we use to, due to climate change from the small number of trees we have left in our area of the province. I would reconsider your place for the soccer field as there are many other areas where you could build that without having to cut down any trees.

In conclusion, I do not agree with your plan to redevelop the Regent Par 3 Golf Course, and I want you to reconsider your plans to benefit the people and not just do what you the city council wants. I respect that you are just wanting to make and see a change for the city, but cutting down 100 to 200 trees is beyond ridiculous for what you are wanting to do. I believe that you should really reconsider and that there are 100's of other options on what to do for the city and its future.

Andrea Perron

Thom Collegiate Student

November 29, 2019

Hala Ibrahim

Regina, SK

Dear City Council,

I am a resident of the neighbourhood of Coronation Park, located in the north end of Regina, nestled in between Normanview and Churchill Downs. I am writing on behalf of the majority of the Coronation area citizens, to express our concern for the removal of the old urban forest in Regent Par 3. As you may know, it is one of the oldest urban forests in Regina with many trees ranging from well over 50 to 60 years. The renovations require the removal of 100 to over 200 mature trees, leaving residents anxious. I would like to suggest some solutions or ideas regarding this plan.

I would like to start by briefly summarizing the benefits of old urban forests and the advantages of preserving them for future generations. Along with adding beauty and providing shade, trees create many other benefits. Urban forests play an important role in human habitat ecology, including filtering air, water, sunlight, providing animal shelter, and recreational areas for people. Trees play a major role in increasing urban biodiversity, providing good habitat, food and protection for various plants and animals. In addition, they can help reduce the main contributor to climate change, CO₂. They absorb CO₂ and potentially harmful gases from the air and release oxygen. One large tree can provide a day's supply of oxygen for 4 people. In fact, a healthy tree can store 13 pounds of carbon every year. This means that by cutting the trees, a large amount of CO₂ will be released into the air, causing global warming. By preserving trees especially in cities with high levels of pollution, they can improve air quality making cities healthier places to live in. Large trees are also excellent reservoirs for fine particulate matter and environmental contaminants. They trap them on leaves and barks. They help reduce water flow, therefore, decrease soil erosion. This is how beneficial trees are to the environment!

Other benefits which trees provide is their positive effect on the community. Trees make communities livable for people and their activities. People tend to walk or jog on streets with trees, improving their physical health. While families too, have a cool place to relax and children to play in the summer. This increases their interaction with neighbours and other people. Trees and green environments support relaxation and reduce stress. This improves overall mental

This is a request to appear before my council on
Dec 9+10, 2019. I will be discussing the redevelopment of the
Regent Park III Golf Course. My name is Carolyn Pelletier
my address is: [REDACTED] my phone # is **DE19-195**

I appose the removal of any trees.

Good Afternoon,

My name is Carolyn Pelletier welcome to
Treaty 4 home of the Cree people, I am
here to request the the trees in Regent
Park would remain where they stand; they are
healthy and have been there for over 30 years.
As First Nations people of the land we believe
that it is our responsibility to protect Mother
Earth for your childrens children whom are our
future generations. As a First Nations person I have
been marginalized, segregated, and redlined as a way to keep
us below the poverty line and we have become conditioned
to allow this type of treatment. Today I do not ask of anything
of you in ^{terms} of fixing the damage that is

SERVICE REGINA 12:02 2019-12-03

All Nations Hope Network

2735 5th Ave. Regina, SK S4T 0L2

Phone: 306-924-8424 Toll free: 1-877-210-7622 Fax: 306-525-3698

Email: allnationshope@sasktel.net Website: www.allnationshope.ca

already done but to stop from doing more
damage to the trees that help us in so many
ways.

Thank you for your time & I will continue
to pray that our trees do not be destroyed.

Respectfully,

Carolyn Pelletier
Research Navigator
All Nations Hope Network
[REDACTED]

All Nations Hope Network

2735 5th Ave. Regina, SK S4T 0L2

Phone: 306-924-8424 Toll free: 1-877-210-7622 Fax: 306-525-3698

Email: allnationshope@sasktel.net Website: www.allnationshope.ca

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: BOBBY STADNYK

My address is: [REDACTED] **My phone number is** [REDACTED]

The following is a written summary of what I will be presenting:

My name is Bobbi Stadnyk I am here tonight on behalf of the CPCG to oppose funding for a recreation hub on the urban forest land located at the Regent Par III Golf Course. It is important that none of the trees on the land be destroyed.

On October 19th Chris Sale, Senior Planner for the City of Regina sent an email to me as the contact for the CPCG providing reasons why the City had to remove trees from the golf course land to put in a recreation hub. His email was a response to an email our group sent him outlining in great detail over a dozen reasons why dozens if not hundreds of trees in the urban forest should not be destroyed by the City in favor of the hub and identifying other more appropriate locations in Coronation. Sale's reasons for the necessity of the destruction were weak at best and sometimes frankly misleading.

Here are some of Sale's arguments for why the trees should be destroyed with reasons regarding why he is wrong.

Sale says Coronation Park and North Central are underserved in the provision of this type of amenity according to the Recreation Master Plan (2019)

We say if the hub is needed it can be moved to the ACT or Pony Park Ball Diamond locations which are still in Coronation. Sale claims neither location can be used for reasons we find unacceptable and will be discussed in a minute. The City's Master Recreation Plan states it's necessary to cut the number of ball diamonds in the City in half leaving 1 diamond per 2,500 citizens instead of the current 1 per 1,250 citizens. Coronation already has 16 diamonds or 1 per 440 people which is nearly 6 times the number the city recommends. This idea of an overabundance of ball diamonds in a neighbourhood is consistent with what is done in disadvantaged neighbourhoods in Regina. For example, North Central has 1 diamond per 737 people, and North east 1 per 318 people. In these areas child poverty is 65% (golf course area), 63% (East Side of North Central) and 26% respectively. Wealthy areas tend to not have unsightly ball diamonds. For example, Prairie view has 1 per 2,056 people, Walsh Acres / Englewood 1 per 2,666 and Harbor Landing has no diamonds. Disadvantaged children do not play ball at anywhere near the rate wealthy children do. Bringing children in to disadvantaged neighbourhoods from wealthier neighbourhoods to play ball for 2 months of the year and then leaving the unsightly unusable space for the other 10 months is an example of wealthy privilege at the expense of the poor.

When it comes to sports fields the picture is worse. Page 35 of Regina's Recreation Facility Plan says that athletic fields are targeted at youth. It also said that use of sports fields in the City was in decline.

Then in Regina's Recreation Master Plan on page 66 it says that only 25% of youths surveyed supported the idea of more sports fields in Regina.

Also on page 66 it says the City's target is to have 1 field per 3,600 residents. Coronation already has 6 fields or 1 per 1,240 people, three times the number recommended by the plan. North Central has 1 per 1,961 people nearly double the recommended number. Wealthy areas have far fewer fields Twin Lakes has 1 field per 3,518 people and Prairie View 1 per 2,056 people. As with diamonds, fields are low costs solutions for poor neighbourhoods and seemingly are considered more appropriate for disadvantaged families whereas wealthy neighbourhoods have higher end amenities like man made lakes and streams with huge fountains and fabulous walking trails and as it says online a gorgeous naturalized landscape to provide a scenic view for people and habitat for birds and animals.

So what is Sale talking about in terms of underserved amenities in the area? Could he mean the seasonal bathrooms and a toboggan hill? No one in a rational state of mind would think it was a great idea to remove an urban forest in favor of those. It defies logic. In fact, it isn't a good idea to remove an urban forest for nearly any reason.

Sale went on to veto the idea of using the ACT or Pony Park diamonds as the location for the hub citing reasons that primarily revolved around the diamonds being heavily used, the need for numerous diamonds in one location for tournament use and because it would take more public consultation to do this.

In terms of tournament use, we spoke to a Baseball Regina rep who told us that until the last few years the ACT Ball Diamonds that sit 50 feet from the golf course were rarely if ever used. He did not feel these diamonds were necessary to the world of baseball in Regina. He also said that it is not necessary to have 4 or 5 ball diamonds in one location for tournament purposes and that in fact it is the norm and is expected by teams. Parents of children who play ball at the ACT location have informed us that only 2 or 3 of the 5 diamonds are ever used at 1 time during tournaments.

Needing the 5 ACT ball diamonds in one place for tournaments is therefore not a valid reason to destroy hundreds of trees. If Coronation needed more multiple ball diamond locations for tournaments, and it doesn't, they could be more appropriately placed at McMurchy Park, Lorimer Park and Merlin Parks 2 and 3.

Sale went on to say the Regina Recreation Facility Plan recommends the conversion of the golf course into a neighbourhood recreation hub, removing the sports field from the hub would significantly weaken the intended outcome of the project

We already established that there are more than enough sports fields in Coronation and North Central so that point is moot. The field is not needed.

Both the Recreation Facility Plan and the Recreation Master plan recognize there may be a need to reconsider ideas in the future depending on circumstances. The Recreation Facility Plan that Sale referred to was written 10 years ago. Climate change was not on center stage the way it is now. The importance of urban forests had nowhere near the presence it now has on the world stage as a major

priority. It is certainly a more appropriate time to stop the destruction of hundreds of trees anywhere in the city. Again, to decimate an urban forest in favor of a recreation hub is patently wrong.

Sale also cited a loss of synergy for the users of the sports field including access to proposed washrooms, pathways, playgrounds, spray pad etc.

We say the ACT land and the golf course are about 50 feet apart and could easily be joined by a very small bridge across the channel. 50 feet is a reasonable space to get from a playground to a washroom. There would be no loss of synergy and in fact the bridge would add a great deal more aesthetic appeal to the recreation hub.

Sale claimed the sports field will bring many formal and informal uses and users to the park increasing activity, the opportunity for neighbourly interactions and safety.

We say people who use a sports field do so for a specific event and then they are gone and the field remains unused until the next event. People don't meet to chat in the middle of a sports field or stroll around back and forth over it.

A sports field could never provide nearly the opportunity for neighbourly interactions or increased activity that a well-maintained urban forest with park benches, walking paths, picnic areas, a fountain or two a disk golf option, and a playground would generate. Not even close. To think there could be any comparison is ludicrous. If the City chooses a field over urban forest space they are actually users and uses.

In terms of Sale mentioning safety.

We say in 2018 numerous studies on green space concluded that areas abundant in tree cover have reduced crime rates when compared to similar areas with less tree cover. The larger and taller trees were associated with not only reduced crime rates; but also the occurrence of less violent crimes. The authors explained that larger trees may also encourage people to spend more time outside and, with more individuals outside in a community, the probability of a criminal being observed increases thereby discouraging criminal activity.

Tree Canada, a Canadian registered charity found that urban forests promote social interaction and a sense of community, including stronger ties to neighbours, a greater sense of safety, and more use of outdoor public spaces.

Sale says in order to turn the ball diamonds into a sports hub more public consultation would be needed.

We ask would that be the end of the world? Shouldn't the City want to find out what the citizens want. In the consultation processes the City refused to take a vote by show of hands which would have made it clear what the community wanted. Instead they split people into groups and said we are not working to consensus. No one wanted consensus we wanted a majority rules situation just as you would expect in a democracy. City representatives seem to see public consultation as the kiss of death. Given how the consultation process on the golf course went I can see why Sale doesn't want to involve the community with any choices the city makes.

According to Statistics Canada the following applies to North Central and Coronation Park: the ball diamond area of Coronation has a 65% child poverty rate. The population is 36.4% Aboriginal, and 30.35% visible minorities. The West side of North Central has a child poverty rate of 48.7%. The population is 27.6% Aboriginal and 16.8% visible minorities. The East side of North Central has a child poverty rate of 62.8%. The population is nearly 45% Aboriginal and 15% visible minorities.

Recently, two documents outlining objections to all of the City's proposals for the Regent Par III Golf Course, including the all green space option, were the focus of a door to door survey of people living in North Central or Coronation Park. Out of over 1,600 people approached to sign the documents, only 10 chose not to. This means that well over 99% agreed with the content of the documents. The majority of people who signed the documents were Aboriginal. This high level of agreement on any topic is rare in the world of surveys. It also means that statistically you have enough signatures that you can say you are 99% sure that 99% of the entire population of North Central and Coronation agree with what you are saying.

The document stated the following: 1) it rejected all of the City's proposals for the land including the green space proposal 2) none of the trees on the golf course land should be destroyed 3) the trees and the land are protecting the area from flooding 4) Destruction of any of the trees would displace or cause death to many species that make the land their home 5) the golf course land should have more trees not less

You should not be allocating 3 million dollars to a project that destroys a significant part of an urban forest and that Aboriginal people, visible minorities, tax payers and disadvantaged people living in the golf course area have very clearly told you they don't want.

The community in the golf course area has long felt City Council is not listening to them. The present situation with the recreation hub has increased that perception.



This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is Mikaela Juliene De Leon. My address is: [REDACTED]. My phone number is [REDACTED].

The following is a written summary of what I will be presenting:

My name is Mikaela De Leon. I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

The Regina Urban Forest Management Strategy (2000) says that **virtually every tree in the city was planted by hand**. It goes on to say that "A cost-benefit analysis estimates that the average public tree in Regina returns 42 times what it cost to plant and maintain it in environmental, ecological, social and economic benefits to the community and larger ecosystem"

If you want to cut down a single city tree in your yard in Regina you have to fight city hall to do it. In fact the city has a bylaw to protect trees: In part this bylaw says: "no person shall plant, damage, disturb, prune or remove any public tree" and it goes on to say: "no person shall attach any notice, bill, poster, sign, wire, rope, cord, nail or other object to or around any public tree" If you do these things you can be fined up to \$5,000. Yet the City wants to remove hundreds of trees from the Regent Par II golf course land which is one of the oldest urban forests in Regina, because they have decided to put a recreation hub there. It simply doesn't make sense why anyone would design or defend a redevelopment that would destroy hundreds of trees.

The Regent Par III Golf Course is one of the oldest urban forests in the city of Regina. It is a valuable asset not just to Coronation Park but to the rest of the City and as part of a global picture. It is a great resource to combat climate change.

It is nearly 12 acres of land consisting of hundreds of trees and shrubs that are decades old and it has been home to generations of various birds and small creatures. It plays an important role in protecting us from climate change. Removal of trees on this land would interfere in this important ecosystem, would contribute to climate change and would displace or potentially kill the wildlife that currently lives there. I object to removing any trees and I am very aware that other students also object.

There is other land available in Coronation that could be used to build your proposed sports hub. For example, the ACT Ball Diamond space. The City's Master Recreation Plan claims it wants to cut the number of ball diamonds in the City in half so that there would be 1 ball diamond per 2,500 people. Coronation already has 1 ball diamond per 465 people nearly 6 times the number the city recommends.

Children in the immediate area of the golf course have a 65% poverty rate and the majority, if not all, do not play ball at ACT diamonds so it's just a gravel filled space for them that is unattractive and unusable. Wealthy areas of the city have few ball diamonds. For example, Twin Lakes has 1 diamond per 2,000 people and Harbor Landing has no ball diamonds. The ACT ball diamond space is a perfect place for your recreation hub. If the City wanted to serve the community to the best of its ability then the ACT area would be used as the recreation hub and the urban forest at the golf course would be left intact.

The golf course land is part of the birthright of future generations and I speak on their behalf when I tell you it is not okay to redevelop this forest in any way that would destroy any of the trees. Do not clear out trees to put in a sports field. Do not clear out trees to put in a toboggan hill, washrooms or any other recreation hub items. **We, the next generation are not okay with your decision to do this.**

For these reasons and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Keisha Nova Nginhena. My address is: [REDACTED] My phone number is [REDACTED].

The following is a written summary of what I will be presenting:

My name is Keisha Nova Nginhena I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

Healthy forests are the most efficient, inexpensive, and natural systems to combat climate change. From a climate change and an ecological perspective we know that urban forest management is critical to the future of the planet and that city forests have been found to play a major role in climate change mitigation (Brandt, 2016).

Urban forests contribute to maintaining clean air, they produce oxygen, intercept airborne particulates and reduce smog. They filter air and water, control storm water, conserve energy, and add beauty, form, and structure to urban design. They also enhance a community's respiratory health.

In addition, urban forests have been shown to promote good mental health, general well-being, reduce stress and reduce the incidence of obesity, asthma, and diabetes. Moreover, they reduce crime rates and violence.

Urban forests provide an animal habitat. Destruction of urban forests displaces wildlife that has lived there for numerous generations and many do not survive.

Urban forests are dynamic ecosystems that provide critical benefits to people and wildlife. Destruction of the urban forest on the Regent Par III Golf Course land will cause problems in all of the areas I have mentioned. On behalf of my generation and future generations I am here to advise you that the majority do not approve of the removal any of the trees on this land.

In a time when people are recognizing the potential for world crisis through climate change and when it is well known that the most effective way to fight climate change is to plant trees, it is disturbing that our local government would propose the destruction of trees in favor of building a sports field. Global tree restoration is a priority in most countries around the world and it should be in the Queen City as well.

It is wrong to destroy the trees on the golf course land. Even if, as you say, there are those that are old and suffering from drought. None of the trees on the golf course land should be cut down. They should be nurtured, protected and allowed to regenerate into an ongoing urban forest.

For these reasons and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.

This is a request to appear before City Council on December 9th & 10th, 2019. I will be discussing the redevelopment of the Regent Par III Golf Course. My name is: Josh Campbell My address is: [REDACTED] My phone number is [REDACTED].

The following is a written summary of what I will be presenting:

My name is Josh Campbell I am here tonight to oppose the redevelopment of the Regent Par III Golf Course into a recreation hub. It is important that the trees on the land not be destroyed.

Regina city administration says the financial outlook is tough in Regina, population is rising & financial reserves are low. Property taxes are the main source of money for the city, but costs are overtaking the amount of money being brought in (CBC News, April, 2019).

According to CBC News, the City of Regina hiked taxes by 6.49 per cent in 2017. This was the biggest property tax hike in decades. The city also approved a two per cent increase to the water utility rate that year. In 2018 and 2019 property tax went up 4.3% placing each of those years in the top 25% property tax hikes for the last 2 decades.

The budget for the golf course redevelopment / recreation hub is 3 million dollars much of which will go to removing the trees. There are other areas of land in Coronation Park where it would cost far less to build a recreation hub because hundreds of trees would not have to be removed. The ACT Ball Diamonds are good example. They are located 50 feet from the golf course and not a single tree would need to be destroyed to convert this land and the expense to tax payers would be much much less. Until 3 years ago these diamonds were rarely if ever used

But now, the city says they need the ACT Ball diamonds because there are 5 of them making it good for tournaments. Realistically, the city has other locations where more diamonds could be easily added and tournaments could be held. For example, Pacer Park, Optimist Park, Columbus Park, Currie Field, McMurphy Park, and Sangster Park just to name a few. The ACT Ball Diamonds are not the only group of diamonds available in Regina nor are they the only space that can accommodate multiple ball diamonds. Saving the ACT Ball diamonds is inappropriate because it is in an area of 65% child poverty and is only used two months of the year leaving barren gravel that is unusable by children in the area for the rest of the year. Having a cluster of ball diamonds in a high poverty neighbourhood that already has 6 times the average number of ball diamonds compared to the city overall certainly does not justify destruction of the trees on the golf course.

Ironically, the City of Regina Master Recreation Plan says we need to get rid of half of the ball diamonds in the city because there are too many. The ACT would be a good place to start.

To destroy the golf course urban forest at great expense to taxpayers because the city wants to put a recreation hub there is financially irresponsible. The City would be spending money to destroy trees when that is unnecessary.

The engineering firm of Stantec generated a report that identified Coronation Park as one of the worst flood areas in the city so much so that it could be considered dangerous. Stantec also said that Coronation has one of the highest rates of insurance claims for flooding. In 2011 City Council approved the backfilling of the floodplain in Coronation Park that adjoins the golf course. Tons of dirt were brought in to fill the floodplain and then the City allowed buildings to be built at the location. The residents in the area saw this as a lack of concern on the part of

the city for the flooding they had been subjected to in the past. At that point, the golf course became the floodplain in the area and served to help protect homes and people from flood risk.

According to Tree Canada, trees intercept rainfall and reduce run-off, thereby functioning like retention/detention basins. Moreover, one large tree can lift up to 100 gallons of water out of the ground and discharge it into the air in one day. The trees and land located at the Regent Par III Golf Course provide protection to the area against flooding.

For this reason and others I am opposed to building a recreation hub on the Regent Par III Golf Course land.



SUBMISSION TO CITY OF REGINA COUNCIL 2020 PROPOSED BUDGET

December 2019

INTRODUCTION

The purpose of this submission is to inform City Council of the effect that property taxation has on housing affordability and to provide the Association's views on the 2020 proposed budget.

SOME QUICK FACTS

- The Association of Regina REALTORS® Inc. operates the Multiple Listing Service® System in Regina and southern Saskatchewan. Slightly over 3,000 properties valued at \$1.0 billion exchanged hands through the System in 2018, with the majority here in Regina.
- The Association represents approximately 85 member-offices and 650 individual REALTOR® members in Regina and Southern Saskatchewan including about 430 in Regina.
- In 2020, the local association will be amalgamating with the two other REALTOR® association in Saskatchewan to form a single association for the province.

REGINA'S HOUSING MARKET

Regina's housing market has gone through a very slow period in recent years. 2018 had the lowest number of residential sales since 2005. 2019 is shaping up only to be slightly better than 2018.

Since 2014, we have seen a trend of a declining number of sales, active listings at all time highs, falling prices and in turn lost homeowner equity, and a period of time for homes to sell.

It has been a challenging time for those wishing to sell their homes and for those wishing to buy in part due to more stringent federal mortgage qualification rules.

At the end of November, the Association's MLS® Home Price Index, which measures price trends based on MLS® sales, is showing price losses in the city from one year ago of 5.5%, 12.2% from three years ago, and 11.2% when compared to five years ago. These are highest price losses in Canada in percentage terms for any major market.

With this level of price loss and in turn loss of equity, it would be fair to say that most who have purchased a home in Regina in the last year, or even in the last three years, with a minimum 5% down payment are likely underwater on their mortgage.

As well, the Canadian Bankers Association recently reported that percentage of mortgages in arrears in Saskatchewan is the highest in Canada. This presumably would also be the case in Regina.

Putting these together, the housing market has been going through a challenging time in recent years. Now continues to be a time to be particularly mindful about adding more cost to owning a home.

PROPERTY TAXATION AFFECTS HOUSING AFFORDABILITY AND DEMAND

The dollar amount of property tax is taken into account by mortgage lenders when approving financing. The higher the level of taxation, the less financing there is available to purchase a home.

The net of this is that property taxes add to the cost of home ownership. The more taken in tax, the less there is available for mortgage principal and other uses. It can also affect whether buyers can actually qualify for mortgage financing, especially in light of the federal mortgage stress rules.

Increases in property taxation affect both the cost of home ownership and qualifying for financing.

PROPERTY TAX RESEARCH – PUBLIC VIEWS

Every two years the Association has engaged Praxis Analytics to conduct a public trends survey. The survey polls Regina residents about a variety of housing related issues, property taxation being one of them. The most recent survey completed in 2018 reveals some interesting results in the areas of property taxation.

Property tax is at its highest level of importance to consumers when making a home buying decision since 2004. It ranks only behind the purchase price and monthly mortgage payments, and ahead of insurance and utilities, as factors when choosing a home. Some other findings from the survey include:

- Only 16% believe the city should raise taxes when needing more revenue;
- The other 84% would prefer to see revenue raised mainly by increasing fees for those who used the service; and
- 76% support targeted tax increases to pay for specific needs known to taxpayers in advance (such as infrastructure) rather than it go into a general fund.

ASSOCIATION POSITION ON PROPOSED 2020 BUDGET

We support the general direction of the 2020 proposed budget but are concerned with the proposed increase given the state of the housing market.

We do agree with the approach of a dedicated increase to recreational infrastructure renewal as we did with the targeted increases for road renewal the past number of years. This is transparent and the approach is consistent with the findings in the aforementioned public survey.

Regarding the remainder of the proposed increase while recognizing that it is the smallest proposed increase in many years, the question must be asked if now is the time to increase homeowners' taxes and add to the cost of homeownership. Home values (and homeowners' equity) have been falling and some actually now owe more on their mortgage than the home is currently worth through no fault of their own.

The \$67 annual increase to the typical homeowner cited in the budget document appears small. However, it is not the relatively small dollar increase amount in any single year that is impactful, but the cumulative effect of the total property tax bill over an extended time. This combined with increases in other areas, such as utilities, adds to the cost burden faced by homeowners.

We encourage Council to reduce the amount of the proposed increase where practical.

Thank you for providing the opportunity to provide input into the development of the 2020 City budget.

Tim Otitoju – Association of Regina REALTORS® Inc. Political Action Rep

Submitted by;
Gord Archibald - Chief Executive Officer
Association of Regina REALTORS® Inc.
306-791-2705

December 3rd, 2019

Re: City of Regina's proposed 2020 General Operating Budget

On behalf of the Canadian Federation of Independent Business (CFIB) and our small business members in Regina, we are pleased to provide our members' views and concerns regarding the City of Regina's proposed 2020 General Operating Budget. This Budget proposes an overall municipal property tax increase of 3.25 per cent in 2020 for the average household.

While we note that the City Manager acknowledges that *"we are in a fairly difficult economic time,"* we do not believe this proposed Budget fully recognizes the serious economic concerns facing small businesses in Regina and elsewhere in the province. However, we are encouraged to hear that the Mayor *"wants to cut the tax hike to well under three per cent."* We also agree with the Mayor when he said "Council will simply have to get "more creative" by finding ways to better target programs and get better value for tax dollars." CFIB believes this goal is very attainable and encourages the City to do more to further reduce operating spending growth in 2020 in order to mitigate the proposed municipal property tax increase.

The economic challenges facing the City's small businesses cannot be overstated. As they are the City's economic drivers, we urge Council to find further cost savings, and focus solely on key spending priorities in order to limit the property tax increase over the next year to help small businesses mitigate these serious concerns.

Sask small business optimism continues decline in November; lowest in Canada

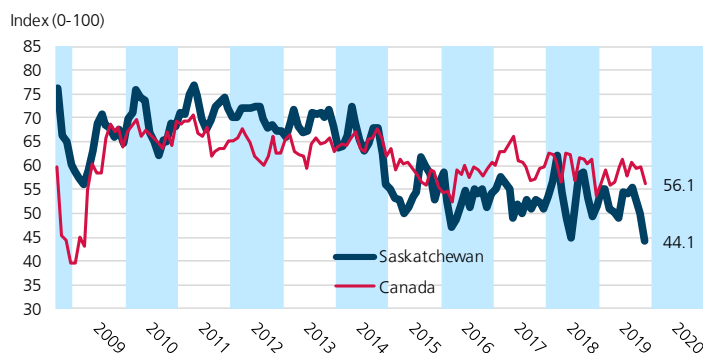
CFIB's Monthly Business Barometer® has shown to be an extremely accurate indicator of economic growth and is utilized by a number of financial institutions in Canada including Bloomberg, the Bank of Canada and Scotiabank. Tracked against GDP, the Barometer index closely reflects what is currently happening in the economy. Index levels normally range between 65-70 when the economy is growing at its potential. In contrast, an index level in the high 30s has previously indicated an economy in recession, as was the case nationally in 2008-2009.

Saskatchewan's small business optimism continued its decline in November; down to an index of 44.1 – the lowest in Canada and 5.3 points below its level at this time last year (see Figure 1). And, given the historically bad harvest this fall, ongoing trade uncertainty, rail transportation problems, a costly federal carbon tax and several more years of CPP premium hikes yet to come, we worry the index may continue to fall in the near future. Similarly, short-term employment plans further weakened with 28 per cent of businesses looking to layoff staff, while just 7 per cent are planning to hire in the next three months (see Figure 2). These employment plans are considerably worse now than in November

2018, when 11 per cent of entrepreneurs were planning to hire and 20 per cent were planning to layoff staff.

Figure 1

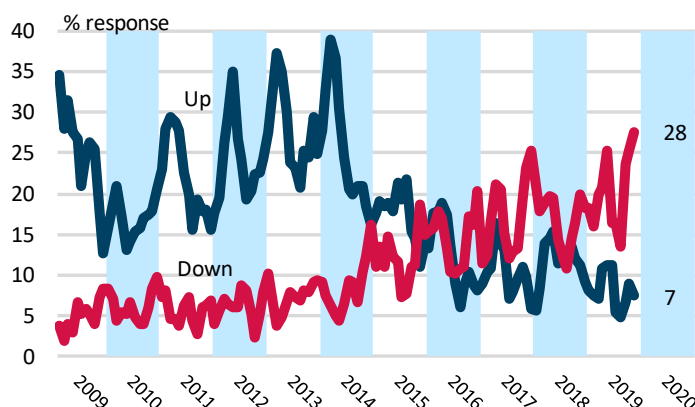
CFIB Monthly Business Barometer Index (Sask vs. Canada)



Source: CFIB Monthly Business Barometer, Saskatchewan, November 2019.

Figure 2

Saskatchewan full-time staffing plan, next 3 months



Source: CFIB Monthly Business Barometer, Saskatchewan, November 2019.

economy and a growing population. That being said, we are concerned that the City is considering an overall municipal property tax increase of 3.25 per cent in 2020 - this tax hike is on top of even larger tax hikes in recent years.

For those that suggest municipal property tax increases don't have an impact on Regina's business community or that these small businesses can simply absorb the continual hikes, it is clear our job creators have a very different perspective. We are not talking about billion-dollar multi-national corporations that can shoulder these increases. This is about your local hardware store or your favourite restaurant. It is about your florist, your mechanic, and your hairdresser.

Top cost pressures: tax and regulatory costs

CFIB's monthly Business Barometer Index revealed the top cost pressures for Saskatchewan entrepreneurs continues to be tax and regulatory costs, cited by 70 per cent of respondents in November 2019¹ (up from 66% in November 2018).

Therefore it is not surprising that the province's small business owners rank the total tax burden as their most serious concern (88%) and the cost of local government as their fourth top concern (59%)².

There is little doubt that some of the major contributing factors are related to several federal cost increases and ongoing trade uncertainty. However, we fear increasing cost pressures at the municipal level will only make this bad problem worse.

Impact of municipal property tax increases

We realize budget deliberations require difficult decisions as Council strives to meet the challenges of a weakened

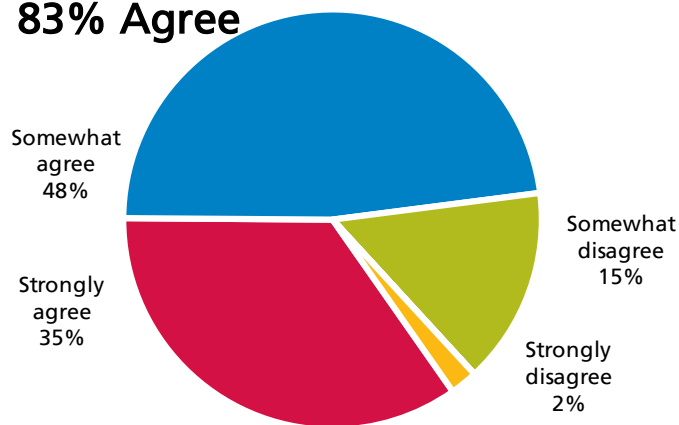
¹ Source: CFIB Monthly Business Barometer, Saskatchewan, November 2019.

² Source: CFIB Our Members' Opinion Survey, January - June 2019, n = 858 responses.

Figure 3

To what extent do you agree or disagree with the following statement:
Recent municipal property tax increases have negatively impacted my business.

83% Agree



Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, Regina results.

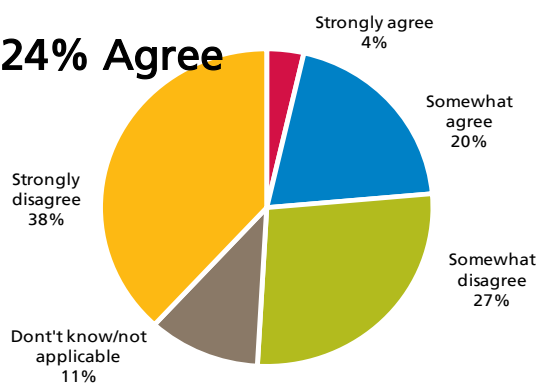
There are all kinds of businesses who are impacted by annual property tax hikes. In fact, a recent CFIB survey found that 83 per cent of Regina business owners agreed that recent municipal property tax increases have negatively impacted their business. Only two per cent strongly disagreed with this statement (see Figure 3).

When asked about the best ways their municipality could help their business succeed, 69 per cent of Regina's business owners wanted to see property tax levels improved. This was followed by 43 per cent who cited ease of doing business locally (see Figure 5).

Figure 4

To what extent do you agree or disagree with the following statement:
Over the past three years, value-for-money in terms of municipal services I receive and municipal taxes/fees I pay as a business owner has improved.

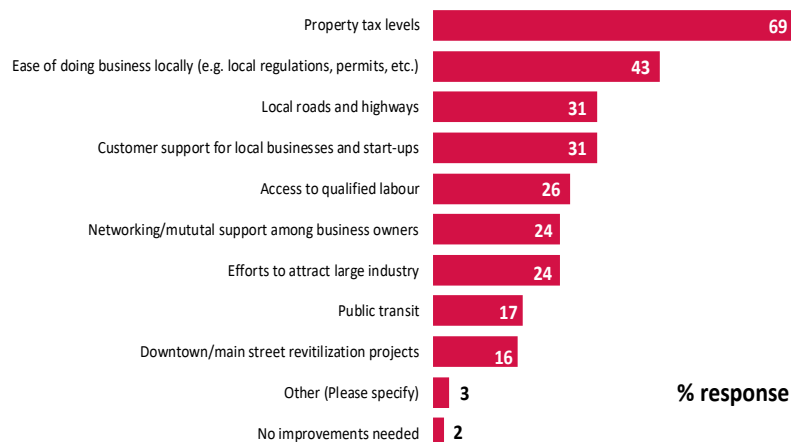
24% Agree



Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, Regina results.

Figure 5

In your community, which of the following would you like to see improve to help your business succeed?



Source: CFIB Municipal Issues Survey, September - November 2018, Regina results.

Furthermore, small business owners believe the City can do a better job of offering their services more cost effectively. In fact, only 24 per cent of the City's small business owners say they are getting better value-for-money for the municipal services they receive than they did three years ago (see Figure 4).

Regina small business owners themselves sum up the problem best:

“Keep their spending in line... like a business. Do more with less.”

“I do not believe that anyone who works for the public sector can really examine “wastes” in their sector. I believe it would be money well spent to have an outside expert in each field look at how governments can save money.”

“Embed business impact criteria into every decision making model in use at City Hall.”

No support for increased taxation powers to municipalities

On February 15, 2018 in a media interview with CBC news, Mayor Fougere stated: “we’re discussing through the Saskatchewan Urban Municipalities Association (SUMA) and the City Mayors’ Caucus the whole issue of new sources of revenue for municipalities.”

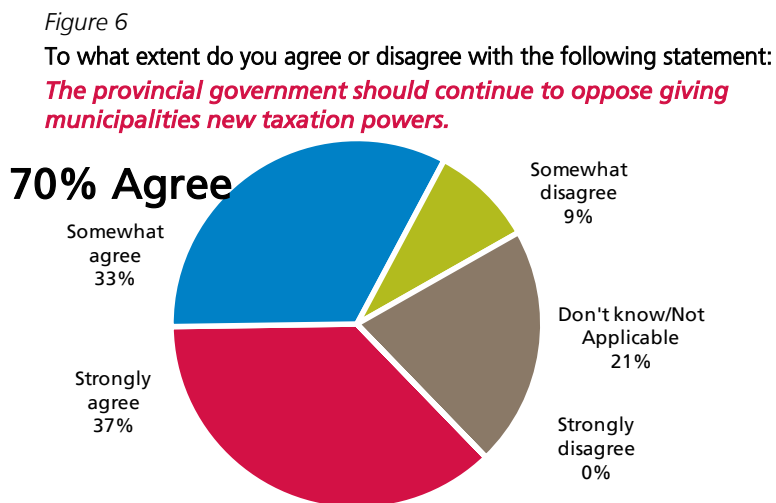
While we recognize the fiscal pressures Saskatchewan municipalities face, we fear giving them new taxation powers would further hurt their local small business communities that are already struggling in a slower economy.

While the provincial government has demonstrated no appetite for allowing these changes, CFIB recently surveyed Regina small business members to determine if they were still opposed to municipalities receiving new taxation powers. A strong majority (70%) of Regina’s small business owners agree that the provincial government should continue to oppose giving municipalities new taxation powers. Just nine per cent disagree (see Figure 6). It is important for everyone involved to remember that while we have three levels of government, there is only one level of taxpayer.

Continue to find cost-savings to mitigate proposed property tax increase

We are encouraged to see that the City has found \$3 million in savings already by restructuring departments and would recommend this continue in order to further mitigate the proposed property tax increase.

Based on CFIB’s calculations from April 2019, inflation is expected to increase in Saskatchewan by 2.20 per cent in the 2020-21 fiscal year. The City’s forecasted population growth for 2020 is 1.8 per



Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, Regina results.

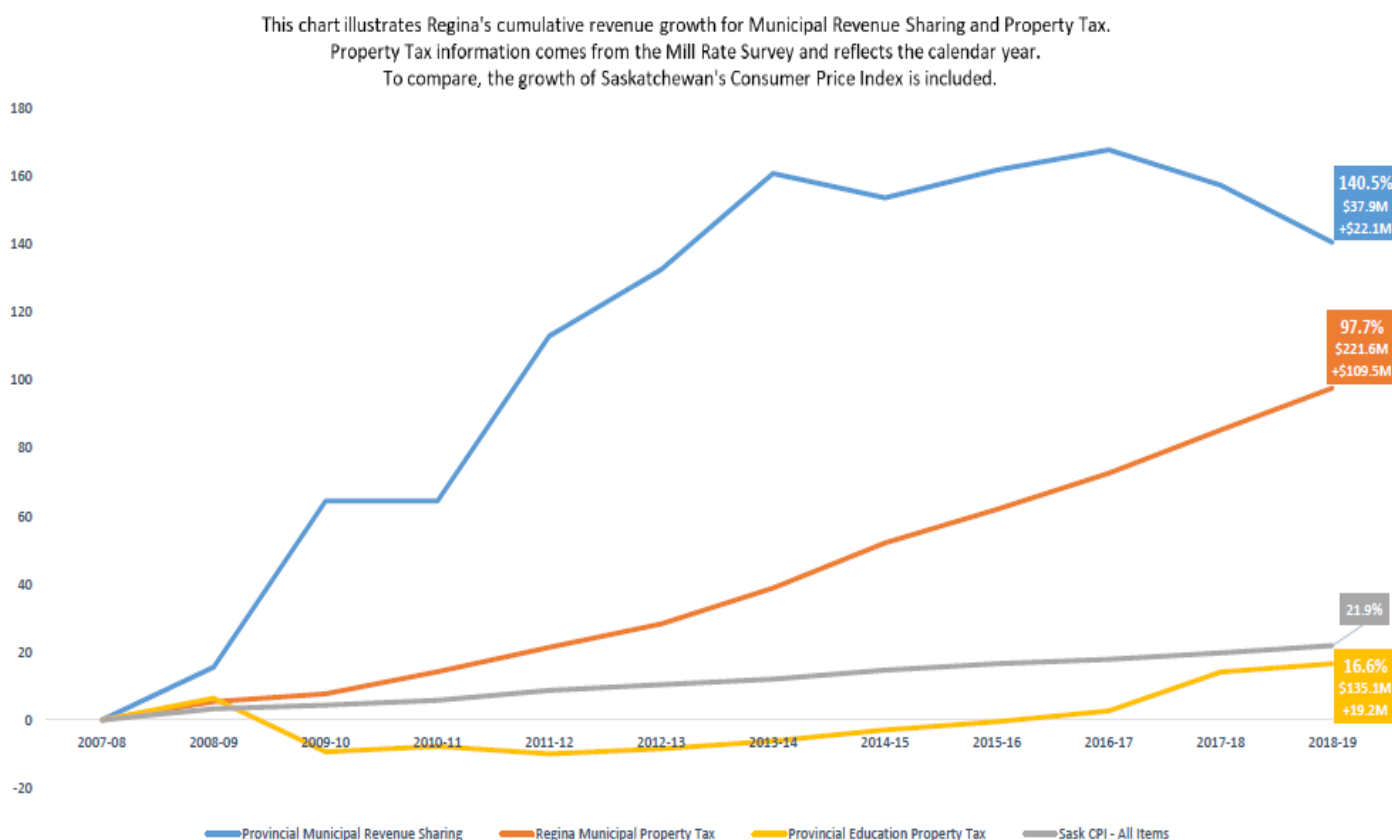
cent³. Therefore, CFIB's projected annual sustainable operating spending increases for the City of Regina is 4.0 per cent in the 2020-21 fiscal year. However, it is important to note that the Conference Board of Canada's 2020 projections for population growth are higher than the actual increases in both 2018 and 2019. Additionally, their forecasted inflation for the City is less than CFIB's at 2.1 per cent.

The City is currently projecting a 3.57 per cent increase in general fund spending in the 2020 Budget, which is below CFIB's sustainable spending benchmark (population growth plus inflation) for the year. However, we believe that given the weak economic outlook and layoff plans facing Regina's small businesses, the City must do everything possible to prioritize its spending and find further efficiencies to mitigate the proposed property tax increase in 2020.

It is also important to note that the last decade of spending increases points to potential for savings today. For example, in 2019-20, the Government of Saskatchewan distributed nearly \$251 million to municipalities in municipal revenue sharing; a \$124 million increase over 2007-08⁴. Of this, revenue sharing in Regina increased from \$15,746,761 in 2007-08 to \$39,202,694 in 2019-20; a 149% increase

Table 1

Regina cumulative revenue growth (per cent) 2007-08 to 2018-19



³ Source: Conference Board of Canada; Statistics Canada, CMHC Housing Time Series Database.

⁴ <https://www.saskatchewan.ca/government/municipal-administration/funding-finances-and-asset-management/funding/municipal-revenue-sharing>

since 2007-08. The City anticipates a Revenue Sharing Grant of **\$42,407,000** in 2020-21 or a 11.9 per cent increase in one year.

In total, the City's Government Grants and Transfers Revenues are increasing by 10.2 per cent in the 2020 Budget. According to recent analysis, in 2018-19 the City of Regina received a 140.5 per cent (\$22.1 million) increase in municipal revenue sharing since 2007-2008. However, over the same period, the City's municipal property tax revenues have also increased by 97.7 per cent (\$109.5 million) despite the modest growth of the province's consumer price index of only 21.9 per cent over the same period (see Table 1).

Reduce labour costs

Business owners make difficult decisions every day in order to live within their means and keep their businesses running, and they expect their local governments to do the same.

We know salaries make up the most significant operating expenditure for the City. While the City's spending on salaries and benefits in the general fund are increasing by 1.5 per cent from the 2019 Budget, this number is up 6.4 per cent from the 2019 Budget forecast. This further represents a 61.1 per cent of the entire 2020 Civic Operational Total (General Fund). However, CFIB is encouraged that this share appears to be declining, slightly, over the last three years (down from 61.9% in 2017-18).

In total, there will be 24 total additional FTE staff in 2020. While this is fewer than those being added in Saskatoon, for example, this is still concerning at a time when more small businesses are being forced to layoff staff than hire across the province.

Instead, the City should focus on reducing staff and better prioritize spending needs. A recent CFIB survey found 75 per cent of Regina business owners don't believe the City needs to increase in size to keep up with the community's growth (see Figure 7).

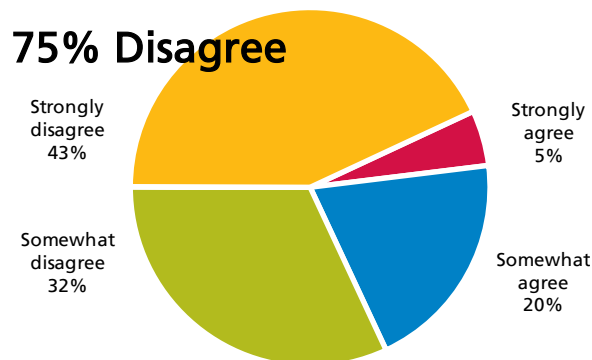
Reducing the size of municipal government through attrition

We understand that almost one-quarter of the City's workforce is eligible to retire in the next eight years. As recommended previously, we believe the City should consider attrition-focused staffing reductions and introduce a plan to reduce the size and cost of its municipal civil service. A CFIB survey found the majority (64%) of Saskatchewan business owners believe municipalities should reduce the size and cost of their civil service through attrition (i.e. not replacing employees who retire or

Figure 7

To what extent do you agree or disagree with the following statement:

My municipal government needs to increase in size (e.g. increase spending/taxes) to keep up with my community's growth



Source: CFIB, 2019 Saskatchewan Pre-Budget Survey, October 2018, Regina responses.

leave)⁵. Supporters say it would result in smaller, less costly and more efficient municipal governments. It would also help free up revenue for other municipal initiatives (e.g. infrastructure). Only 17 per cent opposed the idea.

The City should also reform its outdated “sick day” policy. In Regina, employees can bank up to 215 days, which can be converted to cash payments upon retirement under certain grandfathered collective agreements. In 2013, the City of Regina had \$10.8 million in banked sick day liability.

Focus on limiting spending to priority areas

When surveying our small business members in Regina, it was clear that the majority want the City to reduce spending growth by focusing on key services and infrastructure investments. As one member summed it up:

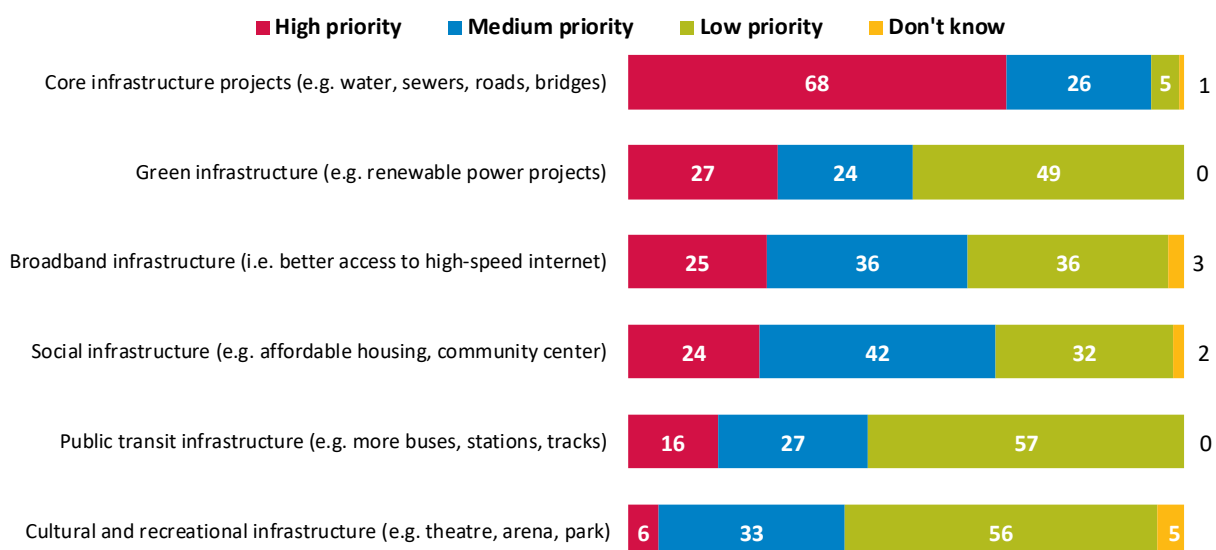
“Need to prioritize spending. We do not have adequate infrastructure for people and yet we are worried about dog parks.”

However, two areas for spending priorities emerged; investing in core infrastructure and crime prevention.

The City should treat core infrastructure projects as their spending priority for infrastructure (see Figure 8). A focus on core infrastructure investments, especially compared to those on public transit and cultural and recreational facilities, is clearly the priority of small business owners. It is concerning that the 2020 Budget proposes to increase General Fund expenses for Parks, Recreation & Cultural Services by 9.3 per cent.

Figure 8

How should governments prioritize the allocation of more funds to each of the following types of infrastructure projects?



⁵ Source: CFIB, Saskatchewan Mandate 267, 358 Saskatchewan responses.

⁶ Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, n=383, Regina results.

Given the weak economic outlook, the City should focus on delivering those services and investments that are essential. This idea is also supported by the fact that 76 per cent of Regina's small business owners support the City increasing its spending levels on local infrastructure by finding efficiencies in other areas⁷. Another 11 per cent were unsure.

CFIB therefore recommends that Council reassesses its priority for cultural and recreational infrastructure in the current budget. Several investments are being made that could otherwise be used to lower the proposed property tax increase. For example, the \$380,000 proposed for two new off-leash dog areas (one specifically for small dogs) could be better used elsewhere. Another question to ask is why golf related revenues are expected to be \$2.9 million again in 2020, despite a \$1.3 million dollar redevelopment at one course?

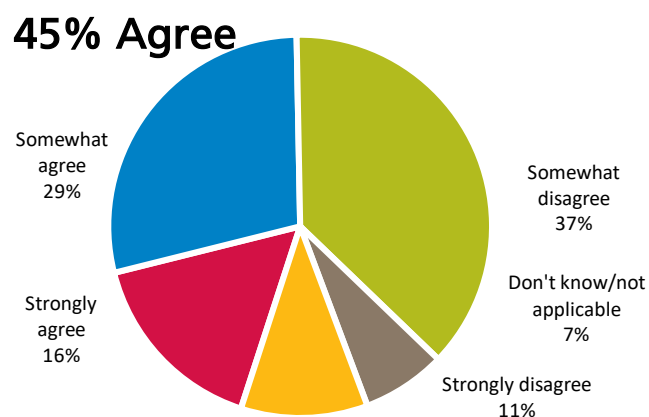
In addition Regina's small businesses support the City placing a spending priority on crime prevention. This is not surprising as the level of crime in Regina has had a negative impact on businesses. When surveyed, 45 per cent of business owners believed the level of crime had negatively impacted their business (see Figure 9).

While the Budget indicates there will be 14 police positions created, there are just as many (15) being added to City Planning and Community Development. This represents a higher per cent increase than with police FTEs (2.5% vs 2.3%). It is also important to recognize that crime prevention requires all levels of government working collaboratively. In fact, 89 per cent of Saskatchewan small business owners agree that the provincial government should increase spending on crime prevention across the province⁸.

Figure 9

To what extent do you agree or disagree with the following statement:

The level of crime in my area negatively impacts my business.



Additional ways to help small businesses – cutting red tape for Regina business owners

We know entrepreneurs deal with piles of red tape associated with the PST, GST, employment standards, payroll taxes, WCB paperwork—the list goes on and on. One significant area of red tape that many businesses and residents deal with are municipal permits.

⁷ Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, n=383, Regina results.

⁸ Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, n=383.

According to CFIB's research, in Saskatchewan, federal, provincial and municipal regulations cost businesses \$1.1 billion per year, of which \$330 million is considered "red tape". Reducing municipal red tape can give much needed time and money back to business owners.

In a recent CFIB survey, Regina members were asked to identify which municipal regulations were most burdensome for their business in terms of time and money spent on compliance. Thirty-nine per cent of Regina entrepreneurs cited building and renovation permits, 24 per cent cited business licensing, and 21 per cent citing land use development as the most burdensome regulations to their business. These responses are all higher than those seen in Saskatoon.

We appreciated that the Mayor proclaimed Red Tape Awareness Week 2019. We also recognize the City's ongoing work to review red tape within permitting. As we've heard for years, red tape is stifling growth, especially through permitting, in municipalities across Canada. As one Regina member stated:

"It is absolutely ridiculous what people go through in this City trying to get a permit. This is having a major impact on our business."

We encourage the City to take the examples of the Halifax Regional Municipality (HRM) and the City of Winnipeg to help ramp up Regina's red tape reduction efforts. The HRM has partnered with the Government of Nova Scotia to provide ongoing feedback and insight into regulatory changes that are being proposed, as well as those that need to take place. Given the Government of Saskatchewan's strong leadership on red tape reduction, this could be a positive step.

The City of Winnipeg is in the process of completing the first iteration of their *Red Tape Top 10 List*, which has developed in partnership with CFIB and is expected to bring forward positive by-law and policy changes to help small businesses. In addition to years of experience in red tape reduction and extensive survey data, CFIB works closely with members in every sector to identify red tape. We would be pleased to work with the City of Regina with a similar consultation for the permitting review.

In addition, CFIB has challenged municipalities across Canada to implement a construction mitigation policy and follow recommendations from the *Paving a Smoother Road* report¹⁰. Several municipalities including Montreal and Quebec City have adopted most of CFIB's recommendations including compensation for businesses most severely impacted by local roadwork.

We were pleased to hear earlier this year that the Mayor is considering construction mitigation measures including working extended hours on some projects. CFIB would also be pleased to work with the City to help study different policy options such as 24-hour work and, ideally, develop a similar construction mitigation policy as they have in Montreal and Quebec City. Just recently, the City of Winnipeg completed their construction mitigation plan through their *Road Construction Working Group*, which CFIB was a part of.

⁹ Source: CFIB, 2020 Saskatchewan Pre-Budget Survey, October 2019, n=383, Regina results.

¹⁰ <https://www.cfib-fcei.ca/sites/default/files/2018-05/report-paving-a-smoother-road-construction-mitigation-policy-FINAL.pdf>

Recommendations:

With these facts in mind, CFIB urges Council to consider the following recommendations to further contain operating costs in order to mitigate the proposed 3.25 per cent municipal property tax increase:

Short-term recommendations:

- 1. Continue to find cost-savings and internal efficiencies by:**
 - **Continuing to review current programs and services** with the objective of identifying programs and service areas that can be eliminated, streamlined, contracted out to the private sector, or sold.
- 2. Develop a plan to work with the Government of Saskatchewan and key stakeholders to reduce red tape.**
- 3. Develop a construction mitigation policy in partnership with key stakeholders.**

Medium to Long-term recommendations:

- 4. Continue to reduce the size & cost of the municipal civil service by:**
 - **Introducing a plan to reduce the size and cost of the civil service (primarily through attrition and pension reform).**
 - **Developing a long-term strategy to narrow the compensation disparity between public and private sector employees.**
 - **Eliminating the costly and outdated municipal banked sick day policies and replacing it with affordable short-term disability plan.**
- 5. Develop & implement a plan over time to reduce the commercial-to-residential property tax gap.**
- 6. Consider the introduction of a base tax for all homeowners.**

We thank you for considering the views of Regina's small business community as you work to finalize the City of Regina's 2020 General Operating Budget. As CFIB's research has shown, municipal decisions significantly impact Regina business owners' ability to grow and create jobs.

Respectfully submitted by,

Marilyn Braun-Pollon
Vice-President, Western Canada & Agri-business

MOTION

December 9, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

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

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%

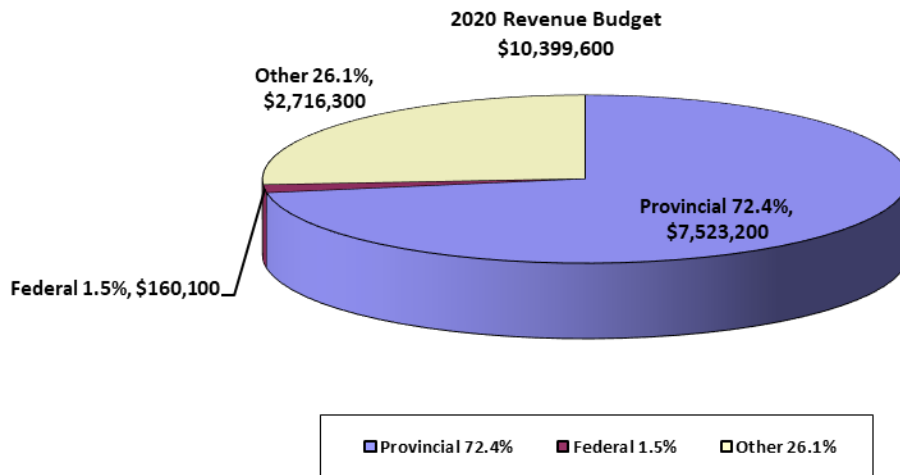
Operational expenses reflect an increase of \$1,248,800 or 12.51% from the 2019 level. The Corp of Commissionaires budget increased by \$29,600 or 9.31%.

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

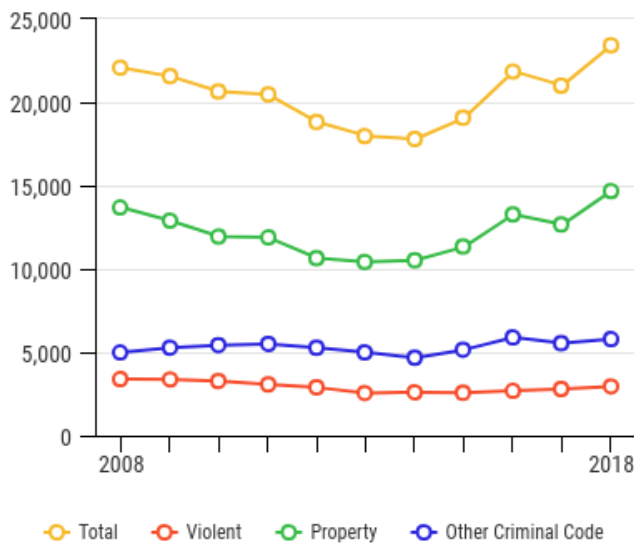
- *Strategic Objective Alignment: Our Service*
- The Information Technology team is working to implement a multi-factor logon for Regina Police Service's VPN to improve network security.

Appendix B

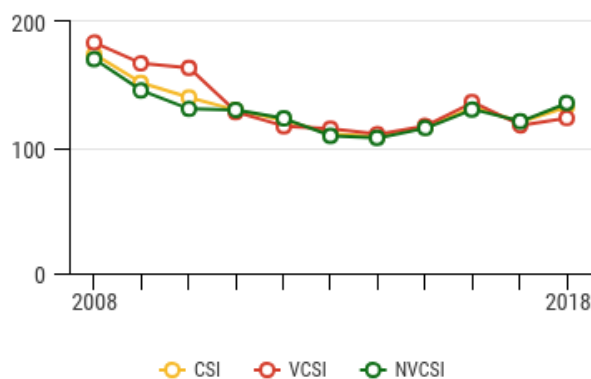


our progress in review.

Criminal Code Violations



Crime Severity Index

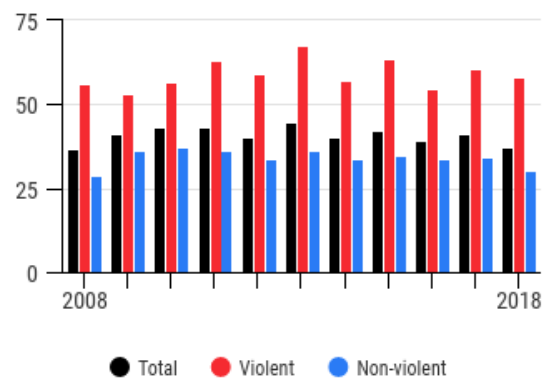


Crime in Regina

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)

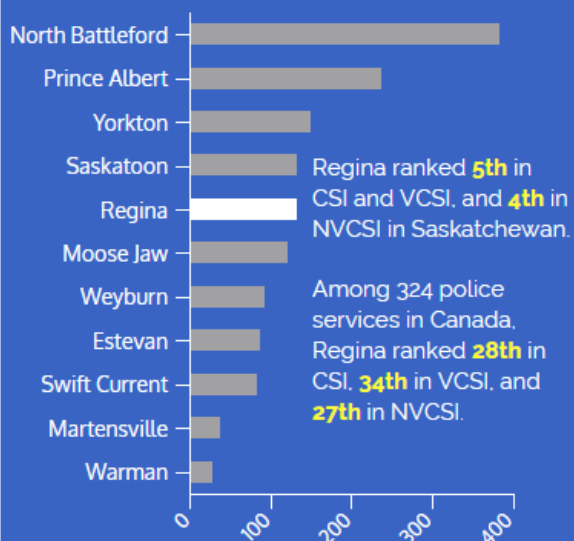
Violent weighted clearance rate: + 4% (10 years)
- 4% (1 year)

Non-violent weighted clearance rate: + 6% (10 years)
- 11% (1 year)

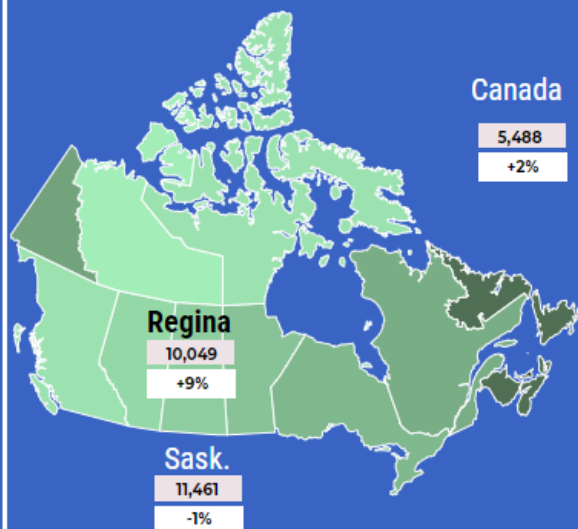


How does the City of Regina **compare?**

2018 CSI SK Breakdown



2018 Crime Rate Breakdown

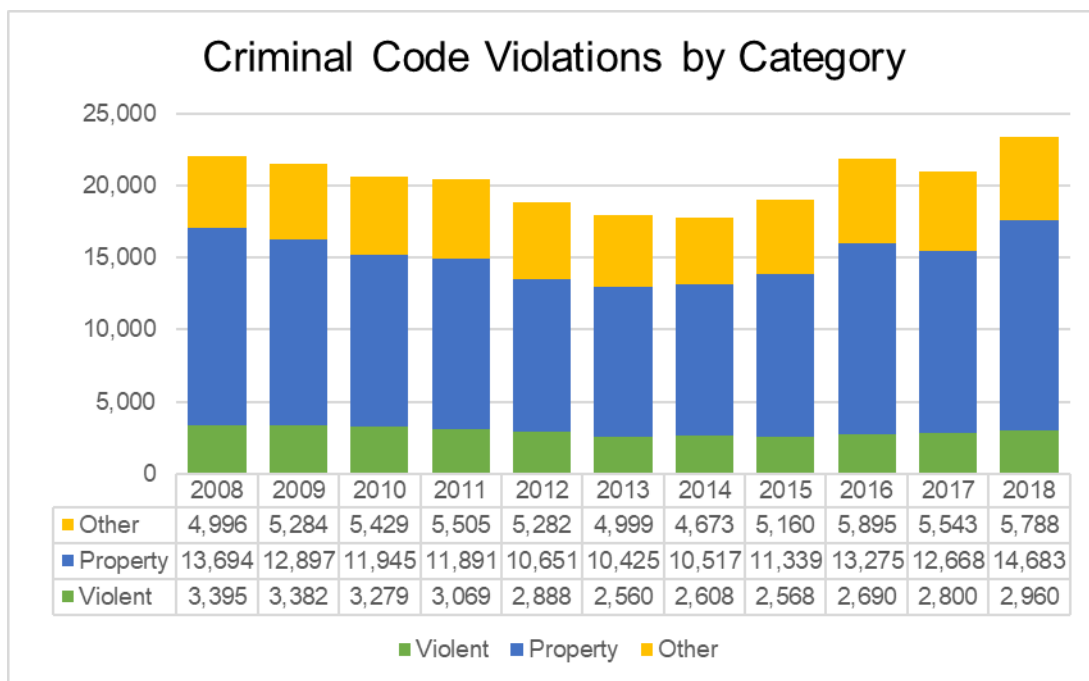


Regina Police Service by the Numbers

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%.



December 9, 2019

To: His Worship the Mayor
And Members of City Council

Re: 2020 General and Utility Operating Budget and 2020 - 2024 General and Utility Capital Plan

RECOMMENDATION

1. That the 2020 tax-supported General Operating Budget as outlined in Appendix A be approved, including the following details:
 - a) Gross expenditures of \$472,203,000 and a net property tax levy of \$261,413,000;
 - b) 2020 mill rate of 8.37161 representing a 3.25% increase for all programs and services;
 - c) Funding request for the Provincial Capital Commission, Economic Development Regina Inc. (EDR) and Regina Exhibition Association Limited (REAL); and
 - d) Regina Police Services (RPS) gross expenditures totalling \$96,029,000 and revenues totalling \$10,400,000.
2. That the 2020-2024 General Capital Budget with total gross expenditures of \$110,384,000 in 2020, as summarized in the City of Regina 2020 Budget, attached as Appendix A beginning on page 77, be approved.
3. That the General Capital Budget as outlined on page 91 of Appendix A for multi-year projects that require future year commitments with gross expenditures of \$14,957,000 underway in 2020, be approved as follows:
 - a) 2021 - \$42,527,000; and
 - b) 2022 - \$4,973,000;
4. That the following changes to parking permits be approved:
 - a) That the following individuals be moved from the \$1,040 per year City Parking Permit Fee category to the no charge City Parking Permit Fee category: Elected Government Official; the General Manager of Buffalo Pound Water Treatment Corporation; and the President and Vice-Presidents of Regina Exhibition Association Limited;
 - b) That the following individuals people or groups be moved from the Privilege Parking Fee category of \$5,200 per year to the no charge Privilege Parking Fee category: Saskatchewan School Trustees Association; Members of the Legislative Assembly of Saskatchewan with constituency boundaries in the City of Regina or who are cabinet ministers;

- c) That the following people be included in the no charge Privilege Parking Fee category: the Board members of Economic Development Regina Inc. and the Chairs of the Boards of Buffalo Pound Water Treatment Corporation and Regina Exhibition Association Limited.
 - d) That the City Manager on an exceptional basis be provided the discretionary authority to give out time limited privilege parking permits at no charge to the following:
 - a. Individuals working for non profit organizations that are meeting with City officials at City Hall on a frequent basis;
 - b. Individuals who are assisting City officials with a City initiative, City program, City policy or City conference that are meeting with City officials at City Hall on a frequent basis to a maximum of one permit per individual.
5. That the City Solicitor be instructed to amend Bylaw 9900, being *The Regina Traffic Bylaw, 1997* to reflect the parking permit changes outlined in recommendation 4.
 6. That the funding request for the Provincial Capital Commission, Economic Development Regina Inc. (EDR), and Regina Exhibition Association Limited (REAL), as outlined in Appendix F, be approved with funding provided by the funds described in Recommendation 1 of this report.
 7. That the Regina Public Library Board approved budget and mill rate request of 0.74971 representing a 2.3% increase for the Regina Public Library be approved.
 8. That the City Solicitor be instructed to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in the spring of 2020 once the City receives the education mill rate from the Government of Saskatchewan and approves of the mill rates for the Business Improvement Districts.
 9. That the 2020 fee-supported Utility Operating Budget as outlined in Appendix A beginning on page 93, with total revenues of \$142,344,000 and total gross expenditures of \$142,344,000 be approved.
 10. That the 2020-2024 Utility Capital Plan with total gross expenditures of \$70,037,000 in 2020, as summarized in the City of Regina 2020 Utility Budget, beginning on page 101 of Appendix A, be approved.
 11. That the Utility Capital Budget as outlined on page 107 of Appendix A for multi-year projects that require future year commitments with gross expenditures of \$10,310,000 underway in 2020, be approved as follows:
 - a) 2021 - \$10,310,000.
 12. That the City Solicitor be authorized to prepare any other necessary bylaw amendments not mentioned above to implement the above recommendations and the approved budgets.

13. That the following items be removed from the List of Outstanding Items:

- a) CM18-15(3)
- b) CM18-15(5)
- c) CM18-15(6)
- d) CR19-20
- e) CR19-62
- f) CR19-76
- g) CR19-86
- h) CR19-92
- i) CR19-7
- j) CPS19-6
- k) CPS19-9
- l) CPS19-10
- m) CM17-2
- n) PWI18-19

CONCLUSION

The recommended 2020 Budget represents a continuation of the City's commitment to operations that are efficient, fiscally responsible, and support a vibrant, inclusive, attractive and sustainable community. It builds on past year budgets to invest in the priorities of residents which includes roads, infrastructure renewal, police and public safety, and initiatives that support community growth and quality of life.

The proposed General Fund Operating Budget for 2020 of \$472 million and General Fund Capital Budget of \$110 million have been developed to support the needs of our city. The General Fund Operating Budget focuses on maintaining the services important to our residents and businesses. The General Fund Capital Budget includes investments to address aging city infrastructure with an increased focus on making strategic investments in our recreation infrastructure and amenities.

The 2020 Budget also reflects Administration's continued commitment to achieve cost efficiencies across City operations with a further \$3 million in savings achieved from a management review undertaken in 2019 that when combined with approximately \$12 million achieved in previous budgets results in accumulated savings of \$15 million. The proposed budget recommends reinvestment of the \$3 million in savings to establish a Recreation/Culture Capital Program that, along with the 0.5% annual mill rate increase in each of the next five years approved by Council on October 28, 2019, to invest in recreational infrastructure, will allow significant investment to be made annually to advance the Culture and Recreation Master Plans and other initiatives based on enhancing quality of life. The General Fund Budget is presented starting on page 14 of Appendix A to this report.

The financial impact of the recommended plan is a proposed mill rate increase of 3.25%, comprised of a 2.75% increase plus a 0.5% increase for establishing dedicated funding to the improvement of recreational infrastructure. The proposed 3.25% mill rate increase for 2020 represents the lowest mill rate increase in the last 10 years. For a homeowner with a home assessed at \$350,000, the total annual cost of the recommended mill rate increase is an additional \$67.26 per year. Actual financial impacts may vary subject to Council's deliberations starting at the December 9, 2019 Council meeting.

The City of Regina uses a separate Utility Fund to support the water, wastewater and drainage services it provides to its 73,000 residential, commercial and industrial customers in the City and surrounding area. It operates on a full-cost recovery, user-pay basis through utility rates. Utility rates are established such that they are sufficient based on long-term projections contained in the 25-year Utility model to fully fund operating costs, interest costs and debt repayments, capital requirements and transfer payments to meet the service goals of the utility.

Development of the Utility Budget includes a detailed analysis of investment in capital plans. Capital submissions are reviewed and evaluated to identify the benefits of the investment and the prioritization of proposed projects and programs that support water, wastewater and drainage service goals, aligned with corporate objectives. This information is entered in the 25-year model to reflect short, medium and long-term expenses.

The proposed operating and capital budgets for the Utility Fund provide the funding necessary to meet the service goals of the water, wastewater and drainage services. On December 10, 2018, City Council approved rate increases of 3% per year for the period from 2019 to 2021. The previously approved 2020 3% utility rate increase is sufficient to fund the requirements for 2020.

The proposed Utility Operating Budget includes \$142 million in expenditures, which is a \$3.3 million or 2.4% increase over 2019. Details of operating expenditure increases are outlined later in this report.

In 2020, \$70 million will be invested in Utility capital for infrastructure maintenance renewal and growth in water, wastewater and drainage systems. The five-year Utility Capital Plan totals \$426 million.

BACKGROUND

Section 128(1) of *The Cities Act* states that "a council shall adopt an operating and a capital budget for each financial year".

The report provides Council with a summary of Administration's recommendations for the 2020 General Fund Operating and 2020-2024 General Fund Capital Plan. The detailed budget plans are included in the City of Regina 2020 General Fund Budget beginning on page 14 of Appendix A to this report.

The report provides City Council with a summary of Administration's recommendations for the 2020 Utility Fund Operating and 2020-2024 Utility Capital Plan. The detailed budget plans are included in the City of Regina 2020 Utility Fund Budget beginning on page 93 of Appendix A to this report.

DISCUSSION

The direction for the City established in *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP) along with the four-year strategic plan and longer-term master plans are used to guide the development of the budget. One of the community priorities in the OCP is to 'achieve long-term financial viability' which includes ensuring the City has the financial ability to manage its services and amenities both now and in the future. The proposed 2020 Budget has been developed with those principles in mind. The City's budget is developed in phases as follows:

1. Reviewing the current environment in which the City is operating;
2. Developing department and branch level plans to support the goals and objectives outlined in the plans identified above; and
3. Developing an operating and capital budget to address the plans.

The Economic Update and Preliminary 2020 Budget Review, presented to Priorities and Planning Committee on April 24, 2019, provides the context, factors and City priorities that have influenced the development of the 2020 Budget and Five-Year Capital Plan. The Economic Update and Preliminary 2020 Budget Review highlighted the following:

- Continued modest economic growth with significant parts of the economy continuing to face challenges;
- Population growth consistent with the forecasts in the OCP, if not currently slightly ahead of the OCP forecast, driven by international immigration; and
- While Regina's unemployment rate has traditionally been lower than the provincial average, it is higher than earlier in the decade reflecting a healthy labour market enabling the City to better recruit and retain employees than in the past.

Following the presentation, the City initiated an online survey to obtain feedback from Regina residents and businesses on municipal services. The timing of this survey allowed Administration to use the results to validate budget priorities and investments as well as to help guide the business planning process. Top priorities included infrastructure renewal, roads, and public safety.

Department and branch level plans are prepared for the City's operating areas. The plans outline upcoming priority plans for 2020 and provide a look ahead to the 2021-2024 period. Activities and programs set out in the plans are linked to budget decisions and are central components in balancing the City's Five-Year Capital Plan.

The 2020 Budget reflects Administration's best advice on how to achieve Council's policy and service priorities, given current resources. Ultimately, City Council determines the programs and services to be included in the 2020 Budget.

2020 General Fund Operating Budget

The General Fund Operating Budget represents the majority of programs and services provided by the City and is primarily tax-supported. These services include:

- Public Safety and Security – such as policing, fire protection and bylaw enforcement;
- Public Health and Well-being – such as solid waste collection and recycling;
- Management of Assets – such as roads, bridges, transit and traffic control; and
- Quality of Life – such as parks, recreational services, grants to community service organizations, and urban planning and development oversight.

The proposed General Fund Operating Budget for 2020 is \$472 million, which is an increase of 3.6% or \$16.3 million over the General Fund Operating Budget for 2019. The increase reflects changes in revenues and expenses in a number of areas in response to the operating and infrastructure needs of the city.

General Operating Revenues

The City of Regina has a limited number of revenue sources with which to fund its operations with property taxation accounting for 55% of General Fund revenues. The following table, found on page 14 of Appendix A provides a summary of General Fund 2020 budgeted operating revenues. The overall increase in revenues projected for 2020 is \$16.3 million or 3.6% primarily due to:

- **Taxation** - \$12.1 million increase. This consists of :
 - \$8.2 million increase as a result of the proposed mill rate increase;
 - \$3.9 million increase in tax revenue from projected 2020 growth and adjustments to reflect 2019 actual tax growth.
- **Fees & Charges** - \$2.2 million decrease primarily due to:
 - Decreased landfill revenues due to more material being diverted from the landfill.
 - Decreased revenue from building & development permits and SAF administration fees. This decrease is due to existing market conditions which have impacted the pace of building and development opportunities.
 - A planned decrease in the transfer from the Stadium reserve.
 - Decreased parking revenue as residents find other forms of transportation when visiting and working in the downtown, and due to the reinstatement of some privileged parking permit exemptions.
 - These decreases are partially offset by draws on reserves which show as increased revenue in the budget. The increased reserve draws are primarily related to draws on the Elections and Property Reassessment Reserve related to funding the costs of the 2020 election and 2020 reassessment, and from the General Fund Reserve to fund part of the City's \$1 million commitment to the Grey Cup.
- **Other Revenue** - \$2.4 million increase primarily due to:
 - Increased investment income, consistent with the trend observed in 2019 that is reflective of the current interest rate environment.
 - Increase in Municipal Surcharge revenue from SaskPower and SaskEnergy reflective of actuals received.

- Increase to planned transfers of funds from the Utility Fund for an access fee paid to the General Fund, a proportionate share of the Goods and Service Tax (GST) rebate and a Utility administration fee – an approximate measure of corporate administration costs attributable to the Utility.
- **Government Grants** - \$4.5 million increase due to increased Municipal Revenue Sharing Grant funding. Previous to its most recent budget, the Province had frozen the Municipal Revenue Sharing Grant. However, the Provincial 2019/2020 Budget included a formula change for Municipal Revenue Sharing, which along with PST growth increased the total Municipal Revenue Sharing Grant pool and the amount of grant funding the City projects to receive in 2020.
- **Licences & Levies** - \$1 million decrease primarily due to a reduction in parking ticket revenue to align budget with actual revenues. Parking ticket revenue has been on a downward trend in recent years reflective of the City's efforts to increase its focus on educating residents on parking regulations rather than achieving compliance through strict enforcement. As well, the University of Regina (U of R) recently terminated its contract with the City whereby the City processed parking tickets for the year in exchange for keeping a portion of the parking ticket revenue.

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Taxation Revenues	223,634	236,205	249,276	250,181	261,413	12,137	4.9
Fees and Charges Revenues	80,863	92,477	77,124	72,544	74,921	(2,203)	(2.9)
Other Revenues	64,798	57,190	61,573	75,477	63,992	2,419	3.9
Government Grants and Transfers Revenues	46,011	43,710	44,170	45,759	48,670	4,500	10.2
Licences, Levies & Fines	14,613	14,047	13,807	13,406	12,807	(1,000)	(7.2)
Total General Fund Revenues	429,919	443,629	445,950	457,367	461,803	15,853	3.6
Police							
Revenue	9,676	10,999	9,956	9,956	10,400	444	4.5
Total Revenues	439,595	454,628	455,906	467,323	472,203	16,297	3.6

General Operating Expenses

The following table found on page 16 of Appendix A provides a summary of General Fund 2020 budgeted operating expenditures. The General Fund Operating expenses, including Regina Police Service (RPS), are projected to increase by \$16.3 million in 2020. Specific increases reflected in the 2020 Budget include:

- **Salaries & Benefits** - \$2.6 million increase primarily related to increased costs to honour the City's collective agreements, offset by savings from a management review undertaken by Administration in 2019.

- **Intramunicipal** - \$680,000 increase primarily due to increase fleet fuel costs due to the Carbon Tax and an adjustment to match the budget to actual fuel costs. As well, part of the \$1 million one-time commitment related to the Grey Cup, and a reallocation of costs between the General and Utility Funds to reflect where costs are incurred.
- **Professional & External Services** - \$410,000 increase primarily due to one-time advertising costs related to the 2020 election and the four year property reassessment process. These costs are primarily funded from a reserve, which the City contributes to annually.
- **Office & Administrative** - \$252,000 increase mostly due to one-time costs associated with administering the four year property tax reassessment process and the 2020 election, with a significant portion of the costs related to postage. These costs are primarily funded from a reserve, which the City contributes to annually.
- **Other External Expenses** - \$1.7 million increased primarily due to increase electricity and natural gas costs due to Carbon Tax and increased electricity and natural gas costs related to the operation of three new City facilities scheduled to open in 2020. As well, part of the \$1 million City commitment to the 2020 Grey Cup has been included in this expense category.
- **Materials, Goods and Supplies** - \$378,000 increase primarily related to funding one-time costs associated with the 2020 election, an increase in supplies for traffic services and landscaping services due to growth, and costs associated with the operation of three new City facilities which will open in 2020.
- **Training & Travel Expenses** - \$85,000 decrease primarily due to reallocating of budget to expenditure category reflective of where the funds are actually spent.
- **Community Investments** - \$13,000 decrease due to a reduction in funding for the Regina Exhibition Association Limited (REAL) and the removal of one-time event costs (i.e. Volleyball Canada) included in the 2019 budget; offset by a \$100,000 increase in funding to Community Associations and an increase in funding for Economic Development Regina (EDR).
- **Allocation to Capital** - \$6.9 million increase due to:
 - \$2.6 million planned annual increase in Current Contributions to Capital to increase overall funding for infrastructure renewal given the infrastructure renewal deficit;
 - \$3 million increase to create a new Recreation/Cultural Capital Program. This budget presents a unique opportunity to reinvest the approximately \$3 million in operating savings achieved from the Management Review to establish an ongoing capital program that would allow investment annually into initiatives that will enhance quality of life in Regina; and
 - \$1.26 million from the proposed 0.5% dedicated mill rate that would be directed to Recreational Infrastructure.
- **Debt Servicing** - \$732,000 increase to fund the principal and interest costs on the proposed debt to finance the construction of the new Wascana Pool.
- **Transfer to Reserves** - decrease of \$794,000 primarily related to a projected decrease in landfill revenues which reduce the transfer to the Solid Waste Reserve.
- **Regina Police Service (RPS)** projected increase of \$3.6 million to invest in priorities as determined by the Board of Police Commissioners.

Expenditures (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Salary & Benefit Expenses	157,226	158,189	170,825	162,925	173,381	2,556	1.5
Intramunicipal	40,599	43,456	42,902	45,233	43,582	680	1.1
Professional & External Services Expenses	25,351	26,179	30,823	29,028	31,233	410	1.3
Office & Administrative Expenses	8,336	9,175	7,961	11,464	8,213	252	3.2
Other External Expenses	15,606	17,201	16,868	16,514	18,607	1,739	10.3
Material Goods & Supplies Expenses	5,912	5,007	6,338	6,002	6,716	378	6.0
Training & Travel Expenses	1,141	1,334	2,127	1,651	2,042	(85)	(4.0)
Civic Operational Total (General Fund)	254,171	260,541	277,844	272,817	283,774	5,930	2.1
Community Investment Expense	10,110	10,991	11,526	11,591	11,513	(13)	(0.1)
Allocation to Capital	41,968	45,300	48,326	48,326	55,199	6,873	14.2
Debt Servicing	13,613	13,536	13,629	12,483	14,361	732	5.4
Transfers to Reserve Expenses	34,396	35,272	12,121	23,171	11,327	(794)	(6.5)
Civic Other Expenditures (General Fund)	100,087	105,099	85,602	95,171	92,400	6,798	7.9
Total General Fund Civic Expenditures	354,258	365,640	363,446	367,988	376,174	12,728	3.5
Police							
Expenditures	85,336	88,988	92,460	92,460	96,029	3,569	3.9
Total Expenditures	439,594	454,628	455,906	460,448	472,203	16,297	3.6

The 2020 Budget provides a balance between limiting property tax increases while managing expense increases that are required to maintain existing programs and services. The 2020 Budget seeks to fund growth in services and programs to meet the needs of a growing population and advance Council's vision and priorities for Regina residents, while keeping taxes affordable and user fees reasonable.

Full-Time Equivalent (FTE) Positions

A large part of how the City provides services and manages its assets is through the people who work for the City. A table found on page 12 of Appendix A provides a summary of FTE positions. Overall, civic operations (General and Utility Fund Operations) decreases by 1 FTE resulting in a total of 2,271 FTEs. The Regina Police Service FTE budget increases by 14 FTE resulting in a total of 614 FTEs. The overall net FTE increase for the City is 13 FTEs; resulting in an overall budget of 2,885 FTEs for 2020.

2020-2024 General Capital Plan

The need to renew, upgrade and expand infrastructure and public amenities to support residents and businesses is significant and growing. Asset renewal is an investment in the future and an important factor in maintaining and, where possible, extending the operational lifespan of the City's assets. The proposed 2020-2024 General Capital Plan totals \$110 million in 2020; with a planned investment of \$570 million over the next five years. Further detail on the proposed Five-Year Capital Plan can be found, starting on page 77 of Appendix A, 2020-2024 General Capital Plan.

The 2019 Federal Budget included a one-time transfer of funds through the Gas Tax Fund to address short-term priorities in municipalities and First Nation communities. As a result, the City has received approximately \$12 million in additional one-time Gas Tax funding. The proposed General Capital Plan, starting on page 78 outlines a number of projects that are proposed to be funded through Gas Tax funding.

As mentioned previously on page 3, the proposed budget recommends reinvestment of the \$3 million in savings to establish a Recreation/Culture Capital Program. In 2020, the \$3 million will fund a spray pad/accessible playground hub, multi-use pathways, a portion of the City's contribution to renovations of the Globe Theatre, and a civic art program. The ongoing capital program will allow investments to be made annually to advance Regina's Culture and Recreation Master Plans, and other initiatives that enhance quality of life.

Information on the development and funding sources for the 2020-2024 General Fund Capital Plan can be found in Appendix B to this report.

Multi-Year Capital Projects

Recommendation 3 of this report recognizes the multi-year financial commitments associated with capital projects that require more than one year to complete and require advance approval. Approving funds in 2020 through to 2024 for projects that commence in 2020 allows the City to commit the total cost of the project from tendering through to their completion.

(\$000s)

Division	Department	Project/Program Name	2020	2021	2022	2023	2024	5- Year Total
Citizen Services	Roadways & Transportation	Fleet Addition - Semi-Truck and Trailer	-	275	-	-	-	275
		Tandem Truck Upgrades complete with slide in sanders	-	95	190	-	-	285
		Winnipeg Street Bridge	3,200	15,000	1,000	-	-	19,200
	Transit & Fleet Services	Civic Fleet Replacement		3,450	-	-	-	3,450
		Fire Fleet Replacement		1,100	-	-	-	1,100
		Transit Fleet Replacement	-	2,000	-	-	-	2,000
	City Planning & Community Development	Facilities Services	City Hall Fire Suppression and Ceiling Tile Upgrades	725	725	-	-	-
Wascana Pool			7,500	7,500	-	-	-	15,000
Roadways Equipment Storage - Repurpose Building D			300	450	-	-	-	750
Regina Police Services Facility			-	3,500	3,500	-	-	7,000
Parks, Recreation & Cultural Services		Regent Park Par 3 Redevelopment	1,300	1,400	-	-	-	2,700
Sustainable Infrastructure		Ring Road Railroad Relocation	1,000	1,000	-	-	-	2,000
Financial Strategy & Sustainability		Assessment, Taxation & Utility Billing	Tax & Assessment Suite (TAS) Modernization	532	532	283	-	-
	Land & Real Estate	Regina Revitalization Initiative (RRI) Railyard Renewal Project	400	5,500	-	-	-	5,900
Total General Fund			14,957	42,527	4,973	-	-	62,457

By approving the commitment of these funds, the City increases the assurance among bidders that the City will fund the entire project. This should increase the attractiveness of the City's bid calls for the work and facilitate more competitive bid pricing. It also maximizes the flexibility and accountability for managing the capital budget by matching the provision of funds with the

year in which they are required, which is a best practice in capital budgeting. Council maintains the discretion to cancel any project at any time, following consideration of the costs associated with doing so.

Other Considerations

Appendix E to this report includes information on the Regina Police Service Facilities Renewal project. The 2020-2024 Capital Plan includes additional funding in the amount of \$7 million for the Regina Police Service (RPS) Facilities Renewal to achieve a campus facility solution that will serve the RPS into the future. This funding is proposed to be spread out across 2021 and 2022 with approval being requested to include the additional funding as part of the construction Request for Proposals that will be issued in 2020.

Council Referred Items

Council and its Committees referred items to the 2020 budget development process. These items are described below with additional detail on each included as Appendix C of this report.

Community Association Funding (Appendix C, page 1)

- Council requested Administration to provide information on the impact and hurdles community organizations encounter in providing recreation, cultural activities, safety activities such as Neighbourhood Watch and advancement of the OCP in their Wards and Associations. The proposed Budget includes funding a \$135,000 investment in Community Associations. The funding will be used to increase the allocation to the Phase Funding Stream of the Community Investment Grants Program by \$100,000, and \$35,000 to purchase a group insurance package for general liability and Directors and Officers insurance.

Downtown Public Washrooms (Appendix C, page 12)

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

Solar Pathway Lighting Pilot Project (Appendix C, page 13)

- Community and Protective Services Committee requested the inclusion of funding for a pilot project to test LED lighting and conventional power LED lighting along pathways be included for consideration in the 2020 Budget. The proposed 2020 capital budget includes funding in the amount of \$201,000 for the pilot project

Regent Park Par 3 (Appendix C, page 14)

- Council requested that an implementation and financing plan for the recreational redevelopment of the Regent Park Par 3 Golf Course be brought to Council for consideration as part of the 2020 budget process. Funding for this project is included as part of the 2020 (\$1.3 million) and 2021 (\$1.4 million) capital budgets. Administration is recommending this project receive multi-year approval to provide financial flexibility.

Heritage Building Rehabilitation Program & Heritage Inventory Workplan (Appendix C, page 16)

- Council directed Administration to include provisions for supporting the review of the Heritage Building Rehabilitation Program. Funding for this program has been included in the 2020 General Budget.

Maple Leaf and Wascana Pools (Appendix C, page 18)

- Council directed Administration to bring forward a financing plan for the construction of Maple Leaf Pool to the 2020 budget process. The 2020 capital plan includes funding for Maple Leaf Pool through the one-time Gas Tax Grant at a projected capital cost of \$4.5 million. The 2020-2024 Capital Plan includes funding for construction of Wascana Pool through the following funding sources:

(\$000s)

Funding Source	2020	2021	Total
Debt	7,500	3,000	10,500
Servicing Agreement Fees		1,500	1,500
Dedicated Lands Reserve		3,000	3,000
TOTAL	7,500	7,500	15,000

Pedestrian Connectivity Program (Appendix C, page 20)

- Public Works and Infrastructure Committee requested funding for the Pedestrian Connectivity Program be referred to the 2020 budget. The Pedestrian Connectivity Program provides new pedestrian network infrastructure to create more complete neighbourhoods and to provide access to existing transit routes. The proposed 2020-2024 General Capital Plan includes funding of \$100,000 in 2020 with a planned investment of \$1.8 million over the next five years.

Ring Road Railroad Relocation (Appendix C, page 21)

- Council directed Administration to bring forward a financing plan for consideration to fund the preliminary design for the Ring Road Railroad Relocation through the 2020 budget process. Funding for this project is included as part of the 2020 (\$1 million) and 2021 (\$1 million) capital budgets. Administration is recommending this project receive multi-year approval to provide financial flexibility.

Multi-Use Pathway Project – East Courtney Street, Connecting Rink Avenue to Whelan Drive (Appendix C, page 23)

- Council directed Administration to refer a plan to implement a permanent multi-use pathway on the east side of Courtney Street from Rink Avenue to the 2020 budget process; further to that, Council directed Administration to explore alternatives to pave the remaining portion of pathway from Whelan Drive to Mapleford Gate, including alternative funding sources and partnerships, and that the additional paving be considered as part of the 2020 budget process. The 2020 General Capital Budget includes funding for construction of a multi-use pathway along Courtney Street from Rink Avenue to Whelan Drive. Administration is continuing to explore third party funding to pave the

remaining portion of pathway from Whelan Drive to Mapleford Gate. If external funding for this project is not available, ultimately there may be an opportunity to use some funds from the newly created Recreation/ Culture Capital program to fund this project.

Transit Sunday and Statutory Holiday Service – Extending Service from 7 p.m. to 9 p.m.
(Appendix C, page 25)

- Community and Protective Services Committee recommended that through the 2020 budget process, consideration be given to extend the hours of paratransit and conventional service from 7 p.m. to 9 p.m. on Sunday and Statutory holidays. Administration reviewed Sunday night service ridership statistics in other municipalities. Sunday service after 7 p.m. has a low ridership in most municipalities. Given the feedback from other municipalities and ridership trends on Saturday night, it is estimated that Sunday night service would generate around 11.4 passengers per bus hour (PBH); which is below the City's service standard of 15 PBH. The net operating funding required to extend service for conventional and paratransit on Sundays is \$246,420. Administration is not recommending funding for this service enhancement as part of the 2020 Budget. The Transit Service Master Plan will be presented within the next two years, decisions on investments will be better informed once this is complete. Transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Transit Sunday and Statutory Holiday Service – Additional Service Route 18 (Appendix C, page 27)

- Community and Protective Services Committee recommended that through the 2020 budget process, consideration be given to provide Sunday transit service for Route 18 (Harbour Landing/University). Through the analysis of the current Sunday service routes, Administration has determined that Route 18 would likely meet the service standard of 15 PBH. Route 18 is currently the best performer on Weekday and Saturdays, it is anticipated that this route will perform well on Sundays as well. The net operating funding required to provide Sunday service for Route 18 is \$75,300. Administration is not recommending funding for this service enhancement as part of the 2020 Budget. While the route is anticipated to meet the minimum service standard, the Transit Service Master Plan will be presented within the next two years, decisions on investments will be better informed once this is complete. Transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Transit Sunday and Statutory Holiday Service – Increased Frequency (Appendix C, page 29)

- Community and Protective Services Committee recommended that through the 2020 budget process, consideration be given to increase the frequency on five of nine current conventional Sunday transit routes. If the frequencies are increased from 60 minutes to 30 minutes, ridership is forecasted to exceed the service standard of 15 PBH on five of the nine routes. The net operating funding required to increase the frequency of conventional transit and operating an additional paratransit bus is \$588,000. Administration is not recommending funding for this service enhancement as part of the 2020 Budget. While the route is anticipated to meet the minimum service standard, the Transit Service Master Plan will be presented within the next two years, decisions on investments will be better

informed once this is complete. Transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Regina Airport Transit (Appendix C, page 31)

- Community and Protective Services Committee requested a new transit route for the expansion of service to the Regina Airport be brought forward for consideration as part of the 2020 budget process. Administration is not recommending funding for new service to the Regina Airport as part of the 2020 Budget. The Transit Master Plan will be completed within the next two years, decisions on additional investments will be better informed once this plan is complete. As well, transit services scored relatively low compared to higher priority items identified by residents in the pre-budget and 2019 Citizen Satisfaction Surveys.

2020 Utility Operating Budget

The Utility rates support four service areas:

1. Water supply and distribution – the water system provides water for residential, institutional, commercial and industrial customers, as well as for fire protection.
2. Wastewater collection and treatment – the wastewater system collects wastewater from residential, institutional, commercial and industrial customers in the City and treats wastewater in accordance with the federal and provincial government's environmental regulations and industry standards.
3. Storm water collection and flood protection – the drainage system controls water runoff from rainfall and melting snow in and around the City.
4. Customer service including utility billing and collections functions in an efficient, accurate and timely manner. It also includes the communication function of responding to customer inquiries and needs.

Utility rates for 2020 were adopted by Council with the 2019 Utility Budget. The 2020 rates result in a 3% increase or for a typical residential customer about \$4.14 per month. Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management and renewal. This serves to moderate the need for dramatic rate increases in any given year.

Supplying safe drinking water and ensuring the management of sanitary sewage and storm water are essential services provided by the Waterworks, Sewer and Drainage Utility. Pressures due to aging infrastructure, population growth, climate change and changing regulations require utilities to plan and manage water in new ways. The Utility delivers a reliable, accessible and sustainable supply of high-quality drinking water. The Utility also strives to ensure that potable water is used efficiently and that the City is prepared for emergencies. The Utility creates and maintains sewer and storm water systems that protect public health and property.

Utility Revenues

Revenue (000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Utility Fund - Revenues							
Water	68,463	70,651	68,335	70,844	70,009	1,673	2.4
Wastewater	51,654	53,520	51,851	53,052	53,364	1,513	2.9
Drainage	15,994	16,666	17,225	17,215	17,847	622	3.6
Administrative Fees and Other Charges	1,592	1,255	1,638	1,248	1,124	(514)	(45.7)
Total Revenue	137,703	142,092	139,049	142,359	142,344	3,295	2.4

The user-pay structure of the Utility Fund means that fees paid by customers support the cost of providing the service and maintaining the assets required to provide the service. An overall Utility rate increase of 3% in 2020 has been previously approved by Council. The rate increases will be effective January 1, 2020.

Revenues from Utility rates are estimated to total \$142.3 million, an increase of \$3.3 million over 2019. The increase includes the Council approved 3% rate increase.

Rate increases approved for 2020 and 2021 will provide reliable revenues for the City based on assumed growth rates for the future as well as predictable future cost for customers.

Utility Operating Expenditures

Expenditures (000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Utility Fund - Expenses							
Water	17,067	18,225	16,710	16,129	17,129	419	2.5
Wastewater	9,005	7,531	9,316	8,244	9,610	294	3.2
Drainage	2,665	5,545	3,623	3,316	3,667	44	1.2
Wastewater Treatment	7,656	7,871	12,436	12,494	9,589	(2,847)	(22.9)
Water Purchase	13,322	17,032	15,995	17,000	16,741	746	4.5
Customer Services	13,490	15,067	15,428	15,316	15,775	347	2.2
Utility Operations Total	63,205	71,271	73,508	72,498	72,511	(997)	(1.4)
Access Fee	9,856	10,218	10,386	10,386	10,827	441	4.1
Debt Payment	6,279	6,156	14,060	14,060	5,118	(8,942)	(174.7)
Transfer to Reserve	58,363	54,447	41,095	42,595	53,888	12,793	23.7
Utility Other Expenses	74,498	70,821	65,541	67,041	69,833	4,292	6.1
Utility Fund Total	137,703	142,092	139,049	139,539	142,344	3,295	2.4

Similar to the General Operating Fund, the Utility Fund is committed to continually implementing innovations to improve efficiencies and reduce costs. The recommended Utility Operating Budget for 2020 totals \$142.3 million; an increase of \$3.3 million from 2019.

Substantial changes reflected in the 2020 Utility Budget include:

- Expenditure increases in Water, Wastewater, Drainage and Customer Services primarily due to increased operating costs related to increased salary and benefit costs and increased fuel, electricity and natural gas costs related to the Carbon Tax, consistent with similar increases in the General Fund.
- A decrease in Wastewater Treatment expenditures primarily the result of the removal of a one-time expense in the 2019 Budget related to planned maintenance payments that were due to EPCOR in 2019.
- Water Purchase expenditures are projected to increase due to increased payments to Buffalo Pound for the purchase of water due to a projected increase in the quantity of water purchased as well as an increase in the capital rate charged by Buffalo Pound Water Treatment Corporation as approved by its Board.
- The City had a large planned debt retirement expenditure in 2019 that does not exist in 2020 resulting in a decrease in debt repayment expenditures.

2020-2024 Utility Capital Plan

Future capital investments and financial forecasts are reviewed and updated annually through the budget process, which includes a review of changing conditions, the Utility's capital investment planning and the development of master plans. Over the last ten years, capital investment to fund projects and programs such as the wastewater treatment plant upgrade project, has closely matched projections that address service needs for the continued delivery of safe, reliable services to customers.

The recommended 2020-2024 Utility Capital Plan, highlighted in Appendix A beginning on page 101, includes a total expenditure of \$426.2 million. The proposed 2020 Utility Capital Plan totals \$70 million.

Similar to General Fund Capital, Utility Fund Capital utilizes various sources of funding to support infrastructure. The Utility Reserve supports the majority of the infrastructure costs ensuring that the infrastructure is maintained over the long-term through a full-cost recovery, user-pay model.

The 2020 Utility Capital Plan focuses investment in key areas:

- Linear Renewal Work - \$29.5 million investment in infrastructure renewal that will support the goal of providing ongoing reliable service of a suitable quality and capacity as outlined in our Master Plans.
- Drainage Upgrades - \$14 million investment to upgrade drainage systems in older neighbourhoods to reduce the risk of flooding.
- Water Meter and AMR Replacement - \$5.1 million investment in the City's water meter and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime costs.
- Infrastructure Growth - \$3.2 million for projects that support growth such as Creeks Wastewater Pumping Station Expansion funded from Service Agreement Fees.
- \$18.2 million for other projects such as pumping station upgrades, chlorine booster stations and equipment replacement.

Multi-Year Capital Projects

Recommendation 11 of this report recognizes the multi-year financial commitments associated with capital projects that require more than one year to complete and require advance approval. Approving funds in 2020 through to 2024 for projects that commence in 2020 allows the City to commit the total cost of the project from tendering through to their completion.

(\$000s)

Division	Department	Project/Program Name	2020	2021	2022	2023	2024	5-Year Total
Citizen Services	Water, Waste & Environmental Services	Wastewater Infrastructure Renewal	10,310	10,310	-	-	-	20,620
Total General Fund			10,310	10,310	-	-	-	20,620

By approving the commitment of these funds, the City increases the assurance among bidders that the City will fund the entire project. This should increase the attractiveness of the City's bid calls for the work and facilitate more competitive bid pricing. It also maximizes the flexibility and accountability for managing the capital budget by matching the provision of funds with the year in which they are required, which is a best practice in capital budgeting. Council maintains the discretion to cancel any project at any time, following consideration of the costs associated with doing so.

Council Referred Items

Utility Fund Rates (Appendix D)

- Council requested a report to be brought back as part of the 2020 budget that includes implications of lowering the base utility rate and/or shifting the cost of consumption. The 2020 Budget does not include any shifts from the base utility rate to the consumption rate. Adjusting the rates to have more revenue coming from the variable consumption rate would benefit some residents, but would not be connected to their means but rather to their use profile. Additional information is provided in a report attached as Appendix D.

Utility Reserves & Debt

In 2020, the City plans to transfer \$53.9 million to the General Utility Reserve to fund current and future capital projects. The reserve balance at the end of 2020 is projected to be \$81 million to fund the five-year capital plan. The reserve balance at year-end 2024 will be an estimated \$26 million.

The December 31, 2019 outstanding debt balance for the City of Regina's Utility Fund is projected to be \$74 million and is projected to decrease to \$72.4 million at the end of 2020, as noted in the 2020 Budget. This outstanding debt is related to the Wastewater Treatment Plant.

Capital work is funded through a combination of reserves and debt. Debt is typically used to fund large extraordinary work, while the ongoing capital plan is funded from the General Utility Reserve and the Utility Servicing Agreement Fee Reserves.

Service Partner Budgets

The City works with key service partners, including the Provincial Capital Commission (PCC), Economic Development Regina (EDR) and the Regina Exhibition Association Limited (REAL). PCC, EDR and REAL each make annual requests to City Council for funding through Executive Committee (EX19-35, attached as Appendix E). The table below reflects the actual funding to each agency in 2017 and 2018, the 2019 Budget, and the level of funding included in the proposed 2020 Budget.

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Provincial Capital Commission	2,912	2,719	2,719	2,719	2,719	-	-
Regina Economic Development	1,820	1,720	1,812	1,812	1,848	36	2.0
Regina Exhibition Association Limited	400	400	200	200	100	(100)	(50.0)
General Fund Expenditures	5,132	4,839	4,731	4,731	4,667	(64)	(1)

Other Budgets

The Regina Police Service submits its budget request to the Board of Police Commissioners who, in turn, make their recommendation to City Council for approval. The Regina Public Library requests a separate mill rate approval from City Council.

Regina Police Service

The RPS budget included in Appendix A is considered draft until such time as the Board of Police Commission approved budget is presented to City Council on November 25, 2019.

Regina Public Library

The Regina Public Library (RPL) promotes and supports cultural, economic, educational and recreational development in the City through collections, programs and services. The Board of RPL has approved the library's budget and has requested a mill rate of 0.74971 for 2020; an increase of 2.3% from 2019. RPL increased the mill rate by 1.8% in 2019. If approved by Council, Administration will bring forward a bylaw in the spring of 2020 to formally levy the mill rate.

Summary

The proposed 2020 Budget balances affordability and strategic investment with the lowest mill rate increase in a decade, continued funding for resident priorities like roads, infrastructure renewal and public safety, and a stronger commitment to recreation and culture.

The bylaw to formally levy the mill rate will be brought forward in the spring of 2020 when the provincial government provides the City with the mill rates for the school divisions. At that time, City Council will also approve the mill rates for the Business Improvement Districts, as well as the Regina Public Library and the City.

The 3% utility rate increase on January 1, 2020 is the second of three consecutive rate increases approved by Council for 2019, 2020 and 2021. The rate increase supports a financially stable water utility that is based on full cost recovery. The rate increases provide for ongoing investment in infrastructure renewal that ensures the continued delivery of safe, reliable water, wastewater and drainage services.

RECOMMENDATION IMPLICATIONS

Financial Implications

The financial implication of the recommended General Operating Budget is an increase in the property tax mill rate to 8.37161, representing a 3.25% increase from 2019.

For a home assessed at \$350,000, the recommended 2020 mill rate increase of 3.25% will result in an approximate property tax increase of \$67.26 per year; an increase of \$5.60 a month.

The utility rate increase is consistent with the previously approved 3% rate increase which will support the current operating costs and the projected capital investments as planned in the Utility Model. The average household will pay an additional \$49.68 per year; an increase of \$4.14 per month in 2020.

The strength of the City's financial performance has been acknowledged with an AAA credit rating by Standard & Poor's. When developing its long-term financial plan, the City maintains a commitment to strong financial discipline and continued management of debt to ensure that capital investments will not unduly burden the Operating Budget through debt servicing, operating and asset lifecycle costs.

Environmental Implications

None related to this report.

Policy and/or Strategic Implications

The recommendations in this report and the resulting 2020 Budget align to the strategic objective to "deliver reliable service" as described in the City of Regina's Strategic Plan while continuing to make investments to advance our vision.

The recommendations in this report and resulting 2020 Utility Budget, support the Official Community Plan, specifically adhering to the benefits model based on a user pay system. They also support the objectives in the City of Regina's Strategic Plan, namely delivering reliable service and improving service financial sustainability.

Other Implications

None specifically related to this report.

Accessibility Implications

The recommended 2020 Budget continues to fund a variety of accessibility initiatives that were implemented in previous years.

COMMUNICATIONS

Administration actively engaged residents to understand their spending priorities as part of pre-budget planning. Between April 24 and May 13, 2019, an online survey was available on Regina.ca to obtain feedback on the spending priorities of residents. A total of just under 2,600 residents responded to the survey. Survey respondents identified roads, infrastructure and public safety as top spending priorities.

The *Conversation with the City* drop-in event held at City Hall on October 10, 2019 also provided the opportunity for residents to share their questions and ideas with members of City Council and Administration and to learn about City operations.

In conjunction with the release of the proposed 2020 Budget, detailed information will be available online at Regina.ca including the proposed 2020 Budget Book and highlights. The release of the Budget will be promoted through scheduled advertising campaigns.

DELEGATED AUTHORITY

The recommendations in this report require City Council approval.

Respectfully submitted,

Respectfully submitted,


Barry Lacey, Exec. Director, Financial Strategy & Sustainability 11/14/2019

Report prepared by:

Strategic Investments, Stronger Community



2020 General Operating Budget
2020-2024 General Capital Plan
2020 Utility Operating Budget
2020-2024 Utility Capital Plan

Letter from the City Manager

November 15, 2019

To: His Worship the Mayor and City Councillors

Re: General and Utility Fund 2020 Operating and 2020-2024 Capital Budget

On behalf of Administration, we are pleased to recommend the City of Regina's General and Utility Fund 2020 Operating Budgets and 2020-2024 Capital Budgets for your consideration and adoption as per Section 128 of *The Cities Act*.

The proposed General Fund 2020 Operating and 2020-2024 Capital Budget is a continuation of the City's commitment to operations that are efficient, fiscally responsible, and that support a vibrant, inclusive, attractive and sustainable community. It builds on our continued efforts in 2019 to invest in the priorities of residents, which includes major infrastructure renewal, policing and safety, and initiatives that support community growth and quality of life.

The 2020 Budget provides a unique opportunity for the City to capitalize on an additional \$12 million in one-time funding from the federal Gas Tax Program and savings incurred through a management review completed in early 2019. Also, this funding will address current needs and set the framework for ongoing investments beyond 2020 that will advance and enhance the quality of life for Regina residents.

As a result, the proposed 3.25 per cent mill rate increase for 2020 represents the lowest increase in the last 10 years, enabling the City to maintain momentum in significant infrastructure investment and reliable service delivery while being responsive to current economic challenges and service affordability. In addition to the 0.45 per cent portion dedicated to repayment of Mosaic Stadium, the proposed mill rate will include a new 0.5 per cent portion dedicated for the next five years to funding the Recreation Infrastructure Program adopted by Council on October 28, 2019. This dedicated portion will raise \$1.26 million in 2020.

For the average assessed home value of \$350,000, the impact of the overall 3.25 per cent will be an increase of \$5.60 per month for the municipal portion of property taxes.

The 2020 General Fund Capital Budget forecasts investing \$110 million this year. It is notable that the City's current contributions to capital, which are derived through City-generated revenue, will exceed 50 per cent of the total capital spend in 2020. This means we are relying less on reserves and third party sources of revenue, such as cost-shared federal government infrastructure programs to fund our capital program. Since 2011, the City has more than tripled its current contributions to capital, which further reinforces our commitment to long-term viability and asset management.

Major capital projects funded in 2020:

- \$17 million for the residential roads renewal
- \$14 million for the street infrastructure renewal primarily focused on major roads
- \$12 million for the construction of outdoor pools in 2020 (\$7.5 million for Wascana Pool and \$4.5 million for Maple Leaf Pool)
- \$10.5 million to support the Facilities Asset Management Program which is designed to extend the life of City-owned facilities and reduce expenses in the future
- \$8.8 million to complete the Waste Management Centre
- \$1.3 million for the redevelopment of the Regent Par 3 golf course

- \$3 million for the establishment of an ongoing Recreation/Culture Capital Program that will fund investments to spray pads and accessible playground hubs, multi-use pathways, the City's commitment to Globe Theatre renovations and a Public Art Program
- \$1 million for the Ring Road Railroad Relocation Project

The 2020 Utility Capital Budget continues its infrastructure renewal plan with an investment of \$70.5 million. Major Utility Fund projects include:

- \$16.2 million in water infrastructure renewal
- \$10.3 million in wastewater infrastructure renewal
- \$5.1 million for water meters and automated meter reading (AMR) system replacement
- \$2 million for chlorine booster stations
- \$1.5 million for supply line assessment and rehabilitation

The Utility Fund 2020 Operating Budget proposes a 3 per cent rate increase, effective January 1, as approved by Council in 2019 for the each of the 2019, 2020 and 2021 budget years. For the average homeowner, this means a monthly increase of \$4.14 in 2020. The projected revenue for 2019 is \$142.3 million, an overall revenue increase of 2.4 per cent. This three-year rate model provides predictability for customers and stability for the City to achieve long-term investment in infrastructure that helps ensure the continued delivery of safe, reliable water, wastewater and drainage services.

The City is mindful that long-term planning, efficient use of resources, continued investment in infrastructure maintenance and renewal is fundamental to achieving the outcomes necessary for growth and long-term financial sustainability. The 2020 Budget allows the City to embrace a proactive and prepared position that will be of significant benefit in anticipating service delivery and investment needs over the next decade.

Respectfully submitted,



Chris Holden

City Manager

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Influencing Factors

The City of Regina utilizes a planning framework that integrates long-term vision with achievable, planned change and the ongoing delivery of services to residents. The community priorities in *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP) and the City's four-year Strategic Plan provide direction for Administration in developing the annual budget. In addition, issues of more immediate concern, including current economic conditions, provide context into budget development. Also, see Appendix A – Financial Structure, Policy, and Process.

Community Profile

Regina is Saskatchewan's capital city. It has a population of roughly 236,000 and serves a larger metropolitan area of 257,000. The community has been affected by over a decade of strong growth in its resource-based economy. The OCP projects the population will grow to 300,000 in the next 20 years.

While Regina is the provincial capital and has a large public service sector, it also depends on a resource-based economy featuring the oil and gas, potash and agricultural sectors. Regina is the home base for companies such as the Co-op Refinery Complex, the world's first cooperatively-owned refinery; EVRAZ, a vertically integrated steel, mining and vanadium business; and Viterra, a leading grain and oilseeds marketer and handler. Regina also serves as head office for several provincial Crown corporations including SaskEnergy, SaskPower, SaskTel and SGI CANADA, as well as Farm Credit Canada, a federal Crown corporation.

In recent years, Regina has continued to diversify into sectors such as banking and finance, computer and information technology, manufacturing and telecommunications. These factors led to one of Canada's strongest economies from 2005 to 2015, reflected in strong growth in gross domestic product (GDP), low unemployment and rising personal income levels.

The intense pace of Regina's growth leveled off in 2015. 2016 saw virtually no growth in GDP, and only a small increase in 2017. In 2018, Regina experienced 0.8% GDP growth – still below Saskatoon's 2.2% and Saskatchewan's 1.8%. However, thanks to moderate growth in manufacturing, construction and the service sector, GDP growth is expected to reach 2.3% in 2019. This is expected to continue with the Conference Board of Canada predicting continued GDP growth averaging 2% between 2020 and 2022.

Flat provincial growth over the past several years had reduced provincial government revenues negatively impacting funding the City received through provincial revenue sharing agreements with municipalities. Recent changes to the Municipal Revenue Sharing Program have resulted in funding levels returning to levels seen prior to the economic slowdown. Revenue sharing peaked in 2016-2017 when Regina received roughly \$42,170,000. Regina's 2019-2020 share was \$39,202,000, almost the same as what was received in 2014-2015. The 2020-2021 provincial revenue sharing (2020 City of Regina Budget) will be \$42,407,000, slightly higher than the previous high in 2016-2017. As well, as part of the 2019/20 federal budget, one-time additional Gas Tax funding of \$12,281,160 is being provided to the City of Regina. These funds must be spent by December 2023.

Priorities and Issues

For 2020, the key focus of the organization remains improving our ability to deliver reliable, sustainable services at an affordable cost that is acceptable to residents now and into the future. To achieve this, the City is continuing to strengthen its long-term financial planning framework, recognizing that significant resources are required for asset renewal, some of which last 50 to 100 years. This also requires that the City engage with City Council and residents so that the community understands these long-term obligations as part of the full cost of the services they receive.

Asset Renewal and Financial Viability

One of the Community Priorities of the OCP is to ensure Regina's long-term financial viability. Historical patterns of deferring the renewal of infrastructure assets created a backlog of investments necessary to maintain the services residents use every day. This includes the renewal of streets, underground infrastructure, recreational amenities, fleet and buildings in which the City conducts its business and delivers services.

The City is continuing to refine its processes, policies, reporting and systems necessary to realize sustainable asset management for City owned and maintained infrastructure, such as through the development of plans for asset categories (i.e. roads, bridges, underground utilities, recreational and corporate facilities). In recent years, the City has made significant advances to increase its investment and commitment to infrastructure renewal. The City must avoid returning to

the previous deferral of infrastructure investment which burdens future generations with the cost of renewing assets that are being used today.

For the second year in a row, the credit rating agency Standard & Poor's upgraded the City's credit rating, increasing it to the highest possible rating of AAA in 2019. This demonstrates the City's commitment to maintaining financial discipline and continued management of debt even in difficult times. S&P noted that Regina has very strong financial management practices and the City has strengthened its long-term financial planning capabilities through improved linkages between its financial modelling and budgeting processes, its asset management plans, and its strategic plan.

Understanding How and What We Deliver

The City delivers many public services and looks for opportunities to improve on these services to ensure they are reliable, sustainable, and delivered in a consistent and cost-effective manner. As the City moves forward, additional tools and systems need to be explored to realize these goals. The City's plan for the coming years is to analyze each service by documenting levels of service and cost, ensuring that standard operating procedures are consistent with those levels of service and effectively delivered by employees, and identifying where service costs should be recovered directly from users to limit the pressure on property tax revenues.

Tied to the documentation and costing of services is a desire to engage residents in dialogue about how to make our services more sustainable and build trust in the City's ability to do so. Residents need to be assured that current levels of service and standard operating procedures represent the most effective and efficient choices currently available to ensure value is provided for the property taxes, fees and charges they pay. The City continues to participate in a national benchmarking system for service efficiency and effectiveness and is planning to introduce several other ongoing performance improvement activities to further strengthen its financial stewardship practices.

The City will utilize and upgrade existing Master Plans and create other new plans as needed to further align services and policies to advance the OCP. Delivery of the OCP objectives will move Regina toward a more vibrant, inclusive, attractive community. However, in order to effectively deliver on the long-term wants and needs of the community, choices need to be made today.

Citizen Engagement

The City has always made citizen engagement a priority and works with stakeholders, community organizations and partners to develop and implement policy initiatives and seek input on service and policy changes. The City will continue to prioritize resident engagement.

Opportunities still exist to help residents understand the broader role of the City, what services it delivers, what they cost and how they are paid for. Recently, the City has adopted a public engagement framework to enable a more consistent approach to public engagement, and as Administration works to advance major issues such as asset management and long-term financial viability, it will be essential to engage residents in a broader discussion of service priorities and affordability. The City must focus its efforts on ensuring these discussions assist residents to understand that there are cost implications with increasing levels of service, and conversely, there are service implications to lowering cost.

Employee Engagement and Empowerment

The delivery of reliable sustainable services to Regina residents is dependent on people resources. More than half of the City of Regina's budget is spent on employee salaries – people who drive buses, pick up garbage, suppress fires, pave roads, clear snow and teach swimming lessons, among other varied roles. The City is dependent on the skills and commitment of its employees to meet residents' expectations. It needs to provide a safe, rewarding workplace to ensure that residents receive the services they expect.

The City is working to create a culture without silos where employees are working together as a unified team to deliver reliable services to the community. The Strategic Plan will see employees' performance enhanced – that they are committed to customer service, familiar with and capable of delivering on standard operating procedures and levels of service, and capable and empowered to identify issues and propose solutions that serve Regina residents. The City will continue to improve approaches to ensuring employees are well-trained, professional, engaged and committed to the residents of Regina and the community as a whole.

In 2019, the organization completed a management review to ensure the leadership structures in place were well positioned to deliver on the City of Regina's vision and mission. The resulting streamlined management structures and realigned departments better support a modern, citizen-centric organization. The review led to an annual savings of \$3.0 million.

Risk Factors

There are a number of factors that affect the City's ability to sustain levels of service.

Asset condition - The effort to maintain low user fees and property taxes in the past resulted in a backlog of needed asset renewal. This gap has the potential to create risks to the quality or consistency of our services. Furthermore, changes in climate, asset usage and population may require that current assets be replaced with something different. For example, hockey participation is declining, while soccer participation is growing. These shifts need to inform service choices which impact asset management planning.

The City has developed asset management plans for several key asset classes. In addition, many services are developing master plans with a view to service requirements in the future. To date, the City has completed a Culture Plan, a Facilities Master Plan, a Transportation Master Plan, Recreation Master Plan, and Water Master Plan. The Wastewater Master Plan and Fire Protection Master Plan are in development. Within the next few years, Solid Waste, Parks and Transit Master Plans will be added. These plans will help the City understand where the asset risks are and where the priority investments need to be.

Succession Planning - Almost one quarter of the City's workforce is eligible to retire in the next eight years. Not only will the City need to recruit replacement workers, but it will also lose significant experience and service knowledge. The planned work to document levels of service and standard operating procedures will help mitigate this issue.

Slower Economic Growth - As with all municipalities of this size, the main sources of revenue are property taxes, user fees for various municipal services, and government grants. While property taxes are structured so that they are at a reduced risk of decline through periods of low economic growth, other sources of revenue are not. Activities such as utilization of the City's recreation facilities are discretionary family expenditures and participation levels are impacted by changes in personal income. As has recently been experienced, grants from other levels of government are also at a higher risk of decline. In addition, other levels of government, in dealing with the challenges of a changing economy, may transfer some areas of service delivery and asset management to the municipal level. This results in difficult decisions for the City that are often required to be made more quickly than desired. The City has defined plans to manage and build for the future. Major changes in revenue and responsibility with little advance notice can impose a high level of risk on the City's ability to follow through on the delivery of its plans.

In periods of slower economic growth, other levels of government may also choose to increase funds available for new infrastructure to stimulate the economy. While the City is investing heavily in much needed infrastructure renewal that draws from reserve balances, it is moderately positioned to take advantage of some of these opportunities to leverage additional funding for needed infrastructure renewal should they arise.

Upcoming Elections – There is an increased risk of changes to funding programs depending on the outcomes of the upcoming provincial elections. This could include where to focus the spending, the amount allocated and the time when funds are accessible. Municipal elections will also occur in late 2020.

Strategic Goals & Strategies

The City of Regina has a four-year Strategic Plan, *Making Choices Today to Secure Tomorrow: Advancing the Official Community Plan*. The key focus of the Plan is to improve our ability to deliver reliable, sustainable services at an affordable cost that is acceptable to residents. The Plan includes five targeted outcomes:

- **Residents trust us by being informed and engaged.**
The City wants residents to better understand the trade-offs necessary to determine services and levels of service, and trust the City to deliver those services in a responsible way.
- **The City advances policy and service changes consistent with *Design Regina: The Official Community Plan (OCP)*.**

Developed through extensive community engagement, the OCP is as much a City document as it is the community's document. Since the OCP describes the future state, the City needs to ensure choices made move forward to achieve the OCP.

- **The City balances community need with affordability across all services.**

Given the wide range of services the City provides, it is important to diligently balance what the community needs and wants with affordability.

- **Residents value services and believe they receive value for what they pay.**

Since Administration exists to serve the community, Administration wants City services to meet expectations while building the community's trust that property tax rates are fair.

- **Employees are engaged and empowered.**

As deliverers of programs and services to the community every day, City employees should all feel a sense of pride in their work to make Regina a vibrant, inclusive, attractive, sustainable community.

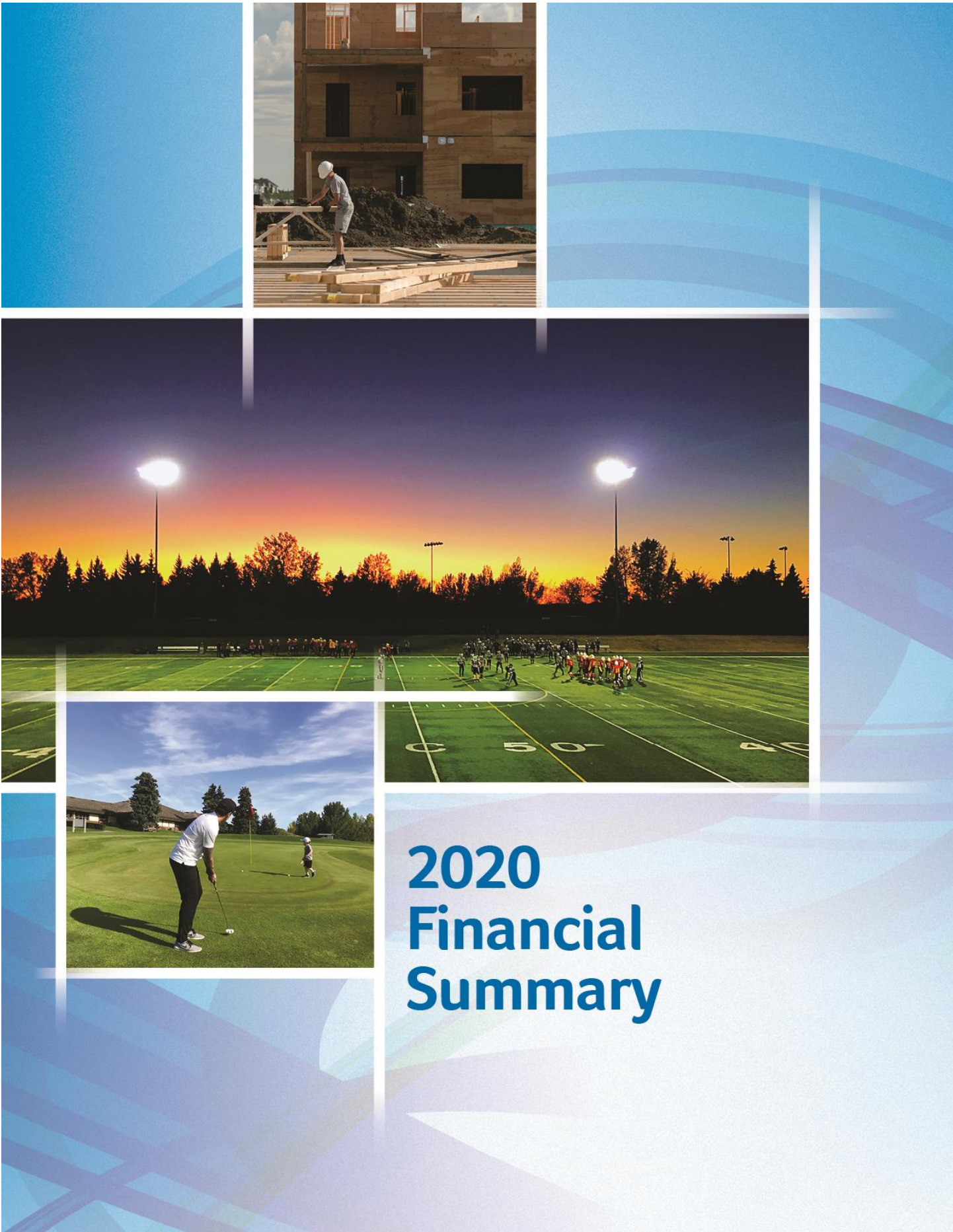
The City will work toward these outcomes through the execution of 12 objectives. Seven of these objectives are focused on our employees and process, and include enhancing employee performance, embedding the One City – One Team principle, empowering employees, improving process, improving decision making, improving integrated planning and improving communication. Two objectives are intended to improve our use of resources and increase the understanding of service costs and revenues relative to levels of service. Our final three objectives are public-focused and are intended to increase the understanding among residents of the cost of services, improve financial sustainability and deliver reliable service.

Short-term Organization-wide Influencing Factors

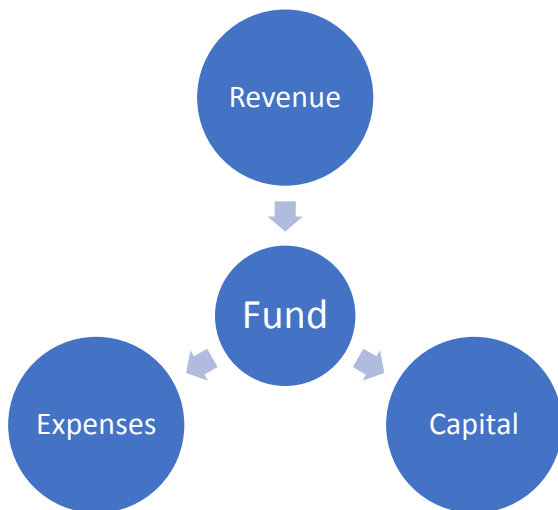
In anticipation of the 2020 Budget, the City of Regina undertook an environmental scan of the conditions that provided the context for financial decision-making. These included:

- Saskatchewan and Regina's economy is slowly recovering after no growth in 2015 and 2016 with small growth in 2017 and 2018 but the impact of the economic downturn is still being felt in provincial and municipal budgeting and in the city's construction sector.
- According to the Conference Board of Canada, the average GDP growth for 2019 is expected to be 2.3% and 1.7% in 2020, considerably lower than the 5.9% growth the City experienced in 2013.
- Regina's consumer price index is forecast to be 2% in 2020, which is slightly higher than previous years and will continue to impact operating budgets.
- The average yearly unemployment rate is forecast to be 5.3% for 2019, down from 2018's yearly average of 5.9%. The downward trend is predicted to be reversed in 2020 due to increased labour force growth, hovering at 5.4% for several years.
- Housing starts and building permit data are showing declines. In June 2019, total year-to-date housing starts are down by 460 units or 63.4% from the same time last year. Similarly, building permit value is down 23% in June 2019 from the same time last year. To give a historical perspective, the total value of building permits in 2018 is well below both the five- and 10-year averages.
- In 2018, the Government of Canada announced a \$180 billion investment in infrastructure over a 12-year period. It will be important for the City to consider priority projects and ensure funding is available to leverage this third-party funding if it becomes available.
- Municipal Revenue Sharing grant funding is expected to increase by \$4.5M in 2020 from the current budget. Previous to its most recent budget, the Province had frozen the Municipal Revenue Sharing grant. However, the Provincial 2019/2020 Budget included a formula change for Municipal Revenue Sharing, which along with PST growth increased the total Municipal Revenue Sharing grant pool. This will result in a larger than normal increase to the City's budget in 2020, essentially reflecting two years of Municipal Revenue Share grant growth.
- The dedicated 0.45% mill rate increase to Mosaic Stadium will continue in 2020 while the 1% to the Residential Road Renewal Program concluded in 2019.

The 2020 Budget continues to recognize the need to balance service commitments with expectations of affordable taxation. A historic priority for the City of Regina has been to maintain affordable tax rates. Throughout this budget, the City has tried to minimize level of service impacts and proactively seek to improve or maintain services in priority areas while reducing costs.



2020 Financial Summary



Financial Summary

The City must present a balanced budget as defined by *The Cities Act*. For 2020, The Budget developed for 2020 was guided by the following direction:

- Sustainable delivery of City services and infrastructure reflective of our community's priorities
- Transparent and accountable budget process
- Demonstrate managing efficiently and effectively
- Leverage third party funding
- Affordability for Regina residents

The 2020 Budget includes restatement of some account categories due to the implementation of a management review in 2019. This has meant a change to where some expenses are reported. Prior years have been adjusted to align to the change.

General Fund

The General Fund Budget is based on \$472 million in both revenue and expense. The Five-Year Capital Plan includes \$110 million in 2020 and \$570 million for the years 2020-2024. Included in the 2020 Operating Budget is a mill rate increase of 3.25%.

General Fund							
	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Operating							
Revenue	439,595	454,628	455,906	467,323	472,203	16,297	3.6
Expense	32,422	450,396	455,906	460,848	472,203	16,297	3.6
Net	7,172	4,232	-	6,475	-	-	

Table 1

Utility Fund

The Utility Fund Budget is based on \$142 million in both revenue and expense. The Five-Year Capital Plan includes \$70 million in 2020 and \$426 million for the years 2020-2024. Included in the 2020 Budget is a 3% increase in utility rates. This was approved for the 2019-2021 Budget years as a part of the 2019 Budget approval process.

Utility Fund							
	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Utility Operating							
Revenue	137,703	142,092	139,049	140,997	142,344	3,295	2.4
Expense	137,703	142,092	139,049	139,227	142,344	3,295	2.4
Net	8,060	10,681	-	1,769	-	-	

Table 2

Staff Complement (FTEs)

Salaries are a major component of the overall cost of operating the City. A breakdown of the number of Full-Time Equivalent (FTE) positions is provided below. Overall, civic operations (General and Utility Fund Operations) decreases by 1 FTE with the Regina Police Service FTE budget increasing by 14 FTE for an overall net increase of 13 FTE.

FTEs	2019			2020			Change	
	Permanent	Casual	Total	Permanent	Casual	Total	#	%
Civic - General	1,714	318	2,032	1,714	322	2,036	4	0.2
Civic - Utility	208	32	240	203	32	235	(5)	(2.0)
Civic - Total	1,922	350	2,272	1,917	354	2,271	(1)	0.0
Police	590	10	600	604	10	614	14	2.3
Total City	2,512	360	2,872	2,521	364	2,885	13	0.0



2020 General Operating Budget

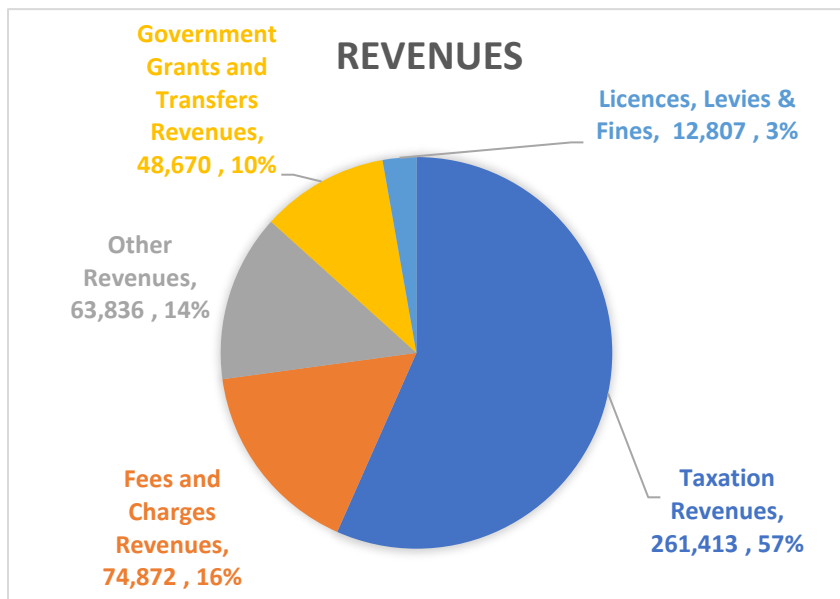


Table 3

General Operating Overview

The City of Regina gets its revenue primarily from five areas – taxation, fees and charges, government grants & reserve transfers, licenses, levies & fines and other revenues.

Property taxation is the major source of revenue, accounting for 57% of the City's total revenue in 2020. Revenue such as program fees and charges, licenses and levies are collected for specific services based on the user pay/benefits model defined in the OCP. This has resulted in significant work to ensure appropriate cost-recovery for various City services.

The City has seen government grants recover to what they were prior to 2017. The City of Regina is still more reliant on taxation, fees and charges, and licenses and levies.

Revenue Summaries by Category

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Taxation Revenues	223,634	236,205	249,276	250,181	261,413	12,137	4.9
Fees and Charges Revenues	80,863	92,477	77,124	72,544	74,921	(2,203)	(2.9)
Other Revenues	64,798	57,190	61,573	75,477	63,992	2,419	3.9
Government Grants and Transfers Revenues	46,011	43,710	44,170	45,759	48,670	4,500	10.2
Licences, Levies & Fines	14,613	14,047	13,807	13,406	12,807	(1,000)	(7.2)
Total General Fund Revenues	429,919	443,629	445,950	457,367	461,803	15,853	3.6
Police							
Revenue	9,676	10,999	9,956	9,956	10,400	444	4.5
Total Revenues	439,595	454,628	455,906	467,323	472,203	16,297	3.6

Table 4

2020 Proposed Mill Rate

Regina is one of the most affordable cities in Canada. Efforts will continue to maintain affordability while facing increasing costs to provide current levels of service. The 2020 Budget proposes a 3.25% mill rate increase, which is based on revenues of \$472 million, operating expenses of \$380 million, \$55 million in contributions to capital, \$11 million transfer to reserves, debt repayment of \$14 million, and \$12 million in Community Investments.

Cost Impact of Proposed Mill Rate Increase	Impact per \$100,000 of Assessed Value	Average Assessment Value \$350,000
Monthly Cost of a 2.75% mill rate increase	\$1.32	\$4.61
Monthly Cost of 0.5% increase for Recreation & Cultural Programs	\$0.28	\$0.99
Total Monthly Cost of 3.25% mill rate increase	\$1.60	\$5.60
Total Annual Property Tax Increase (municipal portion)	\$19.20	\$67.26

Table 5

Impact of Mill Rate Increase Per Household

Table 5 illustrates the impact of the proposed 3.25% mill rate increase. In 2020, a homeowner with an assessed property value of \$350,000 (Regina's current average home value) will experience an increase of \$5.60/month over their taxes in 2019. The table also shows that the mill rate impact is \$1.60/month more per \$100,000 of assessed value.

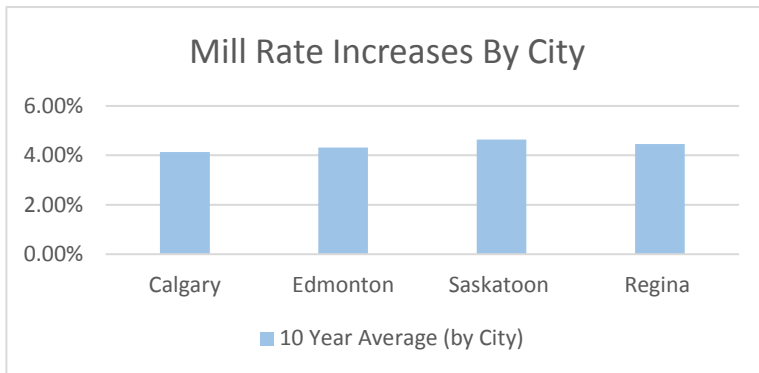


Table 6

Comparison of Mill Rate Increase in Western Canada

Regina has a long history of reasonable tax rates and tax increases. It also has no business tax. By comparison to other Western Canada cities, Regina is comparable to the average mill rate increase over the past ten years.

Item	Mill Rate increase (%)
Civic & Police Operations	2.30
Mosaic Stadium	0.45
Council Motion - Recreation Infrastructure Program	0.50
Total Proposed Mill Rate Increase	3.25

Table 7

Breakdown of 2020 Mill Rate Increase

The recommended 2020 Budget allows the City to continue delivering reliable services to residents with a proposed 3.25% mill rate increase.

General Operating Expenses

Table 8 provides a breakdown of General Fund Expenditures by the major services provided. Safe, inclusive neighborhoods are one of the pillars of the official community plan. The proposed budget includes an increase to police funding of \$3.6 M with the total funding for Regina Police Services and Fire and Protective Services totaling \$140.3 M in 2020. The 2020 General Budget includes significant increases to Contributions to Capital which will help address infrastructure needs, in particular \$4.2 M for recreational and culture infrastructure programs.

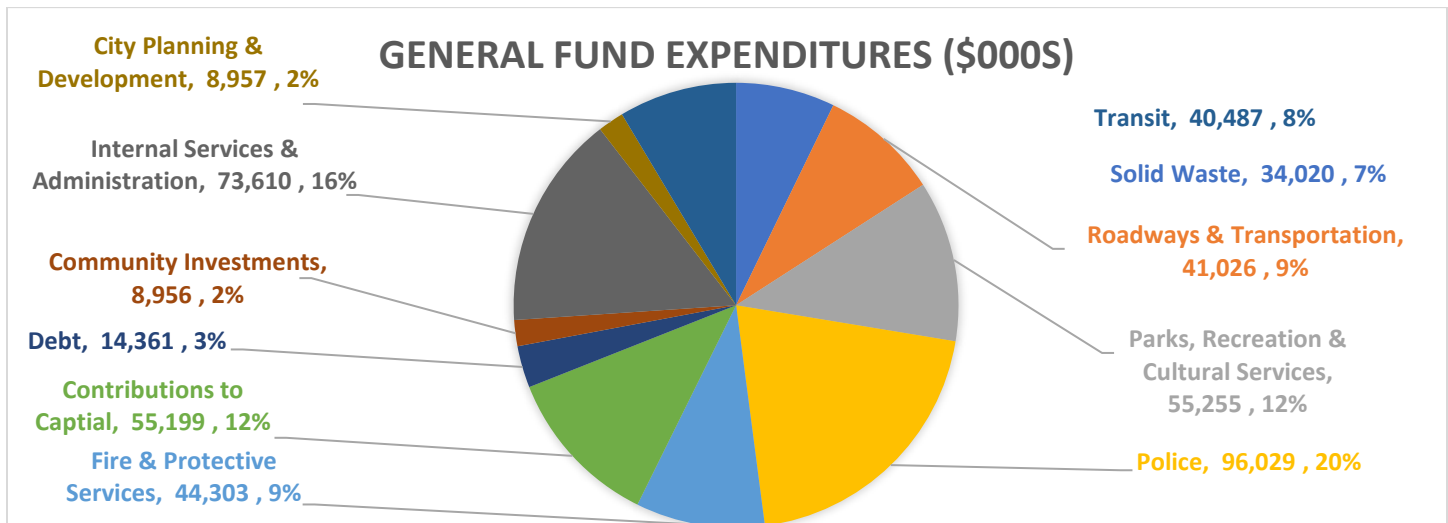


Table 8 – Internal Services & Administration includes: Financial Services, Human Resources, Information Technology, Legal Services, and Facilities Management.

General Fund Expenses by Account Category

Expenditures for the City are broken down in Table 9 by account category. Civic Operational salaries make up more than 46% of the total expenditures at the City. Other major expenditure categories include internal expenses, which constitute cost allocated from the Costing Fund to the direct services provided by the General Operating Fund.

Expenditures (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Salary & Benefit Expenses	157,226	158,189	170,825	162,925	173,381	2,556	1.5
Intramunicipal	40,599	43,456	42,902	45,233	43,582	680	1.1
Professional & External Services Expenses	25,351	26,179	30,823	29,028	31,233	410	1.3
Office & Administrative Expenses	8,336	9,175	7,961	11,464	8,213	252	3.2
Other External Expenses	15,606	17,201	16,868	16,514	18,607	1,739	10.3
Material Goods & Supplies Expenses	5,912	5,007	6,338	6,002	6,716	378	6.0
Training & Travel Expenses	1,141	1,334	2,127	1,651	2,042	(85)	(4.0)
Civic Operational Total (General Fund)	254,171	260,541	277,844	272,817	283,774	5,930	2.1
Community Investment Expense	10,110	10,991	11,526	11,591	11,513	(13)	(0.1)
Allocation to Capital	41,968	45,300	48,326	48,326	55,199	6,873	14.2
Debt Servicing	13,613	13,536	13,629	12,483	14,361	732	5.4
Transfers to Reserve Expenses	34,396	35,272	12,121	23,171	11,327	(794)	(6.5)
Civic Other Expenditures (General Fund)	100,087	105,099	85,602	95,171	92,400	6,798	7.9
Total General Fund Civic Expenditures	354,258	365,640	363,446	367,988	376,174	12,728	3.5
Police							
Expenditures	85,336	88,988	92,460	92,460	96,029	3,569	3.9
Total Expenditures	439,594	454,628	455,906	460,448	472,203	16,297	3.6

Table 9

Costing Fund

The Costing Fund Budget operates as a clearing account and is similar to the General Fund Budget, netting out at \$0. It is a mechanism for internal service providers such as Fleet to allocate the cost of their services to the services they are supporting. For example, the system allows the cost of vehicles used for the construction and maintenance of roads to be factored in as a cost of the Roadways Service. The Costing Fund is accounted for as part of the overall expenditures in both the General Fund and the Utility Fund and is considered in the establishment of property taxes and Utility rates.

Costing Fund Revenue

Costing Fund revenue represents internal charges from support areas (such as Financial Strategy & Sustainability) in the City to front line services (such as Roadways). Revenue that does not go toward supporting General Fund services but is allocated to reserves, such as land sales, is also included.

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Fees and Charges Revenues	86,591	94,819	60,886	63,087	61,411	525	0.9
Other Revenues	106	497	161	215	1	(160)	(99.4)
Total Costing Fund	86,697	95,316	61,047	63,302	61,412	365	0.6

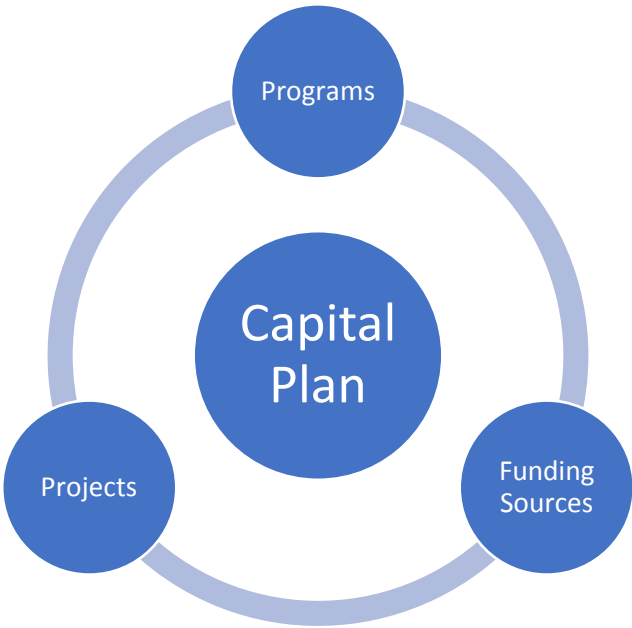
Table 10

Costing Fund Expenses

Expenditures in the Costing Fund represent cost for support services such as Finance, Information Technology and Human Resources. These costs are allocated to the General Fund as intra-municipal expenses. This Fund also includes costs related to services not funded by General Fund revenue, such as Land Development. These costs are funded from the Land Development Reserve.

Expenditures (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Salary & Benefit Expenses	24,133	24,575	14,700	15,530	14,288	(412)	(2.8)
Internal Expenses	15,683	17,562	(2,214)	6,838	(2,345)	(131)	5.9
Professional & External Services Expenses	5,532	12,751	5,260	6,196	5,573	313	5.9
Office & Administrative Expenses	432	412	328	461	341	13	3.9
Other External Expenses	2,296	(609)	1,087	738	1,126	39	3.6
Material Goods & Supplies Expenses	21,790	20,139	26,552	24,673	27,327	775	2.9
Training & Travel Expenses	47	44	136	99	136	(1)	(0.4)
Civic Operational Total (Costing Fund)	69,913	74,874	45,849	54,536	46,446	596	1.3
Transfers to Reserve Expenses	16,784	20,442	15,198	8,766	14,967	(231)	(1.5)
Civic Other Expenditures (Costing Fund)	16,784	20,442	15,198	8,766	14,967	(231)	(1.5)
Total Costing Expenditures (Costing Fund)	86,697	95,316	61,047	63,302	61,412	365	0.6

Table 11



General Capital Plan

Investing in infrastructure is one of the City’s key priorities. By annually increasing its contributions to capital and utilizing reserve funding, the City has been able to increase its overall capital investment while external funding has remained relatively level.

City of Regina 5-Year Capital Program (\$000s)

Over the five-year Capital Plan (2020-2024), the City plans to invest just over \$570 million in infrastructure renewal, maintenance and new construction. It is important to note that funding for infrastructure comes from several sources, including current contributions to capital, city reserves, development fees and federal/provincial funding.

Through the 2020 Budget, the City is investing approximately \$110 million in general capital in 2020. Even with this planned level of investment, the City faces a significant infrastructure gap due to the lack of investment in capital historically. The City has taken measures to close that gap over the past several years and continues to make it a funding priority.

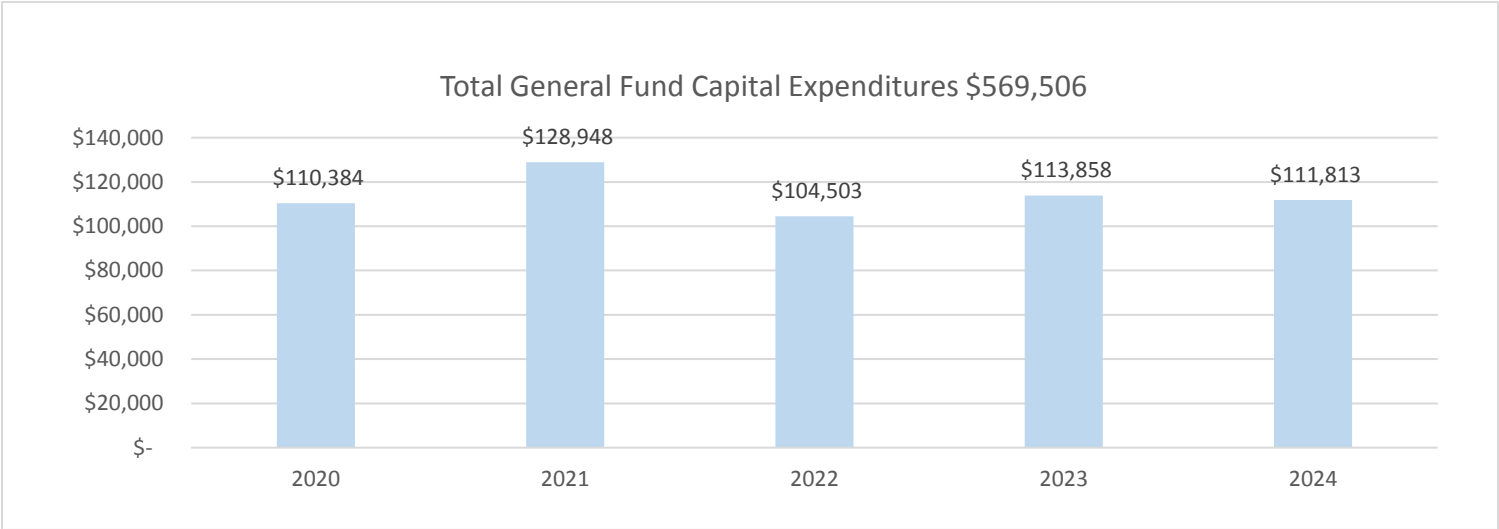
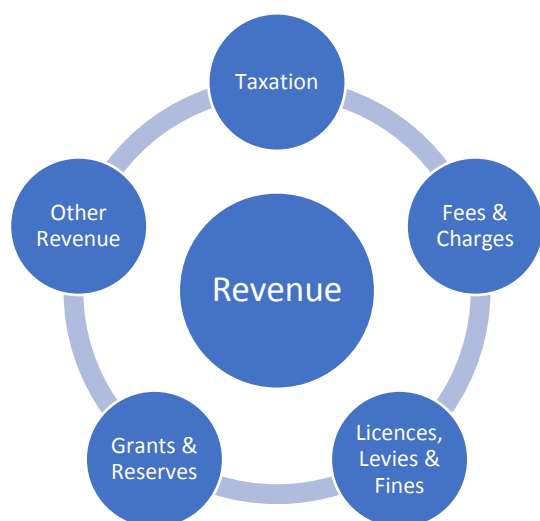


Table 12



General Fund Revenue



Revenue Sources

About half of General Fund revenue comes from property taxes, but the City also charges fees for specific services, secures grants from other levels of government and collects revenues from a variety of smaller sources. The majority of City services are financed by the General Fund (both capital and operating).

The limited revenue sources available to the City continues to be a challenge. The ability to access other forms of taxation is limited by legislation and has resulted in the City generating a larger portion of its overall revenue from property taxes. The natural growth in property tax revenue is expected to be less than the increased cost of maintaining services. This creates challenges as the City attempts to balance the increasing costs of providing services with keeping property taxes affordable.

Property tax has increased by \$2.6 million as a result of assessment growth in 2020. As shown on table 14 fees and charges make up 16%, the second largest component of revenue for the City. Overall, revenue from fees and charges for the General Fund are decreasing by a net of \$2.2 million. This is due to significant decrease in parking revenue and Service Agreement Fees in 2020.

By Division

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Officers of Council	7,071	7,669	7,623	6,798	7,467	(156)	(2.0)
Financial Strategy & Sustainability	340,739	356,421	354,031	370,376	372,466	18,435	5.2
Citizen Experience, Innovation, & Performance	127	445	535	567	420	(115)	(21.5)
City Planning & Community Development	41,892	38,276	40,918	38,489	39,607	(1,311)	(3.2)
Citizen Services	40,089	40,818	42,843	41,137	41,843	(1,000)	(2.3)
Police	9,676	10,999	9,956	9,956	10,400	444	4.5
Total General Fund	439,594	454,628	455,906	467,323	472,203	16,297	3.5

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Financial Strategy & Sustainability	15,242	25,424	14,581	12,583	14,990	409	2.8
Citizen Experience, Innovation, & Performance	798	768	709	852	709	-	-
City Planning & Community Development	10,141	10,122	5,717	5,717	5,909	192	3.4
Citizen Services	60,516	59,002	40,040	44,150	39,804	(236)	(0.6)
Total Costing Fund	86,697	95,316	61,047	63,302	61,412	365	0.6

Table 13

By Account Category

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Taxation Revenues	223,634	236,205	249,276	250,181	261,413	12,137	4.9
Fees and Charges Revenues	80,863	92,477	77,124	72,544	74,921	(2,203)	(2.9)
Other Revenues	64,798	57,190	61,573	75,477	63,992	2,419	3.9
Government Grants and Transfers Revenues	46,011	43,710	44,170	45,759	48,670	4,500	10.2
Licences, Levies & Fines	14,613	14,047	13,807	13,406	12,807	(1,000)	(7.2)
Total General Fund Revenues	429,918	443,629	445,950	457,367	461,803	15,853	3.6
Police							
Revenue	9,676	10,999	9,956	9,956	10,400	444	4.5
Total Revenues	439,594	454,628	455,906	467,323	472,203	16,297	3.6
Costing Fund							
Fees and Charges Revenues	86,591	94,819	60,886	63,087	61,411	525	0.9
Other Revenues	106	497	161	215	1	(160)	(99.4)
Total Costing Fund	86,697	95,316	61,047	63,302	61,412	365	0.6

Table 14

Property Taxation

Total property tax revenue in 2020 is \$261 million; an increase of \$12.1 million from 2019. This amount consists of a \$8.2 million increase as a result of the proposed mill rate increase and a \$2.6 million increase in tax revenue from projected 2020 growth. The remainder tax revenue of \$1.3 million is due to an adjustment to the tax growth projected in 2019.

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Property Taxation							
Property Taxes	205,703	220,577	233,201	233,653	244,459	11,258	4.8
Payments & Grants in Lieu of Tax	13,505	13,550	14,141	15,320	15,420	1,279	9.0
Total Property Tax	219,208	234,127	247,342	248,973	259,879	12,537	5.1
Recovery from Other Taxing Authorities	2,742	363	374	383	374	-	-
Tax Cancellations	-	(15)	(40)	-	(40)	-	-
Supplementary Taxes - Property	1,684	1,730	1,600	825	1,200	(400)	(25.0)
Total Other Taxation	4,426	2,078	1,934	1,208	1,534	(400)	(20.7)
Total Property Tax	223,634	236,205	249,276	250,181	261,413	12,137	4.9

Table 15

The key assumptions or factors that impact the 2020 Budget are as follows:

A 2.3% increase in the municipal mill rate for 2020, plus the dedicated amount of 0.50% for Recreational Infrastructure Program and the 0.45% for Mosaic Stadium for a total proposed mill rate increase of 3.25%.

The 2020 preliminary tax assessment roll is forthcoming. The assessment roll will be open for 30 days following the assessment notice mailing and then reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2020. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2020 fiscal year is caused by the reduction in tax revenues due to assessment appeals, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

Mill Rate History				
	Municipal		Library	
Year	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change
2015	9.28560	3.90%	0.9372	2.70%
2016	9.64770	3.90%	0.9594	2.70%
2017	7.44834	6.49%	0.7199	2.90%
2018	7.77159	4.34%	0.7199	0%
2019	8.10810	4.33%	0.73285	1.80%
2020	8.37161	3.25%	0.74971	2.30%

Table 16

Mill Rate Factors					
Property Class/Subclass	2016	2017	2018	2019	2020
Residential (including condominiums)	0.87880	0.91152	0.91152	0.91152	0.91152
Multiple Family Residential	0.87880	0.91152	0.91152	0.91152	0.91152
Commercial and Industrial	1.32901	1.21040	1.21040	1.21040	1.21040
Exterior Hotels	n/a	n/a	1.21040	1.21040	1.21040
Golf Courses	0.86359	0.78654	0.78654	0.78654	0.78654
Resource Property	1.32901	n/a	n/a	n/a	n/a
Agriculture	1.32901	1.21040	1.21040	1.21040	1.21040

Mill rates and mill rate factors serve different purposes. The mill rate, applied to the taxable assessment, including the assessment of grant in lieu of properties, determines the total tax generated. Mill rate factors, meanwhile, determine the distribution of taxes between groups of properties. Table 16 is the history of mill rates, including those for the library, over the last five years. The last reassessment was in 2017. Upon each reassessment, the mill rate is recalculated such that there is no change in the total taxes levied. The annual per cent change 2017 in Table 17 is based on the mill rate for that year compared to the restated mill rate for the prior year.

Table 17

Education Property Tax Collection

The City collects Education Property Taxes on behalf of the Government of Saskatchewan as per section 274 of *The Cities Act*. Starting in 2018, the City is no longer compensated for this service, resulting in a revenue loss of approximately \$2 million annually. Province-wide education levy mill rates are set by property class. Table 18 shows the 2019 education mill rates as set by the Government of Saskatchewan. The 2020 provincial mill rates are not known at this time. They will be announced with the 2020-21 Provincial Budget this spring.

Property Class	2019
Residential (including condominiums)	4.12
Multiple Family Residential	4.12
Agriculture	1.43
Resource Properties	9.68
Commercial and Industrial (All)	6.27

Table 18

Tax Exemptions

There are two types of exemptions that may exist on a property in the City of Regina; statutory exemptions and permissive exemptions.

Statutory exemptions are provided under section 262 of *The Cities Act* for properties such as schools, public hospitals, buildings set apart for public worship, and provincially and municipally owned public buildings and land. Properties may also receive an exemption from property taxes under special legislation. Council does not have any authority over these statutory exemptions. In 2019, the total assessment value of statutory exemptions in the City was \$6.8 billion. This represents \$65.2 million in municipal property tax revenue that the City cannot collect on.

Category (\$000s)	Description	Exempt Assessed Value	Foregone Municipal Tax
Heritage Properties	For properties that qualify under the Heritage Incentive Policy.	\$14,218	\$131
Housing Properties	For properties that qualify under the Housing Incentives Policy.	\$507,545	\$3,751
Boundary Alteration Properties	For properties that qualify under the boundary alteration tax mitigation principles and tools approved by Council in 2013.	\$20,028	\$186
Non-profit and Charitable Organizations	For non-profit and charitable organizations, usually associated with a charitable, cultural or philanthropic cause.	\$117,506	\$1,153
Economic	Regina Airport Exemption	\$31,730	\$311
Total		\$691,027	\$5,532

Table 19

2020 Permissive Property Tax Exemptions

Permissive exemptions are authorized by subsections 262(3) and (4) of *The Cities Act*. They are a tool available to Council to support organizations that own or lease property, provide a public benefit and further Council's vision for the benefit of Regina residents. Permissive exemptions currently granted by Council fall into five categories. Table 19 identifies and describes the Permissive Property Tax Exemptions, the 2019 assessment value and the forgone municipal tax for each category (the latest available data).

Fees & Charges

By Account Category

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Fees & Charges							
General Fund							
Administrative Revenue	5,843	6,624	6,865	6,219	6,956	91	1.3
Building Permit Fees	4,779	3,313	4,604	3,003	3,673	(931)	(20.2)
Cemetery Revenues	1,386	1,363	1,247	1,295	1,224	(23)	(1.8)
Community Services Program and Operating Revenues	8,313	8,171	8,443	8,413	8,422	(21)	(0.3)
Development Revenue	476	366	654	436	392	(262)	(40.1)
Facilities Revenues	6,021	6,960	6,529	6,540	6,747	218	3.3
Fire Suppression Fee Revenues	808	856	665	1,151	665	-	-
Golf Fee Revenues	3,038	2,625	2,897	2,900	2,897	-	-
Landfill Revenues	17,004	16,973	17,475	16,441	16,475	(1,000)	(5.7)
Parking Fee Revenues	2,453	2,382	2,468	2,356	2,168	(300)	(12.2)
Pavement & Concrete Cut Charges	312	306	290	508	291	1	0.3
Recycling Revenues	6,527	6,554	7,075	6,136	7,075	-	-
Towing, Auction & Salvage Revenues	484	498	578	578	578	-	-
Transit & Paratransit Fee Revenues	10,998	10,944	11,285	11,302	11,285	-	-
Transfer Revenues	12,421	24,543	6,049	5,266	6,073	24	0.4
General Fund	80,863	92,477	77,124	72,544	74,921	(2,203)	(2.9)
Costing Fund							
Administrative Revenue	991	513	136	123	141	5	3.6
Facilities Revenue	2,417	2,521	2,511	3,172	2,511	-	-
Pavement & Concrete Cut Charges	858	212	733	126	732	(1)	(0.1)
Internal Charge Revenues	76,767	79,160	53,910	58,258	54,430	520	1.0
Property Rental/Sales Revenue	5,558	12,413	3,596	1,408	3,596	-	-
Costing Fund	86,591	94,819	60,886	63,087	61,410	524	0.9

Table 20

General Fund

Administration Fees

The City collects revenue for miscellaneous items such as allocated landfill charges, various inspections, late payment interest, sale of promotional items, donations and non-sufficient funds charges.

The 2020 Budget projects revenue of \$7.0 million; an increase of \$0.1 million over 2019. This change in the Administrative Fees revenue is due to the following factors:

- \$0.6 million increase in revenue from Regina Public Schools and Regina Catholic Schools Division. This is a one-time increase to cover costs of the 2020 election.
- \$0.1 million increase in administration and transportation fees collected from the Global Transportation Hub (GTHA)
- \$0.7 decrease in Service Agreement Fees.

Building Permit Fees

The 2020 Budget projects revenue of \$3.7 million from building permits; a decrease of \$0.9 million from the 2019 Budget. The decrease in revenues can be attributed to the slowdown in construction activity. Building Permit Fees are established based on the principle of 100% cost recovery for all fee-for-service activities. Future growth is intended to pay for itself with full cost-recovery and reduce the amount of taxes required to fund the building permit services provided by the City.

Cemetery Fees

The 2020 Budget projects revenue of \$1.2 million; a decrease of \$23,000 from 2019. This is due to a reclassification of cemetery revenues. These fees offset operating expenses and costs to restore existing infrastructure while providing capital funding to develop new interment options. The approved fees will more closely align with the average fees charged by other municipally-operated cemeteries in Saskatchewan and other western provinces.

The City operates two cemeteries - Regina Cemetery and Riverside Memorial Park Cemetery. Both are funded through a self-sustaining Cemetery Reserve.

Community Services Program and Operating Revenue

The 2020 Budget projects revenue of \$8.4 million; a decrease of \$21,000 over 2019. Fees and charges are at cost-recovery levels that establish an acceptable balance between user fees and taxpayer subsidy. A higher level of tax subsidy is deemed to be appropriate where the community at large benefits from an individual's use of a program or service (i.e. recreation activities for children and youth that focus on water safety) than when the primary beneficiary is an individual, such as activities where adults develop specialized skills. This is a benefits-based approach to establishing cost recovery levels.

To reflect this, cost recovery levels for City services that are less specialized and targeted mostly for children and youth (i.e. outdoor pools, athletic fields and neighbourhood centres) have been set between 15 to 25%, with the community sharing between 75 to 85% of the cost. Cost recovery levels for services that are more specialized (i.e. fitness and aquatic facilities, and the Neil Balkwill Civic Arts Centre) have been set between 40 to 50%, with the community subsidizing between 50 to 60% of the cost. Where other service providers exist in Regina, as in the case of fitness and aquatics services, rates reflect the market value for those services. This ensures that the City's provision of services at subsidized rates does not discourage other entrepreneurs from providing similar services in the marketplace.

The City also offers an Affordable Fun Program, which provides further subsidies for residents who have financial barriers to participation. Through it, individuals who meet established criteria can purchase leisure passes and register in programs at a subsidized rate.

Development Revenue

Development fee revenue is projected to be \$392,000; a decrease of \$262,000 from 2019. The decrease in revenues is due to the slowdown in development activity. Development fees are established based on the principle of 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost-recovery and reduce the amount of taxes required to fund the development planning services provided by the City.

Facilities Revenue

This is revenue collected from City-owned facilities for property rentals, employee paid parking and any other operating agreements that the City has with its partners. The 2020 Budget projects \$6.7 million; an increase of \$0.2 million. The increase is primarily due to an increase in revenue from Mosaic Stadium.

Fire Suppression Fees

The 2020 Budget projects revenue of \$665,400 from fire suppression service; the same as 2019.

The majority of fire suppression service fees come from service agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden, and other entities such as the Sakimay First Nation and the Global Transportation Hub. The fees have two components - retainer fees and service call fees. The service call fees are charged per incident and are billed to the rural municipality.

Golf Fees

The 2020 Budget projects revenue of \$2.9 million; the same as 2019.

A revised three-year golf course fee schedule was approved for 2017-2019 to compensate for rising operating costs and to ensure capital funding is available to maintain and replace golf infrastructure and assets.

Western Golf Management (WGM) is under contract with the City of Regina to operate the Tor Hill and Murray golf courses through to 2021 and the Joanne Goulet and Lakeview Par 3 golf courses through to 2019. In both agreements, the City receives an annual base fee from WGM, along with a percentage of green fees collected. The percentage of green fees varies by course.

Operation of City of Regina golf courses is funded through the Golf Course Reserve, which is self-sustaining.

Landfill Revenue

The 2020 Budget projection for landfill fees is \$16.5 million; a decrease of \$1.0 million from 2019. This amount is based on landfill tipping fees that are approved by City Council and levied primarily based on weight. A flat fee of \$10 per load is applied to loads weighing less than 200 kilograms. Loads above 200 kilograms are charged \$85 per tonne.

In addition to the fees collected from private waste haulers, City operations such as residential solid waste collection also pay landfill tipping fees through an internal allocation. This is done at the same rate as other users to ensure that landfill revenues reflect the full cost of providing the landfill service. This revenue is reflected as part of the Administration Fee revenues.

Parking Fees

The 2020 Budget projects revenue of \$2.2 million in parking fees; a decrease of \$300,000 from 2019. The majority of projected revenue is related to public parking meter revenue but also includes residential parking permits, taxi stand permits and fees paid by City employees for parking spots. The reduction was due to the end of the parking contract with the University of Regina to manage parking at their facilities and a general decrease in parking revenues. The rate for public parking meters is \$2 per hour, which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

Pavement and Concrete Cut Charges

The 2020 Budget projects revenue of \$66,000 in pavement and concrete cut revenues; an increase of \$1,000 from 2019. Pavement and concrete cut charges relate to interdepartmental charges for services provided to departments in the City such as Parks, Recreation & Cultural Services and Water, Waste & Environmental Services.

Recycling Revenue

The 2020 Budget projects revenue of \$7.1 million from recycling fees; same as 2019. The recycling fee rate has remained the same since 2013 at \$91.25 per year per household and it is charged to residents through their Utility bill. Recycling services are provided through a third-party. The City receives a 25% share of revenues earned from the sale of the recyclable materials. The City also receives funding from Multi-Material Stewardship Western to offset a portion of the costs associated for providing a recycling program within the City.

Towing, Auction and Salvage Revenue

The 2020 Budget projects revenue of \$578,000; no change from 2019. This revenue is derived from the towing auction/salvage activities of the City.

Fare type	Current (2019)	2020
Adult 31-day pass	\$89	\$89
Youth 31-day pass	\$64	\$64
20 Rides adult pass	\$55	\$55
20 Rides youth pass	\$46	\$46
Senior annual pass	\$270	\$270

Table 21

Transit & Paratransit Fees

The 2020 Budget projects revenue of \$11.3 million from transit fees and charges; same as in 2019. Transit revenue includes U-Pass, cash fares, ticket and pass sales for both transit and paratransit services. Revenues have increased due to increased ridership. The 2019 rates became effective February 15, 2019,

Transfer Revenues

This is revenue that is transferred to operations from the various reserves. The 2020 Budget projects revenue of \$6.1 million; an increase of \$24,000.

Costing Fund

Administration Fee Revenue

The projected revenue for 2020 is \$141,000; an increase of \$5,000 from 2019. Internal parties (City departments) are charged for the use of granular materials produced by the City. Part of these fees include an Administration Fee for the management of granular materials.

Facilities Revenue

The projected revenue for 2020 is \$2.5 million; no change from the 2019. These are revenues collected from City-owned facilities for property rentals.

Pavement and Concrete Cut Charges

The 2020 Budget projects revenue of \$733,200; no change from 2019. These are interdepartmental charges for services provided to other departments in the City such as Parks, Solid Waste, and Water Works.

Internal Charge Revenues

The 2020 Budget projects \$54.4 million, an increase of \$0.5 million from 2019. These are for interdepartmental charges for services provided to other departments in the City such as Parks, Solid Waste, and Water Works. The increase in the 2020 Budget is a result of increases to salaries that are in turn recovered from other funds such as the General Fund of the Utility Fund.

Property Rental/Sales Revenue

The 2020 Budget projects revenue of \$3.6 million., no change from the 2019 Budget. The 2020 Budget includes revenue derived from the sales of land and lots from the Land & Real Estate Management Department.

Government Grants

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Government Grants							
General Fund							
Revenue Sharing Grant	40,534	37,876	37,907	39,203	42,407	4,500	11.9
Paratransit Grant	1,137	1,146	1,100	1,160	1,100	-	-
Transit Grant	674	695	635	695	635	-	-
Crime Prevention Initiative	-	2	-	-	-	-	-
Federal Operating Grants - Program Specified	15	506	-	-	-	-	-
Gas Tax Revenue	2	61	-	-	-	-	-
Immigration Trends	-	2	-	-	-	-	-
Other Provincial Operating Grants - General	1,611	2,319	2,119	2,135	2,119	-	-
Urban Highway Connector Program	936	-	440	437	440	-	-
Provincial Operating Grants - Program Specified	795	798	1,664	1,789	1,664	-	-
Sask Lotteries Community Grant Program	305	305	305	340	305	-	-
External Customers	46,011	43,710	44,170	45,759	48,670	4,500	10.2

Table 22

Revenue Sharing Grant

The Saskatchewan Government provides an annual grant to municipalities that is a portion of the revenues generated by the Provincial Sales Tax (PST). The program grants funds to municipalities across the province according to a formula. In 2020, the City anticipates a Revenue Sharing Grant of \$42.4 million; and increase of \$4.5 million from 2019.

Paratransit Grant

The provincial Paratransit Operating Grant is projected to be \$1.1 million in 2020; no change from 2019. Paratransit receives operating and capital grants from the Government of Saskatchewan's Municipal Transit Assistance for People with Disabilities program. The grant is performance-based with the level of funding linked to the number of trips.

The provincial government's contribution has dropped from the initial target of 50% to as low as 20% (in 2017 and 2018) of the net operating cost of the program. The City is supportive of the performance-based system for providing the operating grant. The concern is that the level of provincial funding, as a portion of the net cost of the program, is declining and not keeping pace with escalating costs. The Provincial Disability Strategy, released in June 2015, recommends the capacity of municipal paratransit systems be increased allowing more people to use them.

Transit Grant

For 2020, the Transit Grant is projected to be \$635,000; no change from 2019. The Transit Grant Program is an agreement between the City of Regina and the Government of Saskatchewan to provide monthly bus passes at reduced rates for eligible clients and their families. Eligibility is determined based on inclusion in one of the following programs:

- Saskatchewan Assistance Program
- Saskatchewan Assured Income for Disability
- Transitional Employment Allowance
- Provincial Training Allowance
- Saskatchewan Employment Supplement

Funding from the provincial government covers approximately one quarter of the program's cost. Payments are received quarterly.

Other Provincial Grants

The City receives \$2.1 million from Sask Sport for the lease of Mosaic Stadium. As per the lease agreement, the total amount paid by Sask Sport is \$2.5 million, which is separated into property rent and grants.

Urban Highway Connector Program

The City of Regina and the Government of Saskatchewan signed an agreement on April 1, 2011 to participate in the Urban Highway Connector Program. It was designed to provide a consistent framework for handling what are known as urban connectors - public highways that connect two provincial highways and are located in an urban municipality.

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels. The total operating and maintenance grant for 2020 is \$439,500. This is the same level as 2019.

Provincial Operating Grants – Program Specified

The City of Regina signed a funding agreement with Multi-Material Stewardship Western, a non-profit organization which came into effect on January 1, 2016. The funding agreement establishes a number of criteria the recycling program needs to meet in order to qualify for funding. One such criteria is the goal to reduce the contamination level of City recycling to below 5%. The projected funding for 2020 is \$1.6 million; no change from 2019.

Saskatchewan Lotteries Community Grant Program

The Saskatchewan Lotteries Community Grant Program assists in the development of sport, culture and recreation programs by providing funds to non-profit community organizations that are operated by volunteers. The City administers the grant on behalf of Saskatchewan Lotteries. The projected funding level for 2020 is to the same as 2019 at \$305,100.

Licences/Levies/Fines

By Account Category

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Licences, Levies & Fines							
General Fund							
Amusement Tax	763	709	675	674	675	-	-
Animal Fine Revenues	49	35	82	35	82	-	-
Animal Licencing	357	353	421	360	421	-	-
Business Licences	755	695	773	700	773	-	-
Bylaw Enforcement Service Fees	22	29	-	5	-	-	-
Fire Bylaw Violation Fines	3	(2)	15	5	15	-	-
Gravel & Paved Alleys Levy	5,414	5,379	5,121	5,268	5,121	-	-
Impound Fees	16	11	20	11	20	-	-
NSF Service Charge	22	23	18	23	18	-	-
Parking Tickets	3,788	3,157	3,197	2,600	2,197	(1,000)	(31.3)
Taxi Revenue	150	107	140	165	140	-	-
Traffic Violation Fines	3,226	3,497	3,300	3,500	3,300	-	-
Urban Reserve Service Agreement Fees	48	54	45	60	45	-	-
General Fund	14,613	14,047	13,807	13,406	12,807	(1,000)	(7.2)

Table 23

General Fund

Amusement Tax

The 2020 Budget projects revenue of \$675,000 from the Amusement Tax; no change from 2019. The authority for the Amusement Tax is Section 279 of *The Cities Act, 2003-102*. *The Amusement Tax Bylaw* establishes the rate and defines the nature of entertainment that is subject to the tax. The Amusement Tax is applicable to the sale of movie tickets, and equal to 10%, with one-tenth of the amount collected going to the theatre as an administrative fee or commission for collecting the tax.

2019 Rate	2020 Rate	Change
10%	10%	None

Table 24

Animal Fine Revenues

The 2020 Budget projects revenue of \$81,900 from animal control and animal fines; no change from the 2019 Budget. *The Regina Animal Bylaw, 2009* governs the fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

Animal Licensing

The 2020 Budget projects revenue of \$421,000 from animal licensing; no change from the 2019 Budget. *The Regina Animal Bylaw, 2000* governs the licensing of animals within the City.

Business Licences

The 2020 Budget projects revenue of \$772,900 from business licences; no change from the 2019 Budget. Approximately 3,270 licences are issued annually; 95% to residents and 5% to non-residents. There are two categories of business licences - Resident Business Licence fee of \$225 and Non-Resident Business Licence fee of \$450.

Fire Bylaw Violations Fines

The 2020 Budget projects revenue of \$15,000 from fire bylaw violations; no change from the 2019 Budget. These are fines issued for non-compliance with the regulations as set out in *The Regina Fire Bylaw, 2005-18*.

Gravel & Paved Alley Special Tax

The 2020 Budget projects revenue of \$5.1 million from the tax levy; no change from the 2019 Budget. Funding for maintenance and reconstruction of alleys is derived from a Gravel and Paved Alley Special Tax levied pursuant to Section 275 of *The Cities Act*. It is levied against all properties that abut an alley and is billed in conjunction with property taxes.

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue (a restricted account) which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2020.

The rate for 2020 is consistent with the direction adopted by City Council to ensure the alley inventory is maintained at an acceptable and sustainable condition. The standard is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys.

Impound Fees

The 2020 Budget projects revenue of \$20,000 from impound fees; no change from the 2019 Budget. *The Regina Animal Bylaw, 2009* governs the control of animals within the City of Regina.

NSF Service Charge

The 2020 Budget projects revenue of \$17,600 from NSF (non-sufficient funds) service charges; no change from the 2019 Budget. Returned payments are subject to a NSF fee as outlined in *The Regina Administration Bylaw No. 2003-69*.

Parking Ticket Fines

The 2020 Budget projects revenue of \$2.2 million from parking tickets fines; a decrease of \$1.0 million from the 2019 Budget. The decrease is a result of changing parking habits by residents due to education by the City resulting in a decrease in parking tickets being issued. Fines and regulations for parking tickets are established in *The Regina Traffic Bylaw, No. 9900*.

Taxi Licences

The 2020 Budget projects revenue of \$140,000 from taxi licences; no change from the 2019 Budget. Taxicab owners pay an annual licence fee of \$375 for regular, temporary, seasonal and accessible taxi operations. These fees are governed by *The Taxi Bylaw, 1994*. All fees collected are used to administer and run the licensing program.

Traffic Violation Fines

The 2019 Budget projects revenue of \$3.3 million from court fines; no change from the 2018 Budget. Court fines are received either through the municipal court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Traffic Safety Act* and *The Traffic Bylaw, No. 9900*.

While the Province administers and enforces the collection of tickets, it deducts the following charges from the fine revenue remitted to the City:

- A court security fee of \$320,000 per year
- An administration fee of 25% of the value of the tickets collected, plus the costs for credit and debit cards and collection agency fees

Urban Reserve Service Agreement Fees

The 2020 Budget projects revenue of \$45,000 from Urban Reserve Service Agreement Fees; no change from the 2019 Budget. The City of Regina collects fees as outlined in the Municipal Services and Compatibility Agreement signed by the City of Regina and First Nations.

Other Revenues

By Account Category

Revenues (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Other Revenues							
General Fund							
Administration Fee Revenue	215	4,158	304	359	245	(59)	(19.3)
Investment Income	6,600	1,476	8,435	20,898	9,435	1,000	11.9
Tax Penalty Revenues	2,018	2,423	2,265	3,440	2,265	-	-
Electrical Distribution Revenue	33,442	29,195	31,010	27,920	27,800	(3,210)	(10.4)
Gas Distribution Revenue	5,975	3,190	2,478	5,800	6,400	3,922	158.3
Water Works Revenue	16,548	16,749	17,081	17,060	17,847	766	4.5
General Fund	64,798	57,190	61,573	75,477	63,992	2,419	3.9
Costing Fund							
Administration Fee Revenue	106	454	157	215	1	(156)	(99.4)
Costing Fund	106	454	157	215	157	(156)	(99.4)

Table 25

General Fund

Administration Fee Revenue

These are primarily Administration Fees charged for insurance claims. The 2020 Budget projects revenue of \$245,000; a decrease of \$59,000 from 2019.

Investment Income (Interest)

The projected revenue for 2020 is \$9.4 million; an increase of \$1.0 million from 2019. This is a combination of earnings on daily bank balances, short-term investments in money market funds and revenue from funds held in a long-term bond fund. The increase is primarily related to increased interest rates. Investments are made in accordance with the City's Investment Policy and executed by Northern Trust.

Tax Penalty Revenue

The projected revenue for 2020 is \$2.3 million; no change from 2019. A late payment penalty of 1.25% per month is applied to accounts with outstanding balances after the tax deadline (June 30th). Penalties do not apply to owners who participate in the Tax Installment Payment Plan Service (TIPPS) program. After December 31st, unpaid property taxes will be declared in arrears and will be subject to penalties of 1.5% per month. The increase in revenue is due to an increase in the penalty rates to 1.5% and 1.75% respectively.

Electrical Distribution Revenue (SaskPower)

The projected revenue for 2020 is \$27.8 million; a decrease of \$3.2 million from 2019. The Electrical Distribution Revenue represents the franchise fees (municipal payments) from SaskPower (10% surcharge on electricity sales and a 5% electrical franchise fee).

Gas Distribution Revenue (SaskEnergy)

The projected revenue for 2019 is \$6.4 million; an increase of \$3.9 million from 2018. The Gas Distribution Revenue represents the franchise fees (municipal payments) from SaskEnergy (5% surcharge on gas sales).

Overall, there is a net increase in distribution revenue of \$0.7 million

Water Works Revenue

The 2020 Budget projects revenue of \$17.8 million from Water Works; an increase of \$0.8 million from 2019. Water Works Revenue include an access fee paid to the General Fund, a proportionate share of the Goods and Services Tax (GST) rebate and a Utility administration charge – an approximate measure of corporate administration costs attributable to the Utility.

Costing Fund

Administration Fee Revenues

These are primarily Administration Fees charged for insurance claims. The 2020 Budget projects revenue of \$1,000; a decrease of \$156,000 from 2019.



General Fund Expenses

Overview

The increase in General Fund Operating Budget is primarily the result of increases in service delivery costs due to inflation, population growth, uncontrollable costs and an increase to current contributions to capital. These increases have been partially offset by savings in the 2019 Management Review.

The proposed increase to the General Fund Operating Budget is \$16.1 million, or 3.5%.

Expenditures (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Mayors Office and City Council	1,094	1,027	1,278	1,241	1,306	28	2.2
Officers of Council	13,359	12,959	14,957	14,069	16,625	1,668	11.2
Community Investments	9,222	9,192	8,985	8,968	8,956	(29)	(0.3)
Financial Strategy & Sustainability	72,934	81,815	71,093	81,724	75,174	4,081	5.7
Citizen Experience, Innovation, & Performance	22,396	23,881	25,108	25,275	25,578	469	1.9
City Planning & Community Development	83,668	82,010	84,509	83,537	88,416	3,907	4.6
Citizen Services	151,585	150,773	157,516	153,574	160,120	2,604	1.7
Police	85,336	88,988	92,460	92,460	96,030	3,569	3.9
Total General Fund	439,594	450,645	455,906	460,848	472,203	16,093	3.5

Expenditures (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Financial Strategy & Sustainability	13,919	24,232	13,366	11,743	13,645	278	2.1
Citizen Experience, Innovation, & Performance	798	768	708	866	710	2	0.3
City Planning & Community Development	11,873	11,799	7,579	7,434	7,702	123	1.6
Citizen Services	60,105	58,517	39,394	43,888	39,355	(39)	(0.1)
Total Costing Fund	86,697	95,316	61,047	63,931	61,412	365	0.6

Table 26

Organizational Chart

The City delivers its services in a variety of ways, led by approximately 2,500 permanent employees, as well as casual and part-time workers who account for the equivalent of another 365 full-time positions. Many services are also delivered in partnership with community organizations, such as sport, culture and recreation programs, and by third party service providers, such as Paratransit and the Wastewater Treatment Plant.

The City's organizational structure is designed to support corporate planning and coordinated service delivery across all service areas. Accountability for results is clear.

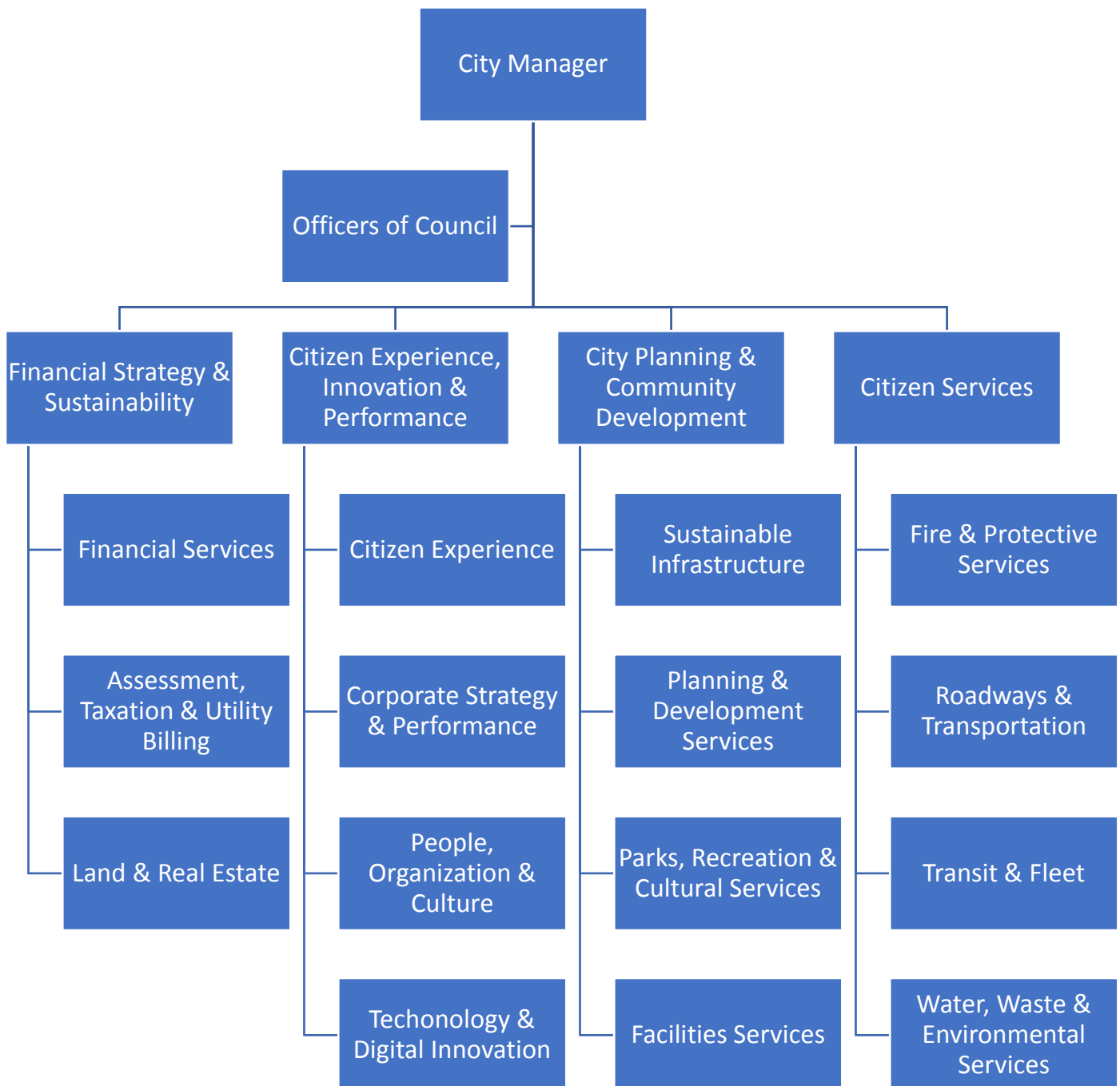


Table 27

General Operating Fund

FTEs	2019			2020			Change	
Division	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
Office of the Mayor	15		15	15		15	-	-
Officers of Council	83	-	83	85	-	85	2	2.7
Financial Strategy & Sustainability	122	1	123	126	1	127	4	3.5
Citizen Experience, Innovation & Performance	179	2	181	175	2	177	(4)	(1.9)
City Planning & Community Development	364	232	596	375	236	611	15	2.5
Citizen Services	769	75	844	762	75	837	(7)	(0.9)
Total Civic	1,532	310	1,842	1,538	314	1,852	10	0.5
Police	590	10	600	606	10	614	14	2.3
Toteal General Operating	2,122	320	2,442	2,144	324	2,466	24	0.1
Costing Fund								
Financial Strategy & Sustainability	15	1	16	14	1	15	(1)	(6.9)
Citizen Experience, Innovation & Performance	3	-	3	3	-	3	-	-
City Planning & Community Development	33	2	35	31	2	33	(2)	(5.6)
Citizen Services	106	3	109	103	3	106	(3)	(2.8)
Total Internal	157	6	163	151	6	157	(6)	(3.7)
General Capital								
Financial Strategy & Sustainability	1	-	1	1	-	1	-	-
City Planning & Community Development	6	-	6	6	-	6	-	-
Citizen Services	18	2	20	18	2	20	-	-
Total General Capital	25	2	27	25	2	27	-	-
Total General Fund	2,304	328	2,632	2,320	332	2,650	18	0.7

Table 28

Utiltiy Operating Fund

FTEs	2019			2020			Change	
Division	Permanent	Casual	Total	Permanent	Casual	Total	#	%
Utility Operating								
Financial Strategy & Sustainability	22	1	23	20	1	21	(2)	(9.7)
Citizen Experience, Innovation & Performance	5	-	5	5	-	5	-	-
City Planning & Community Development	7	-	7	4	-	4	(3)	(42.9)
Citizen Services	157	26	183	156	26	182	(1)	(0.5)
Total Utility Operating	191	27	218	185	27	212	(6)	(2.8)
Utility Capital								
City Planning & Community Development	1	-	1	1	-	1	-	-
Citizen Services	16	5	21	17	5	22	1	4.8
Total Utility Capital	17	5	22	18	5	23	1	4.5
Total Utility Fund	208	32	240	203	32	235	(5)	(2.1)

Table 29

Mayors Office and City Council

City Council is responsible for the governance of the City of Regina, subject to provincial legislation. Councillors are elected every four years in a municipal election; the last one took place on October 24, 2016. The Mayor is elected at large.

The City of Regina uses a ward system for electing Councillors, and one Councillor is elected for each of the 10 wards to comprise the City.

City Council establishes policies and budgets for the programs and services delivered by the City of Regina. Mayor's Office and City Council includes the budgets for:

- Office of the Mayor.
- City Council, including Councillors' remuneration, the Councillors' travel and communication allowance, support services and other costs related to City Council.
- Committees established by City Council.
- Memberships in various organizations including the Saskatchewan Urban Municipalities Association and the Federation of Canadian Municipalities

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Office of The Mayor	1,094	1,027	1,278	1,241	1,306	27	2.1
Total General Operating Expenditures	1,094	1,027	1,278	1,240	1,306	27	2.1

FTEs	2019			2020			Change	
Department	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
Office of The Mayor	15	-	15	15	-	15	-	-
Total General Fund	15	-	15	15	-	15	-	-

Table 30

Community Investments

Community investments are used to fund and partner with community non-profit organizations to deliver programs, projects and services that align with the City of Regina's priorities, have a clear community impact and respond to community needs.

Funds are allocated through several committees:

- The City Planning & Community Development division, through delegated authority from the Community & Protective Services Committee, provides financial support to organizations that deliver services that align with community investment priorities in the area of sport & recreation, culture and social development. In addition to this funding, the City administers approximately \$340,000 in annual grants on behalf of the Saskatchewan Lotteries Trust Fund.
- The Executive Committee provides financial support for events that celebrate, preserve and enhance Regina's identity, new or unique one-time events that contribute to building community pride and encouraging community interaction and spirit, and re-occurring events that have an established history of City of Regina service support.
- The Executive Committee provides funding to the Regina Exhibition Association Limited, Economic Development Regina and Wascana Park through the Provincial Capital Commission.

Funding provided through the Community Investments program is designed to support the following priorities and objectives:

- Preserve and conserve Regina's intangible cultural heritage (e.g. languages, traditions, stories).

- Improve awareness and access to arts and cultural activity and resource (e.g. artistic practices, cultural spaces, cultural industries).
- Animate public spaces.
- Reflect the cultural aspirations of newcomers, First Nations, Métis and Inuit people.
- Strengthen the cultural community through meaningful partnerships between organizations.
- Support community to create collaborative strategies to address hunger and food security as well as access to housing.
- Strengthen development of safe neighbourhoods through community activities and resources.
- Represent First Nations, Métis, Inuit people, new Canadians, residents with disabilities and citizens who are marginalized to build a welcoming and socially inclusive community.
- Increase accessibility to sport and recreation activities and resources, including sporting events and celebrations.
- Support community initiatives that address the recreation aspirations of our diverse community.
- Promote active and healthy lifestyles among children and youth.
- Encourage multi-season use of open space.
- Support efforts by organizations that deliver programs, services and space that align with Truth & Reconciliation Calls to Action.
- Continue to work with the provincial government to determine roles and responsibilities and a mutually agreed-upon cost-sharing formula for the maintenance and upkeep of Wascana Park.

2019 Achievements

The Community Investment Grants Program supported the core operating and programming of 24 cultural, sport and recreation, and social development organizations in 2019, and allocated approximately 228 separate grants, ranging in amount from \$640 to \$308,000 for first time and recurring events, core operating programs and services in the community.

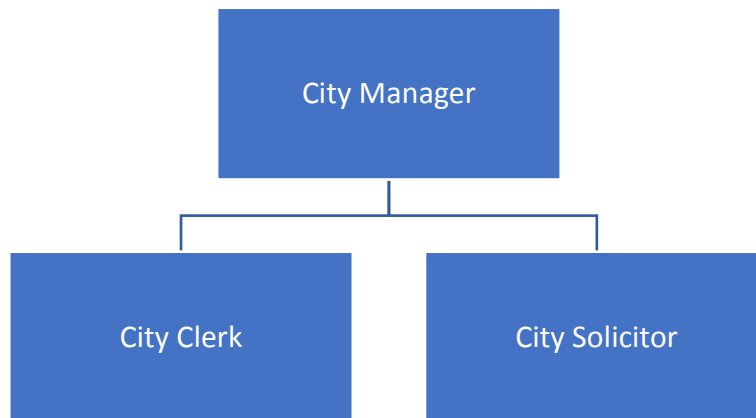
In 2019, 85% of applications received grant funding and 77% of all funds requested were approved.

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Community & Protective Services Committee	3,725	4,056	3,955	3,968	3,990	35	0.9
Economic (Executive Committee)	297	205	205	205	205	-	-
Henry Baker Scholarship	44	37	34	34	34	-	-
Other Economic & Promotional Initiatives	-	7	10	10	10	-	-
Provincial Capital Commission	2,912	2,719	2,719	2,719	2,719	-	-
Regina Economic Development	1,820	1,720	1,812	1,812	1,848	36	2.0
Regina Exhibition Association Limited	400	400	200	200	100	(100)	(50.0)
Special Events Minor Program	24	48	50	20	50	-	-
General Fund Expenditures	9,222	9,192	8,985	8,968	8,956	(29)	(0.3)

Table 31

Officers of Council

The Officers of Council, comprised of the City Manager, City Clerk and City Solicitor, provide leadership and support to the organization, as well as strategic governance, legal advice and support to elected officials to facilitate informed and transparent decision-making.



Priorities and Plans

Top priority for the Officers of Council is the continued strengthening of the relationship between Council and the Administration, and ensuring Council is provided with the information required to make informed decisions and advance the OCP.

In 2020, the Officers of Council will continue to provide appropriate organizational oversight to ensure citizen-focused services are maintained at levels approved by Council, as well as providing governance support to Council to ensure Council is positioned effectively to set direction and policy to achieve the OCP and community vision that “Regina will be Canada’s most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.”

In addition, through Reconciliation Regina’s continued efforts to strengthen and maintain relationships with Indigenous leaders and the community, the organization will continue to fulfill the municipally directed Truth and Reconciliation Commission’s (TRC) Calls to Action to respectfully commemorate the lives of the Missing and Murdered Indigenous Women and Children.

October 2020 marks the municipal and Regina Public and Catholic School Boards election; the last having occurred in 2016. This is a priority for the Officers of Council, and preparation will begin early to ensure the City is well-positioned to support the electoral process.

Further plans include improving efficiency and compliance, as well as reducing ongoing expenses. This will be achieved by replacing current licensing and parking software and by implementing a new ticketing process, which will improve compliance and standards of properties and structures within the City.

Challenges and Opportunities

With a growing city, demands and challenges arise. To meet increased service and technology demands, the City is establishing new and innovative practices, partnerships and contractual relationships. In addition, current processes and practices must be reviewed to find efficiencies necessary to respond to the changing expectations of residents.

Growth, changes to the economy, changing community demographics and the City’s current financial environment increase the complexity of the issues that require decisions at both the organizational and Council level. A broad corporate perspective must be considered and applied in decision-making to balance progress toward the OCP and delivering sustainable services. In addition, the unprecedented funding being leveraged by the federal and provincial governments is providing the City a unique opportunity to provide strategic and significant investment in vital infrastructure.

The volume and complexity of Access to Information requests varies throughout the year and from year to year. The challenge is to meet the legislated timelines and ensure privacy requirements are being protected in an environment with competing priorities and limited resources.

Voluntary compliance of bylaws can be difficult to achieve. There is an opportunity to improve compliance through increased public awareness, education and the introduction of processes that will make compliance as efficient as possible.

The 2020 municipal election has been identified as a high priority. Given the timing of the legislated election dates for both the municipal/school board and the provincial election, unique challenges respecting logistics, mixed voter communication messaging and potential voter fatigue may occur. Planning for the election far in advance will help manage the risk and leverage appropriate communication aimed at increasing the voter turnout.

2019 Achievements

The Office of the City Manager led and completed a management review that assessed the organization's leadership structure with the goal of fostering a collaborative, citizen-focused structure that delivers on the goals contained in the OCP. This review resulted in departmental changes and cost-saving efficiencies. In addition, significant work continues through Reconciliation Regina, to ensure the City's continued leadership role in responding to the TRC's Calls for Action and the recently released Calls for Justice.

The Office of the City Clerk completed a Committee Structure Review to ensure that processes are in place to engage with residents to assist Council in making efficient and effective decisions. The implementation of software applications was undertaken to improve the delivery of services and to ensure consistency and gain organizational efficiencies.

The Office of the City Solicitor continued to implement software for electronic file management, resulting in efficiencies and improvements to the operation and delivery of legal services. An introduction of the Vehicle for Hire Bylaw allows new services in rideshare transportation and the availability of a user installed Pay-by-phone mobile app supporting the modernization of parking payment options.

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Office of the City Clerk	2,242	2,801	2,405	2,320	3,583	1,178	49.0
Office of the City Manager	2,095	1,000	1,397	1,138	1,740	343	24.5
Office of the City Solicitor	9,022	9,158	11,155	10,611	11,302	147	1.3
Total General Operating Expenditures	13,359	12,959	14,957	14,069	16,625	1,668	11.2

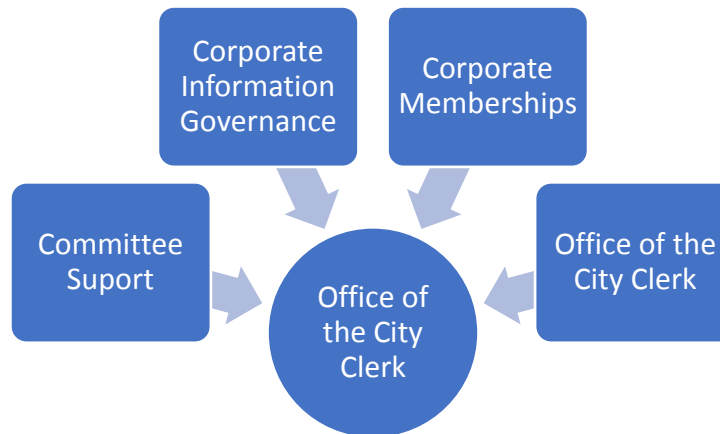
Table 32

FTEs	2019			2020			Change	
Department	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
Office of the City Clerk	19	-	19	21	-	21	2	9.5
Office of the City Manager	5	-	5	6	-	6	1	20.0
Office of the City Solicitor	59	-	59	58	-	58	(1)	(1.7)
Total General Fund	83	-	83	85	-	85	2	2.4

Table 33

Office of the City Clerk

The Office of the City Clerk directs the administrative functions of City Council and Committees. The Office is responsible for information management, access to information and privacy protection, ensuring legislative compliance, protocol and the promotion of an open and transparent municipal government.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Committee Support	141	91	142	112	142	-	-
Corporate Information Governance	882	965	878	898	862	(16)	(1.8)
Corporate Memberships	137	135	130	143	130	-	-
Office of the City Clerk	1,083	1,610	1,255	1,167	2,449	1,194	95.1
General Fund Expenditures	2,243	2,801	2,405	2,320	3,583	1,178	49.0

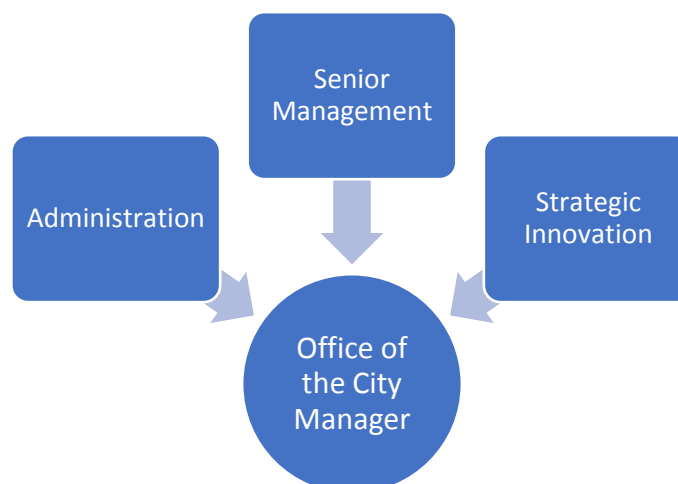
Table 34

Office of the City Manager

The Office of the City Manager is City Council's link to the City Administration.

The City Manager leads the Executive Leadership Team and the Officers of Council, setting the direction for the organization and ensuring the organization provides efficient and effective citizen-focussed services for residents.

The City Manager also provides strategic advice and leadership on government and Indigenous relations locally, provincially and nationally, with a focus on creating an environment conducive to fostering economic and social development.

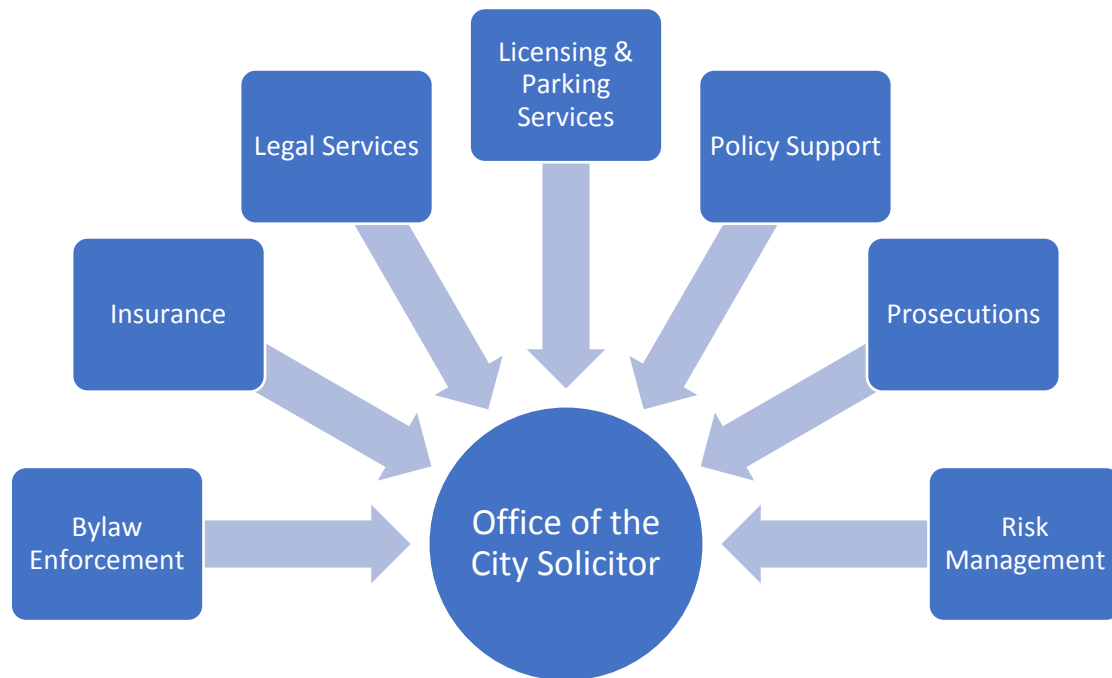


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Administration	-	-	281	281	510	229	81.6
Capital	(46)	-	-	-	-	-	-
Regina Revitalization Initiative	434	104	-	-	-	-	-
Senior Management	1,576	723	716	715	730	14	1.8
Strategic Innovation	131	173	400	142	500	100	25.0
General Fund Expenditures	2,095	1,000	1,397	1,138	1,740	343	24.5

Table 35

Office of the City Solicitor

The Office of the City Solicitor provides education, legal advice and enforcement to the organization and community by supporting public safety, community standards and legislative and regulatory compliance. The City Solicitor governs the legal, prosecution, risk and regulatory requirements for the organization and City Council.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Bylaw Enforcement	1,692	1,575	1,852	1,589	1,925	73	3.9
Insurance	1,034	1,040	1,389	1,213	1,389	-	-
Legal Services	1,859	1,891	2,234	2,121	2,273	39	1.7
Licensing & Parking Services	3,901	4,257	5,468	5,290	5,501	33	0.6
Policy Support	134	68	-	136	-	-	-
Prosecutions	235	110	2	20	2	-	-
Risk Management	167	217	210	242	212	2	1.0
General Fund Expenditures	9,022	9,158	11,155	10,611	11,302	147	1.3

Table 36

Financial Strategy & Sustainability

The Financial Strategy & Sustainability division contributes to a customer-focused, financially sustainable city by providing strategic, equitable, and transparent tax, financial, and land management services. These high-level services are delivered via three departments: Assessment, Tax & Utility Billing; Financial Services, and Land & Real Estate.



Priorities and Plans

Four key priorities have been highlighted through 2020: investing in our people, implementing a culture of customer-focused continuous improvement, enhancing customer-focused service delivery, and ensuring long-term financial sustainability. In driving towards these outcomes, the division will measure its success based on several key initiatives that will move forward and/or be completed in 2020 and over the coming years. These include the initiation of reassessment of Regina properties, progress on the modernization and replacement of water meter infrastructure to improve system operations, enhanced customer service, water conservation and data analytics, the modernization of the assessment and tax information technology system, and continued development of the Regina Revitalization Initiative (RRI).

It is through these initiatives that the division will continue to support the organization and deliver reliable customer-focused services to residents.

Challenges and Opportunities

Staffing, vacancies and retirements continue to be both a challenge and opportunity for the division and a focus on succession planning is key within this. The pace of land transactions has slowed in the Land & Real Estate department, however, it has provided additional time to focus on and improve processes. Changing and increasingly complex Public Sector Accounting Board legislative standards is expected to have impacts on financial resources. The City's investment policy has not been reviewed since 2010 and, given changing market conditions, there is an opportunity to review the policy to ensure maximum returns, prudent practices, and the safeguarding of financial assets. Finally, the Railyard Renewal Project received \$33.6 million in funding, contributed equally by the Government of Canada (\$11.2 million), Province of Saskatchewan (\$11.2 million), and City of Regina (\$11.2 million), under the New Building Canada Fund Provincial-Territorial Infrastructure Component. This funding will advance the Railyard Renewal Project by preparing it for future development.

2019 Achievements

The division celebrated several noteworthy achievements in 2019; among the most important being recognition of the City's strong financial management practices which was reflected in the City receiving its first ever AAA credit rating. This upgrade to the highest possible rating is significant in conveying the level of stewardship the City exhibits with public funds, particularly, that the City has very strong financial management practices and has strengthened its long-term financial planning capabilities.

In 2019, the division had a focus on the modernization of procurement and vendor management practices. This included the introduction of new, standardized procurement methods aimed at optimizing internal efficiency.

Continuing the theme of continuous improvement, the division streamlined and restructured the budget process to create efficiency within the process; while also completing the implementation of new budgeting and forecasting software creating internal efficiency and improving consistency of, and access to, financial data. Furthermore, with a focus on customer benefits the Community Non-Profit Tax Exemption policy was implemented to ensure consistent review and

evaluation of applications for property tax exemptions for non-profit and charitable organizations in alignment with the Community Investment Grant Program.

Phase III of My Account implemented additional self-serve options and increased access to information pertaining to property assessment. Finally, a review and revamp of the residential assessment re-check program was undertaken resulting in a shift from door to door canvassing for reporting to a self-reporting system. This self-assessment resulted in an average 90% response rate in select areas.

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Assessment, Tax & Utility Billing	4,731	4,602	5,167	4,853	5,839	672	13.0
Executive Director, Financial Strategy & Sustainability	567	548	1,094	1,160	1,128	34	3.1
Financial Services	54,547	59,373	64,184	61,769	68,023	3,839	6.0
Land & Real Estate Management	-	-	78	-	-	(78)	-
Total General Operating Expenditures	59,845	64,523	70,523	67,782	74,990	4,467	6.3
General Fund Transfers							
Assessment, Tax & Utility Billing	-	-	-	-	64	64	100.0
Financial Services	9,310	12,415	569	13,942	119	(450)	(79.0)
Land & Real Estate Management	3,779	6,877	-	-	-	-	-
Total General Operating Transfers	13,089	19,292	569	13,942	183	(386)	(68)
Total General Operating Expenditures (with Transfers)	72,934	83,815	71,092	81,724	75,174	4,081	5.7
Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Financial Services	7,257	8,475	8,668	7,722	8,863	195	2.2
Land & Real Estate Management	3,977	7,720	1,868	7,021	2,183	315	16.8
Total Costing Expenditures	11,234	16,195	10,536	14,743	11,046	509	4.8
Costing Fund Transfers							
Land & Real Estate Management	2,686	8,037	2,830	-	2,599	(231)	(8.2)
Total Costing Transfers	2,686	8,037	2,830	-	2,599	231	(8.2)
Total Costing Fund Expenditures (with Transfers)	13,920	24,232	13,366	14,744	13,645	278	(3.3)

Table 37

FTEs	2019			2020			Change	
Department	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
Assessment, Tax & Utility Billing	49	-	49	49	-	49	0	-
Financial Services	65	1	66	67	1	68	2	3.0
Financial Strategy & Sustainability Administration	6	-	6	10	-	10	4	66.7
Land & Real Estate Management	2	-	2	-	-	-	(2)	(100.0)
Total General Fund	122	1	123	126	1	127	4	0.0
Costing Fund								
Financial Services	5	1	6	4	1	5	(1)	(16.7)
Financial Strategy & Sustainability Administration	3	-	3	-	-	-	(3)	(100.0)
Land & Real Estate Management	7	-	7	10	-	10	3	30.0
Total Costing Fund	15	1	16	14	1	15	(1)	(6.3)
Total Financial Strategy & Sustainability	137	2	139	140	2	142	3	2.2

Table 38

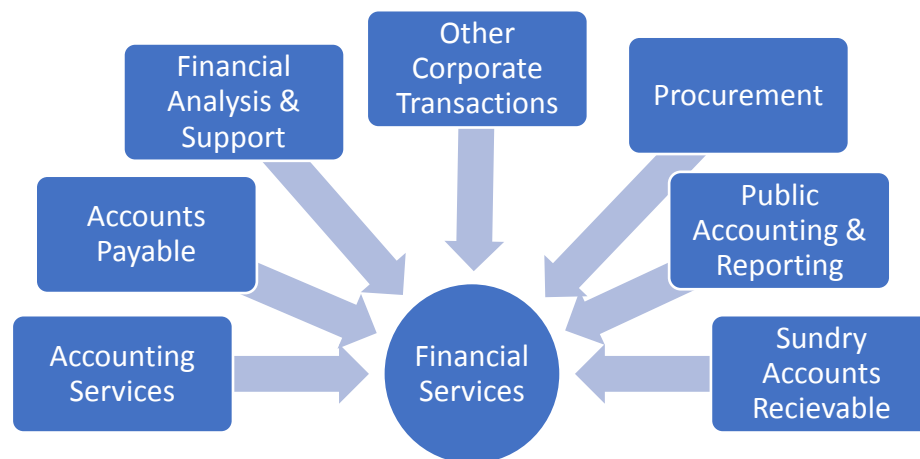
Executive Director, Financial Strategy & Sustainability

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Budget & Long Term Financial Planning	-	-	497	460	525	28	5.7
Office of the Executive Director, Financial Strategy & Sustainability	567	548	597	700	603	6	1.0
General Fund Expenditures	567	548	1,094	1,160	1,128	34	3.1

Table 39

Financial Services

Financial Services is responsible for the City's corporate financial management, which includes program budgeting and accounting, purchasing, accounts receivable, and accounts payable services.

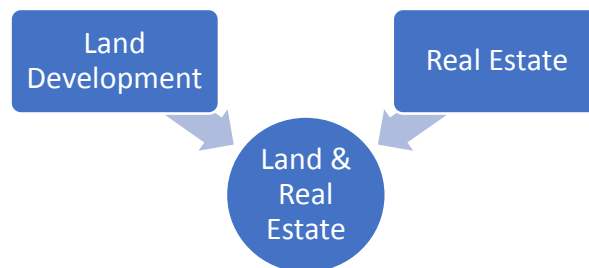


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Director, Financial Services	579	915	399	630	390	(9)	(2.3)
Accounting Services	-	50	912	753	1,050	138	15.1
Accounts Payable	419	461	436	409	446	10	2.3
Financial Analysis & Support	1,888	1,517	1,172	1,295	1,179	7	0.6
Policy & Risk Management	366	368	-	-	-	-	-
Procurement	1,780	1,549	1,865	2,018	2,031	166	8.9
Public Accounting & Reporting	1,895	3,814	1,872	1,855	2,085	213	11.4
Sundry Accounts Receivable	124	65	574	200	281	(293)	(51.0)
Other Corporate Financial Transactions	47,496	50,634	56,954	54,609	60,561	3,607	6.3
General Fund Expenditures	54,547	59,373	64,184	61,769	68,023	3,839	6.0
Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Procurement	7,257	8,475	7,805	7,722	8,863	1,058	13.6
Other Corporate Financial Transactions	-	-	863	-	-	(863)	(100.0)
Costing Fund Expenditures	7,257	8,475	8,668	7,722	8,863	195	2.2

Table 40

Land & Real Estate

The Land & Real Estate department provides land development and real estate oversight for City-owned lands. The department also delivers real estate services including property management, sales and acquisition of City's land holdings.

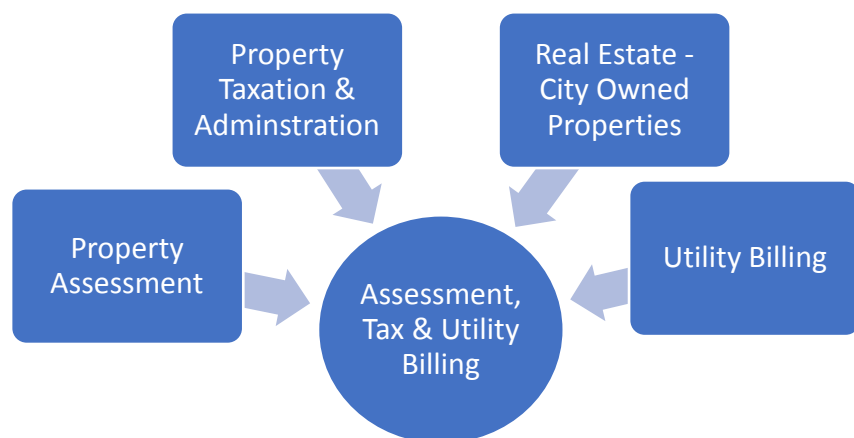


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Real Estate	-	-	78	-	-	(78)	-
General Fund Expenditures	-	-	78	-	-	(78)	-
Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Director, Land & Real Estate Management	-	540	303	522	391	88	29.0
Drainage on City Owned Property	73	21	39	20	39	-	-
Land Development	-	6,257	-	-	-	-	-
Land Development	-	-	408	263	621	213	52.1
Lease Management	271	317	303	371	303	-	-
Real Estate	558	329	533	516	547	14	2.6
Regina Revitalization Initiative	-	153	-	86	-	-	-
Saleable Land	5,761	8,125	3,010	5,141	2,779	(231)	(7.7)
Tax Title Properties Maintenance	-	15	102	102	102	-	-
Costing Fund Expenditures	6,663	15,757	4,698	7,021	4,782	84	1.8

Table 41

Assessment, Tax & Utility Billing

Assessment, Tax & Utility Billing provides assessment and tax administration to generate operating revenue for the City. This includes property valuation, reassessment, tax billing and tax enforcement. The department is also responsible for overseeing the City's water utility billing.

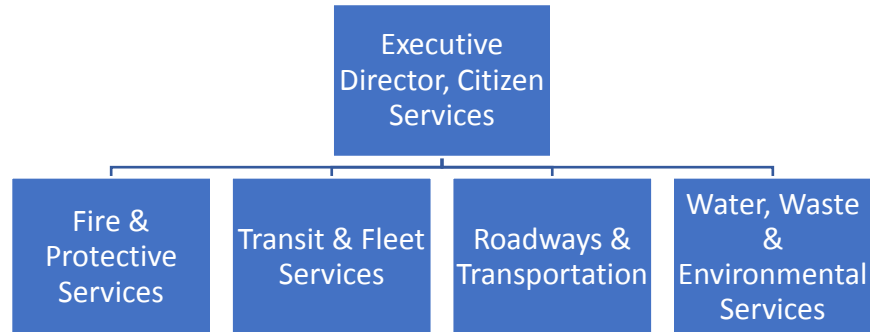


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Property Assessment (City Assessor)	2,593	2,474	3,019	2,722	3,070	51	1.7
Property Taxation & Administration	2,116	2,085	2,117	1,835	2,502	386	18.2
Real Estate - City Owned Properties	23	43	31	44	31	-	-
Utility Billing	(1)	0	-	252	236	236	100.0
General Fund Expenditures	4,731	4,602	5,166	4,853	5,839	672	13.0

Table 42

Citizen Services

The Citizen Services Division delivers reliable services to address the fundamental needs of our community and partners. This includes providing services in the areas of fire suppression, transit, waste management, water, wastewater, and transportation. The division is comprised of four departments: Fire & Protective Services, Roadways & Transportation, Transit & Fleet and Water, Waste & Environmental Services.



Priorities and Plans

The Division will look for innovative approaches to reduce costs, extend the life of City assets and enhance customer service. This includes developing a residential organics waste service to extend the life of the landfill, upgrades to wastewater infrastructure to ensure reliability and implementing new construction techniques that lessen the impact on residents during construction season.

Advancing key policy documents is also priority for the Division. The Winter Roadway Maintenance Policy will be reviewed and updated to ensure it balances affordability and reflects resident needs. In addition, the Division will engage the community and Council on important policy decisions.

The Division will also examine service delivery to ensure long-term sustainability of the services it provides. Master Plans will be developed to assist Fire & Protective Services, Solid Waste and Transit in long-term planning.

Challenges and Opportunities

The nature of the work within this Division has inherent challenges as it is subject to a number of factors that are unknown or difficult to anticipate. Extreme weather (rain, snow, drought, etc.) and unforeseen circumstances can extend project timelines and increase costs. To mitigate these risks, the Division utilizes asset management plans to guide decision making on where and when investments should be made.

Growth and subdivision development has a demand on the services the division provides, such as expanding routes for Transit, increased solid waste collection, broader emergency response and additional winter roadway maintenance. To offset the costs of growth and infrastructure renewal, the City will continue to leverage Government grants as they are made available.

Policy and/or regulatory changes from outside agencies can impact service delivery. For example, the recycling funding model will be challenged as a result of changes to China's import legislation known as Chinese National Sword, which limits the recycling material China will accept. By building a strong relationship with industry stakeholders and regulators, the division can stay abreast of potential regulatory or policy changes that may impact service delivery.

Ensuring business continuity is a priority for the division as a number of staff in key positions are currently eligible for retirement in the next one to three years. In order to deliver reliable services, succession planning and training is a priority. For the organization, new employees bring the potential for a fresh perspective on the services we deliver.

2019 Achievements

The division completed several major construction projects as 2019 was a historic year for infrastructure investment in Regina. In order to extend the life of the road network, 33 km of road renewal construction was completed, most notably on Lewvan Drive, Rochdale Boulevard and Dewdney Avenue. Victoria Avenue also received substantial infrastructure

upgrades as part of the beautification project. Two bridges on Ring Road were replaced and repairs were also made to the Assiniboine Bridge.

A permanent leaf and yard waste depot location was developed at the Landfill to replace the seasonal locations throughout Regina. In the first three months of operation, 1,500 tonnes of waste were diverted and refined into compost material, increasing the diversion rate by of 2%.

A Waste Water Master plan was developed to outline the goals and strategies to achieve long-term sustainability of the city's wastewater system which examines levels of service, risk mitigation and accounting for growth.

Transit provided charter service to many major events at Mosaic Stadium moving 7,000 to 8,000 customers each way to each event. The division continued to invest in fleet infrastructure to ensure the City of Regina is equipped to deliver services in a safe and efficient manner. The Division activated the Emergency Operations Center (EOC) to support evacuees from the Pikangikum First Nation due to forest fires in Northern Ontario as well as participated in numerous training exercises to prepare for future major events such as the 2020 Grey Cup.

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Transit & Fleet	37,613	37,744	38,595	38,803	40,487	1,891	4.9
Fire & Protective Services	41,485	41,836	44,196	42,833	44,303	107	0.2
Citizen Services Administration	109	112	280	281	285	5	1.9
Roadways & Transportation	39,407	37,755	39,721	38,276	41,026	1,305	3.3
Water, Waste & Environmental Services	32,971	33,326	34,724	33,381	34,020	(705)	(2.0)
Total General Operating Expenditures	151,585	150,773	157,516	153,574	160,120	2,604	(2.0)
General Fund Transfers							
General Fund							
Transit & Fleet	20	20	20	20	21	1	4.0
Roadways & Transportation	2,298	1,099	-	292	-	-	-
Water, Waste & Environmental Services	15,096	11,583	10,918	8,639	9,844	(1,074)	(9.8)
Total General Operating Transfers	17,414	12,702	10,938	8,951	9,865	(1,073)	(9.8)
Total Costing Fund Expenditures (with Transfers)	168,998	163,475	168,454	162,525	169,985	1,531	(9.8)
Costing Fund							
Transit & Fleet	31,260	29,439	29,866	29,367	30,033	167	0.6
Fire & Protective Services	-	12	328	-	-	(328)	-
Roadways & Transportation	23,758	23,679	9,200	14,520	9,322	122	1.3
Water, Waste & Environmental Services	5,088	5,387	-	-	-	-	-
Total Costing Fund Expenditures	60,105	58,517	39,394	43,888	39,355	(39)	(0.1)
Costing Fund Transfers							
Costing Fund							
Transit & Fleet	14,180	12,362	12,362	12,362	12,362	(1)	(0.0)
Roadways & Transportation	(188)	44	-	-	-	-	-
Total Costing Fund Transfers	13,992	12,407	12,362	12,362	12,362	(1)	(0.0)
Total Costing Fund Expenditures (with Transfers)	74,098	70,924	51,756	56,250	51,716	40	(0.1)

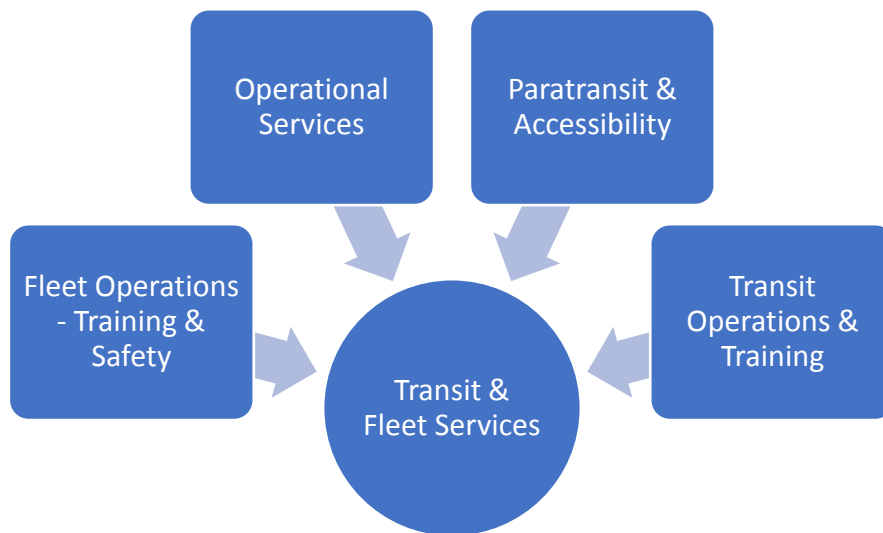
Table 43

FTEs	2019			2020			Change	
Department	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
Transit & Fleet	228	6	234	224	6	230	(4)	(1.7)
Fire & Protective Services	303	-	303	304	-	304	1	0.3
Citizen Services Administration	3	-	3	3	-	3	-	-
Roadways & Transportation	164	40	204	163	40	203	(1)	(0.5)
Water, Waste & Environmental Services	71	29	100	68	29	97	(3)	(3.0)
Total General Fund	769	75	844	762	75	837	(7)	(0.8)
Costing Fund								
Transit & Fleet	93	-	93	93	-	93	-	-
Fire & Protective Services	3	-	3	-	-	-	(3)	(100.0)
Roadways & Transportation	10	3	13	10	3	13	-	-
Total Costing Fund	106	3	109	103	3	106	(3)	(2.8)
Total Citizen Services	875	78	953	865	78	943	(10)	(1.0)

Table 44

Transit & Fleet Services

Transit & Fleet is responsible for the delivery of conventional transit and paratransit services as well as the management of the City's fleet inventory.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Director, Transit & Fleet	1,081	957	518	740	388	(130)	(25.1)
Fleet Operations - Training & Safety	744	849	766	846	738	(28)	(3.6)
Operational Services	436	459	695	512	706	11	1.6
Paratransit & Accessibility	5,953	5,928	6,413	6,435	6,725	312	4.9
Transit Operations & Training	29,398	29,551	30,204	30,270	31,930	1,726	5.7
General Fund Expenditures	37,613	37,744	38,595	38,803	40,487	1,891	4.9
Costing Fund							
Administration	-	-	-	90	-	-	-
Fleet Capital & Asset Management - Civic	285	197	515	203	512	(3)	(0.6)
Fleet Maintenance - Civic	6,912	6,834	7,503	7,138	7,749	246	3.3
Fleet Maintenance - Fire	1,567	1,589	1,310	1,364	1,151	(159)	(12.2)
Fleet Maintenance - Transit	11,152	9,991	10,195	10,195	10,363	168	1.6
Fleet Operations - Coordination	1,063	1,094	1,045	976	1,048	3	0.3
Fleet Operations - Motor Pool	323	180	391	180	430	39	9.8
Fleet Operations - Small Equipment	195	152	251	251	251	-	-
Fleet Services	9,143	8,617	8,097	8,489	8,097	-	-
Supply Services - Fleet Stores	443	441	416	338	432	16	3.8
Supply Services - Transit Stores	177	173	143	143	-	(143)	-
Transit Operations	-	171	-	-	-	-	-
Costing Fund Expenditures	31,260	29,439	29,866	29,367	30,033	167	0.6

Table 45

Fire & Protective Services

Fire & Protective Services provides fire suppression, emergency medical, hazardous material mitigation, emergency rescue, fire safety education, emergency planning, business continuity and fire prevention services.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Administration	1,466	1,161	1,250	1,358	1,620	370	29.6
Emergency Communications	752	648	713	647	737	24	3.5
Emergency Management & Planning	275	228	295	231	321	26	8.6
Equip & Programs	187	184	186	179	196	10	5.4
Planning & Accreditation	341	321	419	366	-	(419)	-
Prevention	1,464	1,388	1,535	1,406	1,276	(259)	(16.9)
Safety & Logistics	2,430	2,474	2,632	2,534	1,552	(1,080)	(41.0)
Suppression and Rescue	33,580	34,318	36,144	34,948	37,255	1,111	3.1
Training	990	1,114	1,022	1,164	1,346	324	31.7
Costing Fund Expenditures	41,485	41,836	44,196	42,833	44,303	107	0.2
Costing Fund							
Administration	-	-	72	-	-	(72)	-
Safety & Logistics	-	12	256	-	-	(256)	-
Costing Fund Expenditures	-	12	328	-	-	(328)	-

Table 46

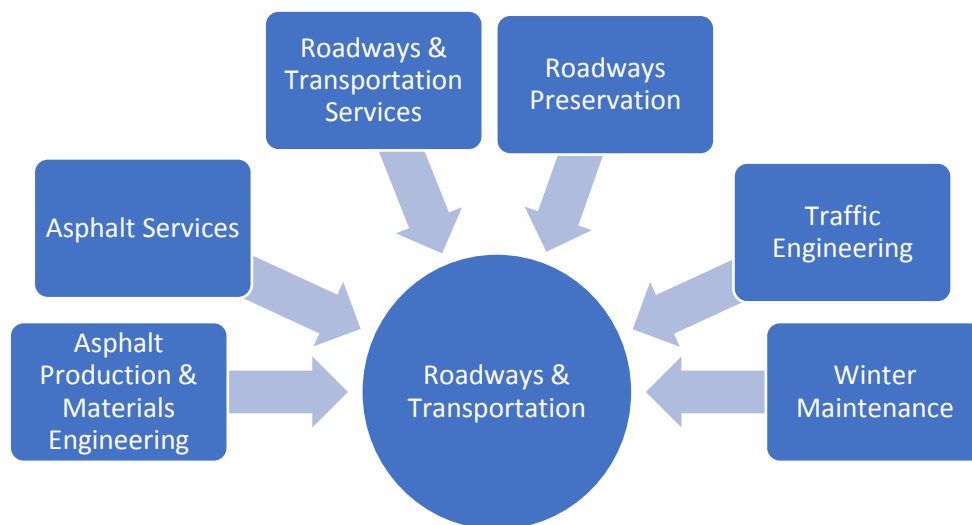
Citizen Services Administration

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Administration	109	112	280	281	285	5	1.8
General Fund Expenditures	109	112	280	281	285	5	1.8

Table 47

Roadways & Transportation

Roadways & Transportation is responsible for the planning, design, construction and asset maintenance of existing roadways, bridges, sidewalks and other transportation infrastructure. The department also provides seasonal road maintenance and traffic safety management services.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Asphalt Production & Materials Engineering	294	393	385	406	388	3	0.8
Asphalt Services	16,766	17,328	17,622	17,375	18,225	603	3.4
Roadways & Transportation Services	1,901	1,616	1,110	1,088	1,155	45	4.1
Roadways Preservation	1,532	1,526	1,645	1,645	1,648	3	0.2
Traffic Services	9,680	8,401	10,013	9,040	10,621	608	6.1
Winter District Maintenance	9,234	8,491	8,946	8,722	8,989	43	0.5
General Fund Expenditures	39,407	37,755	39,721	38,276	41,026	1,305	3.3
Costing Fund							
Asphalt Production & Materials Engineering	7,775	7,224	7,881	7,677	7,967	86	1.1
Asphalt Services	8,154	9,827	1,319	6,843	1,355	36	2.7
Roadways & Transportation Services	2,399	2,055	-	-	-	-	-
Traffic Services	3,107	2,232	-	-	-	-	-
Winter District Maintenance	2,323	2,341	-	-	-	-	-
Costing Fund Expenditures	23,758	23,679	9,200	14,520	9,322	122	1.3

Table 48

Water, Waste & Environmental Services

Water, Waste & Environmental Services is responsible for managing stormwater, wastewater and water supply services for the Regina area. The Department also provides waste collection and disposal services, including programs that divert waste from the landfill as well as ensuring environmental regulatory compliance across the organizations' services.

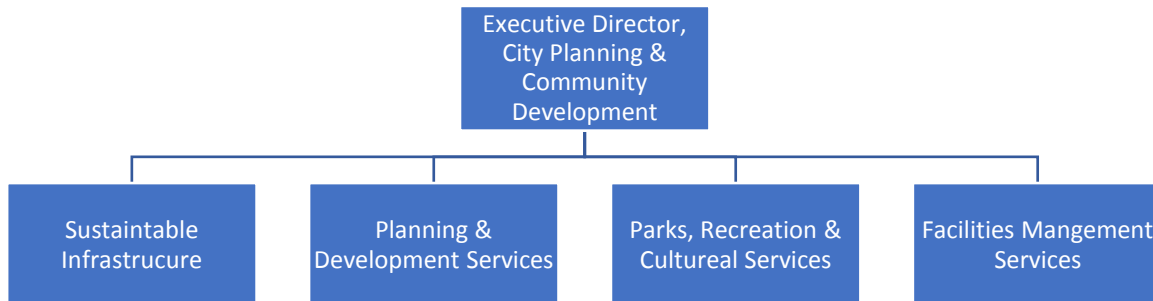


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Water Works - Water	-	-	145	-	163	18	12.2
Waste Disposal - Landfill Operations	-	(22)	(65)	-	25,060	25,125	100.0
Waste Disposal - Solid Waste Collection	-	8,757	8,742	8,805	8,796	54	0.6
Waste Diversion	(519)	12	-	-	1	1	100.0
Solid Waste Management	33,490	24,579	25,903	24,576	-	(25,903)	(100.0)
General Fund Expenditures	32,971	33,326	34,724	33,381	34,020	(705)	(2.0)
Costing Fund							
Water Works - Water	1,216	896	-	-	-	-	-
Water Works - Wastewater	3,528	(1,140)	-	-	-	-	-
Water Works - Stormwater	5	5,285	-	-	-	-	-
Waste Disposal - Landfill Operations	252	253	-	-	-	-	-
Waste Disposal - Solid Waste Collection	43	-	-	-	-	-	-
Waste Diversion	44	93	-	-	-	-	-
Costing Fund Expenditures	5,088	5,387	-	-	-	-	-

Table 49

City Planning & Community Development

This division shapes the City's development and the quality of life residents experience by working with internal and external partners to create complete neighbourhoods, and programs and services that achieve the goals of the OCP for residents and visitors. The division consists of four departments: Facilities Services; Parks, Recreation & Cultural Services; Planning & Development Services; and Sustainable Infrastructure.



Priorities and Plans

City Planning & Community Development will focus on three key priorities in 2020.

The first of these priorities is to continue developing and implementing policies and long-range plans that advance the OCP. These include the Recreation Master Plan, Cultural Plan, Parks Master Plan, Facilities Asset Management Plan, City Wide Infrastructure Plan, Comprehensive Housing Strategy, Underutilized Land Strategy, Zoning Bylaw and Neighborhood Plans.

Two other key priorities are to find efficiencies that improve customer service and to strengthen relationships with stakeholders and partners for enhanced collaboration in service delivery.

The new Zoning Bylaw, approved in 2019, will set the direction for how land is developed in accordance with the policies contained in the Official Community Plan. The new Zoning Bylaw is focused on best practices in land use management and contemporary standards. Furthering this work, the first two of 31 Neighbourhood Plans (Al Ritchie and Hillsdale) will be initiated in 2019 with approximately four per year to follow in the coming years. These plans will set the direction for land use in mature neighbourhoods and identify potential locations for intensification.

The implementation of recommendations from the 2019 Housing Incentives Policy Review will support the construction of affordable housing.

The implementation of new planning and building software will enable customers to submit permit applications online through Regina.ca. The software allows customers to track permit status and makes it possible for multiple staff to review permits concurrently, which will improve service and potentially reduce the processing times of development and building permits.

A Building Permit Service Review was initiated in 2019 to assess the current permit process and understand where improvements can be made to further enhance customer service delivery. Implementation of findings from this review will be determined over the coming year.

Other notable work will be carried out by the Division in 2020, such as:

- Construction to begin on the Maple Leaf and Wascana Pools
- Implementation of Civic Arts & Cultural Collections Policy including public art initiatives
- Updating the City's Joint Use Agreement with school boards
- Collaboration with Economic Development Regina and the Province of Saskatchewan to attract industrial development and positions Regina as an investment destination
- Advance Ring Road Rail Relocation (Preliminary Design)
- Development of the Saskatchewan Drive Corridor Plan

Challenges and Opportunities

Trying to find efficient and innovative ways to balance the social and economic needs of the community is the challenge that City Planning and Community Development is facing in our current environment.

This challenge includes maintaining service levels on existing assets, balancing greenfield development with intensification targets, encouraging growth, and supporting community programming without increasing the financial impact to citizens, the private or non-profit sectors.

2019 Achievements

Demolition of both Maple Leaf and Wascana Pools and completion of the designs for their replacement infrastructure moved the City forward in being able to better serve current and future recreation needs for residents.

Council's approval of the Regent Par 3 redevelopment plan will provide new recreation opportunities in an underutilized area.

Mosaic Stadium received the Rick Hansen Foundation Accessibility Certification Gold at Mosaic Stadium. The Stadium was also host to a Raptors viewing event and a NHL outdoor game, bringing positive national exposure to Regina while showcasing the diverse usage of the facility.

The open excavation of the Capital Pointe site at 1971 Albert Street was successfully filled.

The NW Link Multi-Use Pathway was completed.

A new Zoning Bylaw and Sign Bylaw were approved by Council following extensive public consultation throughout 2019.

Other 2019 achievements that will support future work of the Division include:

- Completion of a feasibility study for rail crossing options at Ring Road
- Implementation of an Intensification Levy within establishes areas of the City to cover a portion of capital infrastructure projects required to support growth
- Completion of a new heritage inventory policy that will help determine how heritage properties should be designated
- Completion of an Underutilized Land Study (ULIS) that provided recommendations for promoting development on underutilized lands
- Development of a contemporary Civic Arts & Cultural Collections Policy
- Development of a Recreation Facility/Amenity Partnership Framework to guide public investment in partnership opportunities

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Executive Director, City Planning & Community Development	648	904	1,144	806	1,336	192	16.8
Facilities Management Services	18,251	17,978	17,866	17,746	19,393	1,527	8.5
Major Projects	51	(1)	-	-	-	-	-
Parks, Recreation & Cultural Services	50,101	50,607	50,573	50,891	55,255	4,682	9.3
Planning & Development Services	14,481	11,123	10,884	10,735	8,957	(1,927)	(17.7)
Sustainable Infrastructure	136	1,399	4,042	3,359	3,475	(567)	(14.0)
Total General Operating Expenditures	83,668	82,010	84,509	83,537	88,416	3,907	9.3
General Fund Transfers							
Executive Director, City Planning & Community Development	(4)	-	-	-	-	-	-
Major Projects	(30)	-	-	-	-	-	-
Planning & Development Services	(1,862)	(1,284)	(1,249)	(803)	(754)	495	(39.6)
Sustainable Infrastructure	(63)	(878)	(1,072)	(1,017)	(2,457)	(1,386)	129.3
Total General Operating Transfers	(1,959)	(2,162)	(2,320)	(1,820)	(3,211)	(891)	(0.1)
Total Costing Fund Expenditures (with Transfers)	81,709	79,848	82,189	81,717	85,205	3,016	(0.1)
Costing Fund							
Facilities Management Services	7,777	7,695	7,021	6,876	7,143	122	1.7
Parks, Recreation & Cultural Services	4,096	4,104	558	558	559	1	0.2
Total Costing Fund Expenditures	11,873	11,799	7,579	7,434	7,702	123	1.6
Costing Fund Transfers							
Facilities Management Services	-	(1)	-	(1)	-	-	-
Total Costing Fund Transfers	-	(1)	-	(1)	-	-	-
Total Costing Fund Expenditures (with Transfers)	11,873	11,798	7,579	7,433	7,702	123	-

Table 50

FTEs	2019			2020			Change	
Department	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
City Planning & Community Development Administration	9	-	9	10	-	10	1	11.1
Facilities Management Services	90	14	104	92	16	108	4	3.8
Parks, Recreation & Cultural Services	137	214	351	137	215	352	1	0.3
Planning & Development Services	84	-	84	85	-	85	1	1.2
Sustainable Infrastructure	44	4	48	51	5	56	8	16.7
Total General Fund	364	232	596	375	236	611	15	2.5
Costing Fund								
Facilities Management Services	33	1	34	31	1	32	(2)	(5.9)
Parks, Recreation & Cultural Services	-	1	1	-	1	1	-	-
Total Costing Fund	33	2	35	31	2	33	(2)	(5.7)
Total Community Planning & Community Development	397	234	631	406	238	644	13	2.1

Table 51

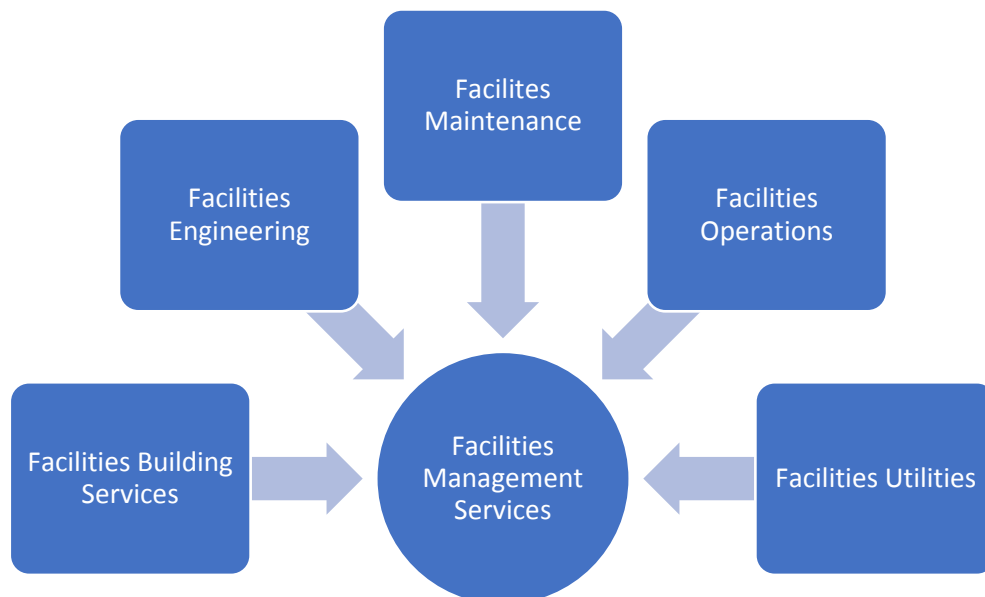
Executive Director's Office

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Administration	648	904	1,144	1,340	1,336	192	16.8
General Fund Expenditures	648	904	1,144	1,340	1,336	192	16.8

Table 52

Facilities Services

The Facilities Services Department is the steward of corporate facilities and is responsible for maintenance, capital planning, corporate programs, operations, safety, security and property management.

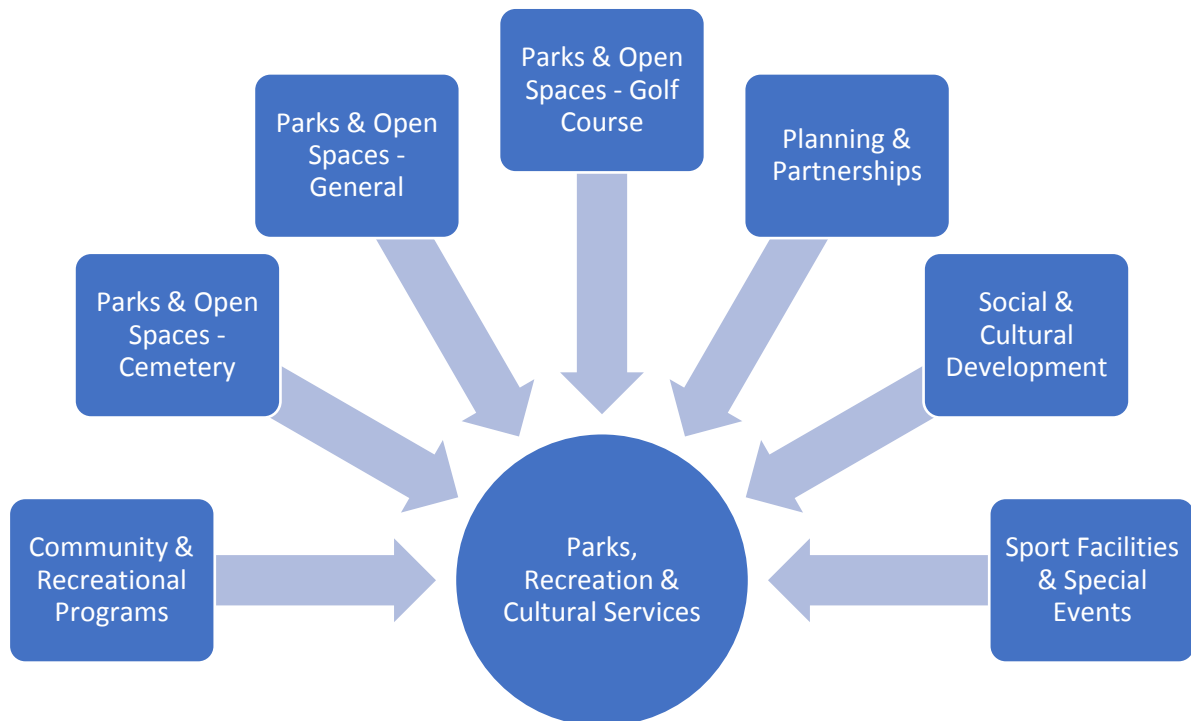


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Director, Facilities Management Services	643	488	215	295	215	-	-
Facilities Building Services	1,808	2,081	1,818	1,834	2,018	200	11.0
Facilities Engineering	566	537	653	580	660	7	1.1
Facilities Maintenance	4,063	3,944	3,918	4,086	4,247	329	8.4
Facilities Operations	7,385	7,434	7,716	7,365	7,390	(326)	(4.2)
Facilities Utilities	3,784	3,494	3,546	3,586	4,863	1,317	37.1
General Fund Expenditures	18,251	17,978	17,866	17,746	19,393	1,527	8.5
Costing Fund							
Facilities Building Services	1,160	1,063	1,140	1,030	1,140	-	-
Facilities Maintenance	6,139	6,094	5,311	5,311	5,426	115	2.2
Facilities Operations	173	196	153	156	155	2	0.7
Facilities Utilities	305	342	417	375	422	5	1.2
Costing Fund Expenditures	7,777	7,695	7,021	6,876	7,143	122	1.7

Table 53

Parks, Recreation & Cultural Services

The Parks, Recreation & Cultural Services Department is responsible for the general maintenance duties in parks and open spaces, planning and development of recreation facilities, development of partnerships with community organizations, management and programming of City-owned recreation facilities and creating partnerships to deliver sport recreation and leisure opportunities at City-owned facilities. The department is also responsible for providing cultural and social inclusion services as well as administering the housing and heritage incentives policies and the Community Investment Grants Program.

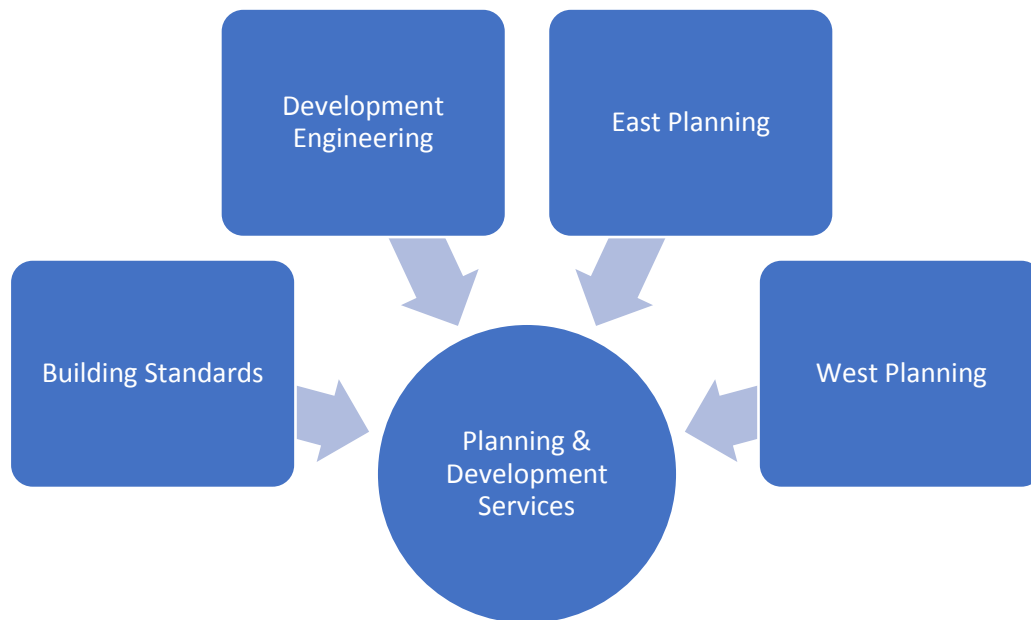


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Community & Recreation Programs	-	-	-	393	534	534	100.0
Director, Parks, Recreation & Cultural Services	1,530	971	822	708	687	(135)	(16.4)
Parks & Open Space - Cemetery	1,011	1,073	1,031	1,019	1,050	19	1.9
Parks & Open Space - General	15,418	15,880	15,924	16,619	16,163	239	1.5
Parks & Open Space - Golf Course	2,341	2,173	2,246	1,830	2,382	136	6.1
Planning & Partnerships	549	698	947	893	969	22	2.3
Social & Cultural Development	2,409	2,411	3,761	3,354	6,489	2,729	72.6
Sport Facilities & Special Events	26,843	27,401	25,843	26,075	26,981	1,138	4.4
General Fund Expenditures	50,101	50,607	50,573	50,891	55,255	4,682	9.3
Costing Fund							
Community Services	608	765	-	-	-	-	-
Parks & Open Space - General	4,096	4,104	558	558	559	1	0.2
Costing Fund Expenditures	4,704	4,869	558	558	559	1	0.2

Table 54

Planning & Development Services

The Planning and Development Services Department is responsible for development approvals, planning policies and the administration and enforcement of building standards and regulation to ensure healthy, safe and habitable buildings for the City. The department is also responsible for the review, inspection and enforcement of all growth-related initiatives in the City.

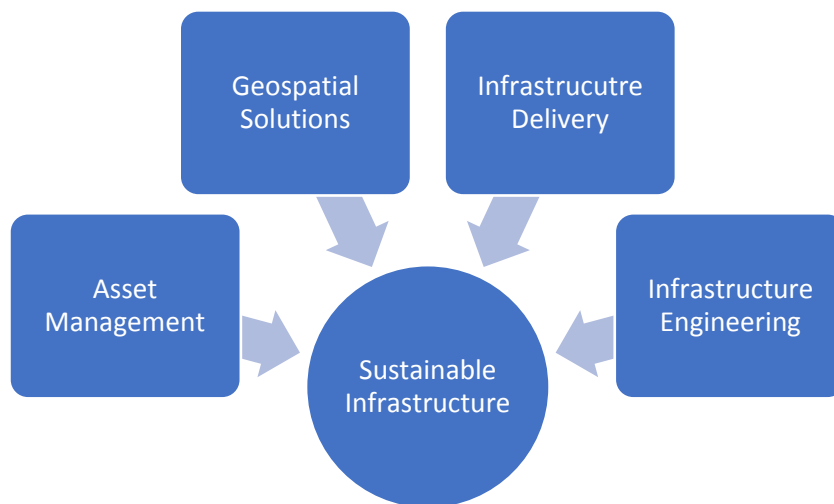


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Building Standards	-	-	3,444	2,901	3,620	177	5.1
Development Engineering	669	669	650	1,819	1,413	762	117.3
Director, Planning & Development Services	291	273	1,776	1,493	1,621	(155)	(8.7)
East Planning	-	-	1,217	952	1,198	(19)	(1.6)
West Planning	-	-	3,768	3,374	1,105	(2,662)	(70.7)
Business Support	255	290	-	-	-	-	-
Current Planning	93	58	-	-	-	-	-
Development	244	157	-	-	-	-	-
Engineering Services Administration	103	112					
Geospatial Services	843	(0)					
Heritage Program	170	42	30	30	-		
Infrastructure Planning	234	279					
Infrastructure Services	483	531					
Planning & Sustainability Fee Supported Operations	5,641	5,737					
Regional Planning	497	514	-	166	-		
Roadways - Development Engineering & Landscape Design	296	413					
Service Agreement-Development Engineering	424	641					
Urban Planning	4,082	1,313					
Zoning	156	94					
General Fund Expenditures	14,481	11,123	10,884	10,735	8,957	(1,927)	(17.7)

Table 55

Sustainable Infrastructure

The Sustainable Infrastructure Department was formed as part of the management review to provide a more integrated, customer-focused and progressive asset management approach at the City. It supports decisions, plans and activities driven to achieve affordable and sustainable infrastructure. The department is responsible for development of asset management policies, processes and programs, long-range infrastructure planning and investment plans, geospatial strategy and governance, design and project delivery of integrated and major infrastructure projects, construction coordination, scheduling and field services.



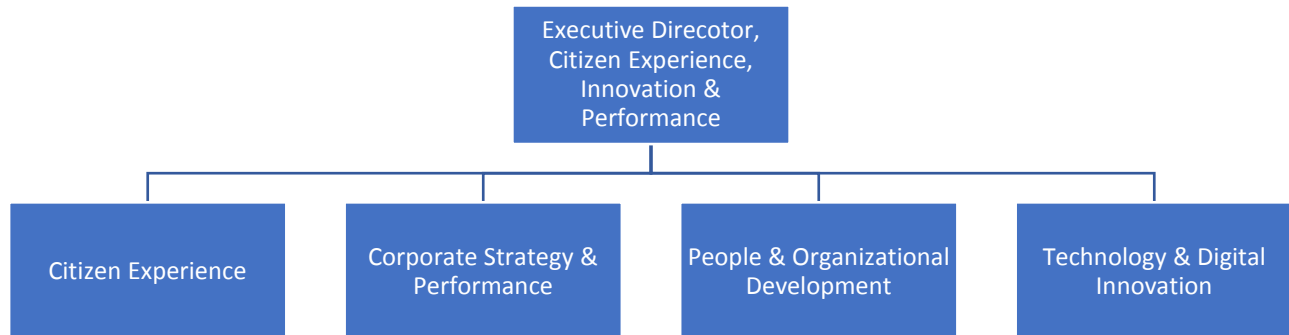
Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Asset Management	136	138	165	169	338	173	104.7
Director, Sustainable Infrastructure	-	-	90	238	212	122	134.4
Geospatial Solutions	(0)	1,261	1,392	1,402	1,340	(52)	(3.7)
Infrastructure Delivery	-	-	820	750	484	(336)	(41.0)
Infrastructure Engineering	-	-	1,575	800	1,101	(474)	(30.1)
General Fund Expenditures	136	1,399	4,042	3,359	3,475	(567)	(14.0)

Table 56

Citizen Experience, Innovation & Performance

The Citizen Experience, Innovation and Performance division plans and supports organizational change that modernizes our traditional business lines and the services citizens rely on every day. Together we integrate people, strategy, process and technology to create an environment that sparks innovation, transforms services and changes our workplace culture.

This division includes: Citizen Experience, Technology & Digital Innovation, People & Organizational Culture and Corporate Strategy & Performance.



Priorities and Plans

Looking forward, the division is tasked to develop a vision to improve internal operations and citizen-facing services to achieve the outcomes in the OCP. In 2020, work will begin to develop the next Corporate Strategic Plan (2022 to 2025). The division continues to prioritize our understanding of the cost and levels of service the City provides to residents. In addition, the division is advancing digital transformation and smart cities opportunities while continuing to deliver a security awareness program to reduce risk and provide reliable responses to cyber threats. In the spring of 2020, the City is hosting an Energy and Sustainability Conference with the goal of having a Council-adopted action plan in place by year-end.

The division's work is anchored by citizen and employee experience. Experience includes how citizens and employees access and receive services including how post service commitments are met. A number of initiatives are planned to increase our understanding of citizen needs while responding to expectations. These initiatives include the development of a citizen experience strategy, launch of public engagement tools and improvements to digital marketing and use of social media channels. We are also focused on the employee experience with attention to improving leadership practices, workplace culture and employee engagement.

Challenges and Opportunities

Citizen Experience, Innovation & Performance is a new division designed to integrate people, strategy, process and technology and further advance the City's efforts to be citizen-focused in the delivery of services.

As a city, there is an ongoing challenge balancing both citizen and employee expectations with the cost of delivering services. There is also growing pressure to provide real-time information through multiple channels and to introduce online services that can be accessed 24 hours a day, seven days a week. As communication trends continually diversify and technology provides opportunity for improve efficiency and sustainability of services, the City's workforce must be equipped with the specialized skills to meet and respond to these challenges.

Recruitment and retention of employees, and the creation of a healthy workplace culture, includes a focus on diversity and inclusion, meaningful opportunities for advancement, professional growth and development. Additionally, succession planning is imperative to proactively address the reality of an aging workforce and ensure that organizational knowledge and skill sets are not lost.

Cybersecurity threats and fraud trends are continually evolving. To mitigate this, the City employs a combination of people, processes and technology. Technology helps to proactively reduce attacks before they reach City infrastructure and staff. Employee training and awareness helps spot fraudulent attacks and supplement technology protections.

2019 Achievements

In late 2018 and carrying into 2019, the organization underwent a management review to ensure the leadership structures in place were well positioned to deliver on the City of Regina's vision and mission. This Division led the implementation of the streamlined, future-ready organization structure that positions the City to deliver outcomes for citizens.

Regina.ca was redesigned to create a better experience for citizens looking for information about City programs and services and provides a mobile-friendly platform for the City to introduce additional digital services.

A People Strategy was developed to provide a framework for employees and leaders in creating a workplace culture that embodies the *One City - One Team* principles.

Collective agreements were successfully negotiated with CUPE Local 21, CUPE Local 7 and Amalgamated Transit Union ensuring labour stability for three years.

Municipal Benchmarking Network (MBN) Canada has been fully implemented at the City of Regina through a three-year onboarding process. This helps the City make decisions with a better understanding of how our services compare to other cities across the country.

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Citizen Experience	3,854	4,208	4,066	3,911	4,197	132	3.2
Corporate Strategy & Performance	1,018	848	1,184	1,019	1,614	430	36.3
Executive Director, Citizen Experience, Innovation & Performance	-	-	1,027	929	1,013	(14)	(1.4)
People & Organizational Culture	6,631	6,835	6,862	7,248	6,356	(506)	(7.4)
Technology & Digital Innovation	10,893	11,990	11,969	12,168	12,398	429	3.6
Total General Operating Expenditures	22,396	23,881	25,108	25,275	25,578	469	1.9
General Fund Transfers							
Citizen Experience	55	-	-	-	-	-	-
Technology & Digital Innovation	80	80	-	-	-	-	-
Total General Operating Transfers	135	80	-	-	-	-	-
Total Costing Fund Expenditures (with Transfers)	22,531	23,961	25,108	25,282	25,578	469	1.9

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
Technology & Digital Innovation	693	768	703	866	705	2	0.3
Total Costing Fund Expenditures	693	768	703	866	705	2	0.3
Costing Fund Transfers							
Technology & Digital Innovation	105	-	5	2	5	-	-
Total Costing Fund Transfers	798	768	708	868	710	2	0.3
Total Costing Fund Expenditures (with Transfers)	798	768	708	868	710	2	0.3

Table 57

FTEs	2019			2020			Change	
Department	Permanent	Casual	Total	Permanent	Casual	Total	#	%
General Fund								
Technology & Digital Innovation	62	0	62	63	0	63	1	1.6
Corporate Strategy & Performance	8	-	8	12	-	12	4	50.0
People & Organizational Culture	59	-	59	51	-	51	(8)	(13.6)
Citizen Experience	46	2	48	45	2	47	(1)	(2.1)
Citizen Experience, Innovation & Performance Administration	4	-	4	4	-	4	-	-
Total General Fund	179	2	181	175	2	177	(4)	(2.2)
Costing Fund								
Technology & Digital Innovation	3	-	3	3	-	3	-	-
Total Costing Fund	3	-	3	3	-	3	-	-
Total Citizen Experience, Innovation & Performance	182	2	184	178	2	180	(4)	(2.2)

Table 58

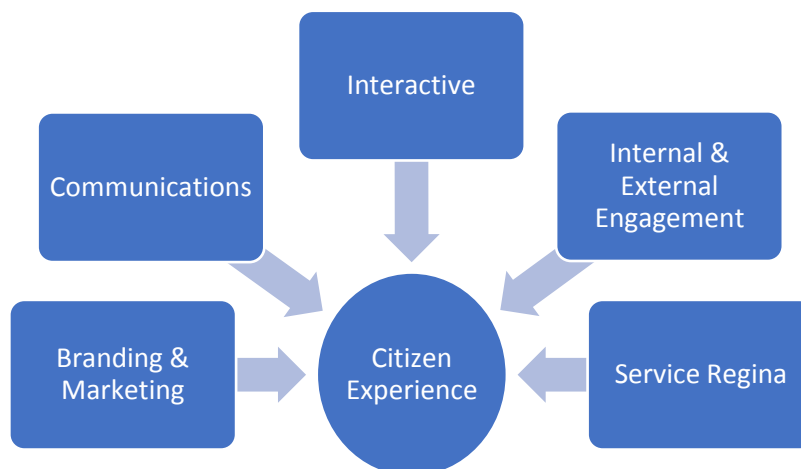
Executive Director

Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Executive Director, Citizen Experience, Innovation & Performance	-	-	1,027	911	1,013	(14)	(1.4)
General Fund Expenditures	-	-	1,027	911	1,013	(14)	(1.4)

Table 59

Citizen Experience

This department keeps citizens informed about City programs and services and provides the opportunity for citizens to share their voice on important considerations and decisions. Through Service Regina, citizens also have a direct link through telephone, online and City Hall in-person contact.

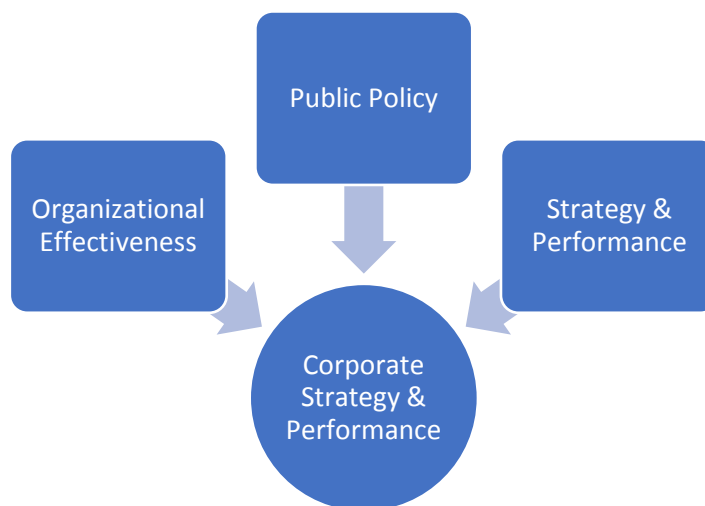


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Director, Citizen Experience	1,544	1,769	1,479	1,693	1,697	218	14.8
Communications	673	736	676	694	661	(15)	(2.3)
Interactive	42	50	127	127	77	(50)	(39.3)
Branding & Marketing	185	160	130	137	130	-	-
Internal & External Engagement	3	18	19	-	19	-	-
Service Regina	1,407	1,476	1,635	1,260	1,613	(22)	(1.3)
General Fund Expenditures	3,854	4,209	4,066	3,911	4,197	132	3.2

Table 60

Corporate Strategy & Performance

This department guides policy and practices related to corporate strategy and performance, leadership development, organizational development, continuous improvement, project management and public policy.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Director, Strategy & Asset Management	-	180	319	205	317	(2)	(0.7)
Organizational Effectiveness	-	-	-	-	290	290	100.0
Public Policy	793	415	298	441	438	140	46.9
Strategy & Performance	225	253	566	373	568	2	0.3
General Fund Expenditures	1,018	848	1,184	1,019	1,614	430	36.3

Table 61

People & Organizational Culture

This department provides services, tools, and information to enable leaders to create an environment where employees are engaged, take initiative and strive for excellence in delivering programs and services to citizens. This includes activities related to employee attraction, retention, safety, training, payroll and employee benefits.

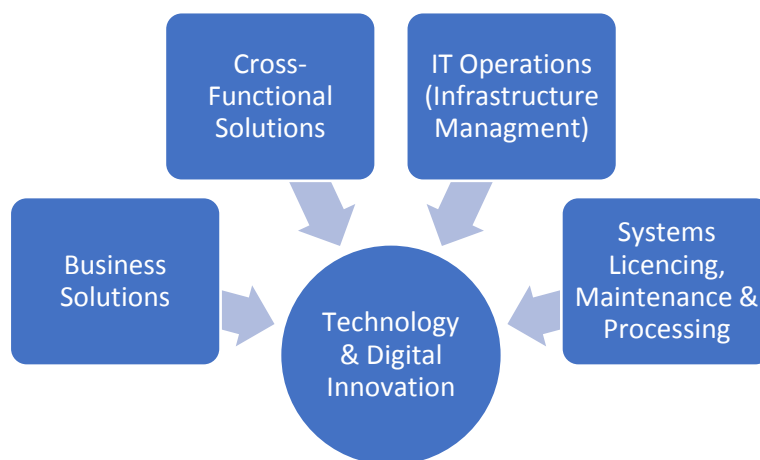


Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Client Services & Labor Relations	1,257	1,457	1,740	1,740	1,746	6	0.3
Director, People & Organizational Culture	491	567	615	536	438	(177)	(28.8)
Employee Service Centre	1,305	1,434	1,663	1,638	1,682	19	1.1
Organizational Development	1,270	1,252	1,283	1,245	1,013	(269)	(21.0)
Project Support Office	182	231	-	-	-	-	-
Transition, Compensation & Benefits	543	115	69	259	73	4	5.7
Workplace Health & Safety	1,583	1,781	1,492	1,830	1,404	(88)	(5.9)
General Fund Expenditures	6,631	6,835	6,862	7,248	6,356	(506)	(7.4)

Table 62

Technology & Digital Innovation

This department provides technology tools and solutions to City employees and business areas for advancing digital service delivery, implementing Smart City initiatives, as well as leading the development and implementation of the City's Energy & Sustainability Framework.



Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Business Solutions	3,139	2,813	3,654	3,846	3,654	0	0.0
Cross Functional Solutions	1,065	884	2,139	1,764	2,081	(58)	(2.7)
Director, Technology & Digital Innovation	349	280	651	707	975	323	49.6
IT Operations (Infrastructure Mgt)	3,127	3,152	-	-	-	-	-
System Licensing, Mtce & Processing	3,078	4,781	5,525	5,850	5,688	163	3.0
General Fund Expenditures	10,758	11,910	11,969	12,168	12,398	429	3.6
Expenses (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Costing Fund							
IT Operations (Infrastructure Mgt)	172	153	-	48	-	-	-
Printing and Graphics	623	615	708	820	710	2	0.3
Work for Private Parties - Commercial	3	0	-	0	-	-	-
Costing Fund Expenditures	798	768	708	868	710	2	0.3

Table 63

Regina Police Service

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 RPS vision statement of 'Working together to keep Regina safe'.

2019 Achievements

In January 2019, RPS released a new Strategic Plan for 2019-2022. The plan has two objectives related to our service and our community. Below are the highlights for 2019.

Our Service

Make continuous improvements to processes and resources to ensure the well-being of our membership while delivering excellent service to the public.

The Information and Technology team engaged in several projects to strengthen and improve RPS security. In addition, work has begun to implement an active directory migration and upgrades to our records systems.

Delivering excellent service requires that RPS members are in good physical and mental shape. In support of this, Human Resources offered a series of workshops on fatigue management, which included focus on good sleep. Yoga and meditation classes were also offered to all members of the RPS. An annual survey of employees was completed in April to allow for feedback on specific issues. This will continue for every year of the new Strategic Plan. In addition, managers and supervisors were provided a new tool to allow for coaching and career planning for civilian employees, which is new to RPS.

Other areas of the organization supported RPS' objective of excellent service by re-aligning work. The creation of an Online Stolen Property Unit was completed in January to better meet the needs of the community. A Call Back Unit was also implemented in March to provide meaningful work for light duty personnel while at the same time improving follow up with victims of crime in our community. Focus on improvements to Major Case Management was also a priority in CID. Redeployment of a sworn member back to the front line was accomplished by civilianizing the Armourer position.

Finally, design and implementation of the new Headquarters is underway. Plans have been drawn in partnership with the City of Regina and continued project management is a focus.

Our Community

Pursue community safety and well-being as a trusted and committed partner.

RPS acquired two new Canine puppies in 2019. While in training, members reached out to schools to allow youth an opportunity to name each puppy. Participation and engagement from the community was excellent,

The Community Engagement Unit began testing an online bicycle registry for Regina residents, which will allow residents to register their bicycles so if they are lost or stolen they can be easily recovered.

Cops N' Readers was a new partnership started this past year between the Regina Public Library, the Regina Police Service, and the Regina Public School Board which involved police officers reading to students on a regular basis in an effort to build positive relationships with kids, while encouraging them to read.

The Regina Police Service has reviewed the calls to action from the National Inquiry for Missing and Murdered Indigenous Women and Girls and has put a number of training efforts and education opportunities forward for all RPS employees. As part of that, RPS held a Ribbon Skirt Workshop, a Teaching Feast, Truth and Reconciliation Lunch and Learn, a Blanket Exercise, and created a roadmap of our efforts called *Our Journey* which will be released in 2020.

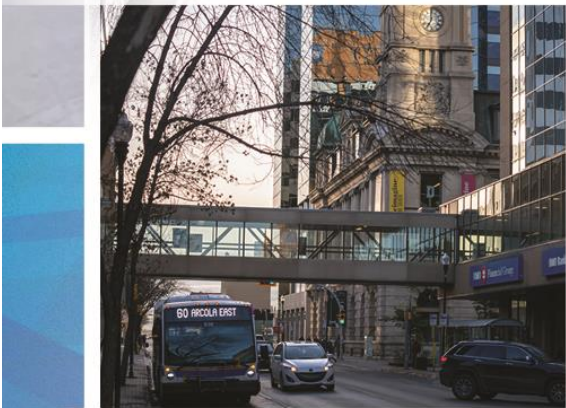
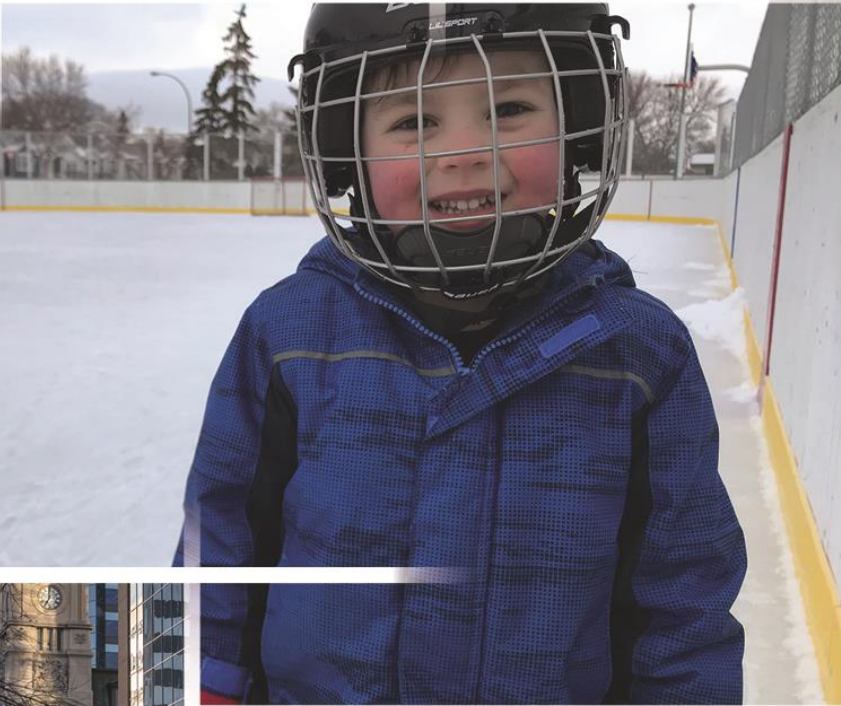
Other work to support our community includes an advocate case review of violence against women, a focus on stolen auto strategies, and improving access to language interpreters.

Expenditures (#'s are in 000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
General Fund							
Expenditures	85,336	88,988	92,460	92,460	96,029	3,569	3.9

Table 64

FTEs	2019			2020			Change	
	Permanent	Casual	Total	Permanent	Casual	Total	#	%
Police	590	10	600	604	10	614	14	2.3

Table 65



General Fund Reserves & Debt



Reserves

The City maintains 19 reserves across two primary funds: General Fund (18) and Utility Fund (1). Reserves are intended to smooth the effect of spending decisions on property taxation. They can also respond to unexpected/emergency spending requirements and minimize use of debt to finance capital projects.

In many cases, reserves are a key component of long-range financial planning for a particular asset category. Two examples include:

- Solid Waste Reserve - a mechanism to set aside resources to allow for the renewal, capping and closure of the landfill as well as the ongoing assets required to operate the solid waste service; and
- Cemetery Reserve - a mechanism to set aside fees for perpetual care so that they are available for that purpose in the future.

Allocating either fee-based revenues or tax-based revenues to reserves allows for the cost of renewal to be spread across all users over the full life of the asset. This is consistent with a financial principle in the OCP, which identifies the “benefits model” as the basis for costing services. In this model, the users of a service should pay for the service (either through user fees or taxes). Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that hasn’t been able to fully utilize the asset.

Reserve Balances

The amount of funding currently held in reserves is relatively low in comparison to the values of the City’s assets. Reserves are projected to increase from \$64.5 million in 2020 to \$72.1 million by 2024. The increase over the five-year period is primarily in the Solid Waste reserve for the future cap and closure of the landfill.

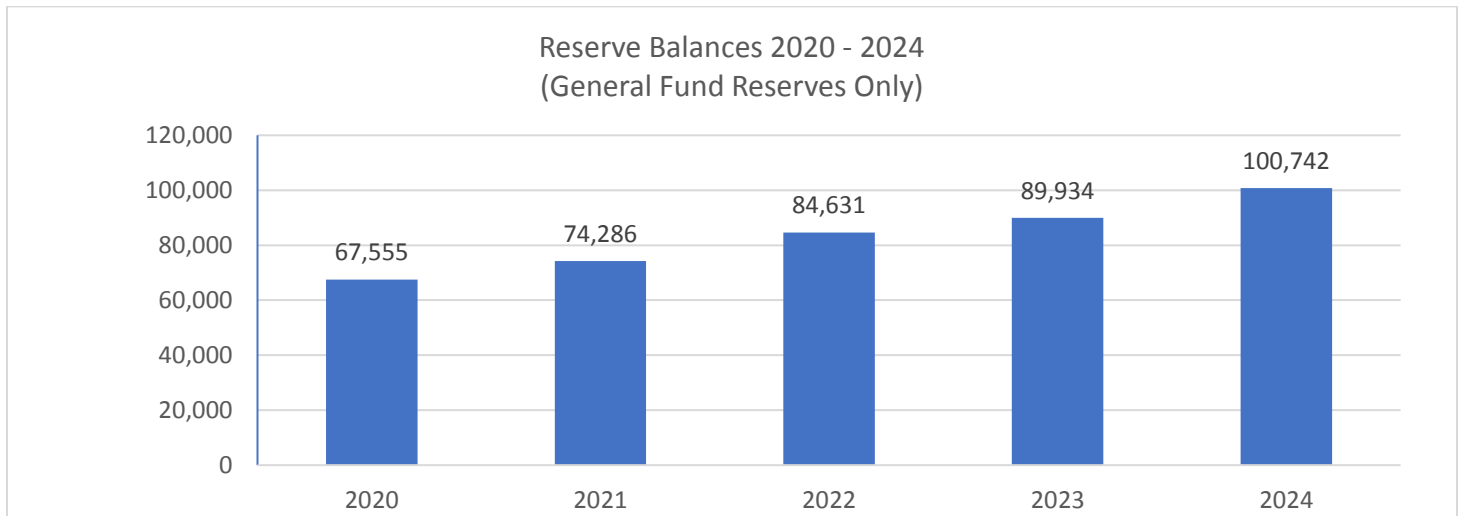


Table 66

Service Agreement Fees (SAFs)

These are fees paid by developers to the City and held to be used when developing new areas of the City as well as to enhance current infrastructure that needs to be upgraded in order to support new development.

Deferred Revenues

These are amounts paid by taxpayers and set aside to support specific assets at the City. The City of Regina currently sets aside deferred revenue for paved and gravel alleyways. These funds come from the Alley Levy.

General Fund Reserve Balances

Minimum	Maximum		2019	2020	2020	2020	2021	2022	2023	2024
Allowable	Allowable	Reserve Name	Projected Ending Balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
Operating Reserves (Tax-Supported) (\$000s)										
-	350	Community Investment (Grants) Reserve	356	0	0	356	356	356	356	356
23,000	46,000	General Fund Reserve	23,984	0	1,262	22,722	21,960	21,198	20,436	19,674
-	800	Elections & Property Assessment Reserve	642	225	866	1	225	450	674	899
400	4,000	Regina Police Service General Reserve	630	0	0	630	630	630	630	630
100	6,000	Regina Police Service Radio Equipment Reserve	294	0	0	294	294	294	294	294
-	-	Social Development Reserve	4,463	0	2,500	1,963	(537)	(537)	(537)	(537)
1,000	2,000	Winter Road Maintenance Reserve	1,775	0	225	1,550	1,550	1,550	1,550	1,550
24,500	59,150	Subtotal	32,144	225	4,853	27,515	24,478	23,940	23,403	22,866
Capital Reserves (Tax-Supported) (\$000s)										
200	1,300	Asphalt Reserve	1,395	200	150	1,445	645	845	945	995
500	30,000	Asset Revitalization Reserve	6,474	15	0	6,489	6,504	6,519	6,519	6,519
1,700	14,300	Fleet Replacement Reserve	12,177	12,362	10,841	13,698	12,672	11,790	9,386	7,393
100	1,000	Technology Reserve	838	5	600	243	248	253	258	263
2,500	46,600	Subtotal	20,884	12,687	10,991	22,580	20,773	20,111	17,813	15,874
Self-Sustaining Reserves (Non-Tax Supported) (\$000s)										
100	800	Cemetery Reserve	384	33	210	207	197	187	177	167
200	3,500	Employer-Provided Parking Reserve	2,884	625	318	3,191	3,498	3,805	4,112	4,419
250	2,000	Golf Course Reserve	330	5	300	35	35	235	435	585
2,000	12,000	Land Development Reserve	(11,470)	2,600	0	(8,870)	(8,270)	(8,470)	(10,870)	(10,270)
28,000	48,500	Solid Waste Reserve	28,541	9,918	10,015	28,444	38,091	47,934	57,977	68,225
1,700	13,000	Planning & Sustainability Reserve	(632)	0	1,776	(2,408)	(2,408)	(2,408)	(2,408)	(2,408)
-	-	Regina Revitalization Initiative Stadium Reserve	(2,805)	371	0	(2,434)	(1,403)	0	0	1,989
57,250	169,800	Subtotal	17,232	13,552	12,619	18,165	29,740	41,283	49,423	62,707
Total Reserves			70,260	26,359	29,063	67,555	74,286	84,631	89,934	100,742

		Deferred Revenue and Service Agreement Fees (\$000s)								
Allowable Minimum	Allowable Maximum	Reserve Name	2019	2020	2020	2020	2021	2022	2023	2024
			Projected Ending Balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
N/A	N/A	Alley Maintenance - Gravel	605	1,780	1,800	585	565	545	525	505
N/A	N/A	Alley Maintenance - Paved	2,152	3,341	3,425	2,068	1,984	1,901	1,817	1,733
N/A	N/A	Dedicated Land Charges	6,203	55	0	6,258	3,308	3,058	3,108	2,858
N/A	N/A	Service Agreement Fees - Parks	13,083	2,041	185	14,939	15,415	17,316	19,444	21,215
N/A	N/A	Service Agreement Fees - Roadways	53,096	19,388	1,588	70,896	89,943	109,763	115,670	115,170
Total Deferred Revenue & SAF			75,140	26,605	6,998	94,747	111,215	132,583	140,564	141,482

Table 67

Debt

The City of Regina's debt limit is currently \$450 million. The limit is set by the Saskatchewan Municipal Board and the City cannot borrow above this limit. The debt that counts against this limit includes debt for the General Fund, the Utility Fund, and debt borrowed by the City's related entities. The General Fund Operating Budget includes the repayment of debt issued to fund capital projects, in accordance with Section 129(1) of *The Cities Act*.

The City is using more of its own sources of financing to cover infrastructure costs. On average, most cities maintain a limit double that of their outstanding debt. By keeping debt levels relatively low, the City has been able to minimize the interest expenses that are incurred.

The Five-year Capital Plan will require the City to take on some additional debt beginning in 2020, pending approval by Council. The table 68 identifies the projected debt schedule through to 2024.

Debt	2020	New Issue	2020		Servicing Cost		
(\$000s)	Opening Balance		Closing Balance		Principal	Interest	Total Payments
General Capital	12,000	7,500	17,348		2,152	533	2,685
Regina Revitalization Initiative - Mosaic Stadium	179,023	0	174,771		4,252	7,201	11,453
2020 General Operating Fund Total	\$191,023	\$7,500	\$192,119		\$6,404	\$7,734	\$14,138

Debt	2020	New Issue	2024		Servicing Cost		
(\$000s)	Opening Balance		Closing Balance		Principal	Interest	Total Payments
General Capital	12,000	10,500	10,821		11,679	2,616	14,295
Regina Revitalization Initiative - Mosaic Stadium	179,023	0	155,952		23,071	34,194	57,265
2020-2024 General Operating Fund Total	\$191,023	\$10,500	\$166,773		\$34,750	\$36,810	\$71,560

Table 68



General Fund Capital

Five-Year Capital Plan

Asset management planning is a critical element of the City's long-term strategic approach to financial and service sustainability.

The 2020 General Capital Plan addresses the City's most critical capital needs to support the strategic plans and the renewal of aging infrastructure.

The majority of Regina's capital needs continue to be related to the renewal of infrastructure such as roads, bridges, water mains, storage reservoirs and pumping stations. This is reflected in the 2020 recommended investment plan.

Each year, the City invests some of its General Operating Budget to support general capital investments. Over the last nine years, there has been emphasis on increasing this investment to support the maintenance and renewal of our infrastructure and start to address long-standing deferred expenditures in asset management. In 2020, current contributions to capital funded from taxation revenue will be approximately \$55 million. The City has identified that an increased investment is necessary to support the maintenance and renewal of infrastructure and address long-standing deferred expenditures in asset management.

The General Fund Capital Plan totals \$110 million in 2020. Highlights from the 2020 General Fund Capital Plan include:

- \$12.5 million for the construction of outdoor pools in 2020 (\$7.5 million for Wascana Pool and \$4.5 million for Maple Leaf Pool)
- \$18.7 million for the Street Infrastructure Renewal Program
- \$12.0 million for the Residential Roads Renewal Program
- \$10.5 million to support the Facilities Asset Management Program which is designed to extend the life of city-owned facilities and lower cost in the future
- \$8.8 million to complete the Waste Management Centre
- \$3.2 million for preliminary design of the Winnipeg Street Bridge over the Ring Road
- \$2.7 million for the redevelopment of the Regent Par 3 golf course

Project detail and related funding sources are detailed in tables 69 & 70 below.

Detailed General Fund Capital Plan

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
Citizen Experience, Innovation & Performance	People & Organizational Culture	Corporate Safety Software Solution	Current Contributions	-	-	-	-	150	150	A corporate safety software solution will enhance overall safety performance by providing access to information and processes in real time. This will support City of Regina employees in performing their duties safely and efficiently.
	Technology & Digital Innovation	TDI Technology Growth	Current Contributions	150	200	200	200	200	950	This program provides the ongoing funding for the City to expand its IT infrastructure services to accommodate the needs of new employees, new City services and new City network locations as well as the growing needs of existing users and services.
		Technology & Digital Innovation Sustainable Infrastructure	Current Contributions	200	200	200	200	200	1,000	Replace aging & end of life Technology & Digital Innovation components to reduce risk and ensure service availability. This includes technology hardware, software, IT security, data storage, networking equipment & Geospatial technology.
			Technology Reserve	600	-	-	-	-	600	Replace aging & end of life Technology & Digital Innovation components to reduce risk and ensure service availability. This includes technology hardware, software, IT security, data storage, networking equipment & Geospatial technology.
		Telematics 2020	Current Contributions	-	100	100	100	100	400	Telematics are technologies used to acquire data from the City's vehicle fleet and their systems, including positional and activity data.
	Total Citizen Experience, Innovation & Performance			950	500	500	500	650	3,100	
Citizen Services	Fire & Protective Services	Fire Capital Equipment Restoration Replacement	Current Contributions	20	40	40	40	40	180	Funds from this program are for regular equipment replacement.
		Fire Station Alerting System Replacement	Current Contributions	-	-	-	-	100	100	Funds are required to maintain emergency notification requirements. The existing technology was implemented in 2004 and will require an upgrade/ replacement to integrate with current technology and maintain reliability.

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
		Future Radio System Enhancement Upgrade	Current Contributions	-	400	-	-	-	400	Funds for this project will be used to upgrade the City's radio communications system with the addition of one antenna site in the southeast, which will replace the end of life backup radio site and ensure radio coverage is maintained as the City expands.
	Roadways & Transportation	Bridge Infrastructure Renewal	Current Contributions	1,810	1,310	2,310	2,310	2,310	10,050	This program funds all activities related to maintaining the City's bridge infrastructure such as bridge maintenance, engineering studies, bridge inspections, bridge designs, bridge construction projects, project management and administration.
			Gas Tax (GT)	500	1,000	-	-	-	1,500	
		Expressway Lighting	Current Contributions	550	-	-	-	-	550	Funds for the installation of lighting for the remaining portion of the south end of Ring Road. Costs for this project are shared 50/50 with the Provincial Government.
			Government Funded	550	-	-	-	-	550	
		Fleet Addition - Semi-Truck and Trailer	Current Contributions	-	275	-	-	-	275	Additional semi-truck and trailer will assist with operator training.
		New Enhanced Traffic Controls	Current Contributions	100	100	100	100	100	500	These funds are used for the design and installation of new traffic controls and enhancements to existing controls. Locations are determined annually based on analysis of warrants, studies and growth projections.
			Service Agreement Fees (Roads)	800	800	800	800	800	4,000	
		Pedestrian Connectivity	Current Contributions	100	500	500	370	370	1,840	These program funds are used to install sidewalks and pedestrian connections along transit locations, focusing on important points that connect our sidewalk network to develop complete neighbourhoods.
		Residential Roads Improvement Program	Current Contributions	12,042	12,042	12,042	12,042	12,042	60,210	The Residential Road Renewal Program aims to improve the condition of the City's residential roads.
		Street Infrastructure Renewal - Major Roads	Current Contributions	4,500	6,169	6,549	7,667	8,654	33,539	The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. It is primarily focused on improving major roads.
			Gas Tax (GT)	9,443	11,618	9,518	9,518	9,518	49,615	
			Current Contributions	1,500	2,056	2,183	2,556	2,885	11,180	

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
		Street Infrastructure Renewal - Residential Roads	Gas Tax (GT)	3,148	3,873	3,173	3,173	3,173	16,540	The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. It is focused on improving residential roads.
		Tandem Truck Upgrades complete with slide in sanders	Current Contributions	-	95	190	-	-	285	Funding is used to upgrade truck fleet, based on the Fleet Replacement Program, to increase capacity, increase efficiencies, and incorporate best practice technology.
		Traffic Infrastructure Renewal	Current Contributions	1,000	1,000	1,000	1,000	1,000	5,000	Traffic infrastructure renewal program ensures traffic assets, such as traffic signals, pedestrian crossings, expressway lighting, signs, LEDs and accessible pedestrian signals are renewed in an appropriate timeframe to ensure ongoing levels of service.
		Traffic Signal Pre-emption	Current Contributions	448	258	-	-	-	706	Funds from this program are to be used for a GPS based traffic signal pre-emption system that will improve emergency response times and safety for first responders.
		Upgrade of Major Components of the Asphalt Plant	Asphalt Plant Reserve	150	1,000	-	100	150	1,400	Funding from this program is used for upgrading major components of the Asphalt Plant, as determined by the Asphalt Plant Asset Management Plan.
		Winnipeg Street Bridge	Government Funded	3,200	15,000	1,000	1,000	-	19,200	Replacement of the Winnipeg Street Bridge over the Ring Road.
		Victoria Avenue Enhancement Project	Current Contributions	1,000	-	-	-	-	1,000	The Victoria Avenue Enhancement project will address infrastructure and aesthetic improvements to meet the Official Community Plan and other plans to enhance the viability, vitality and growth of our city.
			Gas Tax (GT)	500	-	-	-	-	500	
	Transit & Fleet Services	Civic Fleet Replacement	Fleet Replacement Reserve	9,605	8,260	8,760	8,327	8,883	43,835	Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life.
		Fire Fleet Replacement	Fleet Replacement Reserve	402	1,100	400	1,230	264	3,396	Funds from this program are used for the replacement of frontline Fire apparatus and support vehicle assets that have reached or exceeded their planned economic life.
		Small Tools Replacement	Fleet Replacement Reserve	84	84	84	84	84	420	Funds from this program are used for the scheduled replacement of small tools
		Transit Fleet Replacement	Fleet Replacement Reserve	750	3,945	4,000	5,125	5,125	18,945	Funds from this program are used for the replacement of Transit Fleet assets that have reached or exceeded their planned economic life.

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
			Government Funded	55	55	55	55	55	275	
	Water, Waste & Environmental Services	Garbage Roll-out Cart Replacement	Solid Waste Reserve	215	220	225	232	238	1,130	This represents annual funding to purchase garbage carts for new City services and to replace damaged carts.
		Landfill - Annual Infrastructure Renewal	Solid Waste Reserve	250	250	250	250	250	1,250	This is an ongoing program to ensure landfill infrastructure which includes roadways, fencing and drainage are maintained to ensure uninterrupted service, safety and regulatory compliance.
		Landfill Gas Collection System Expansion	Solid Waste Reserve	750	-	-	-	-	750	Funds from this program will be used for expansion of the existing Landfill Gas Collection System, which will increase coverage of the system and mitigate greenhouse gas emissions.
Total Citizen Services				53,472	71,450	53,179	54,979	56,041	289,121	
Officers of Council	City Clerk's Office	HP Records Manager Upgrade to Micro Focus Content Manager	Current Contributions	82	-	-	-	-	82	Upgrade to the City's document management system to ensure paper and electronic records are properly preserved and readily accessible.
	City Solicitor's Office	Parking Enforcement Software Replacement	Current Contributions	-	-	140	60	-	200	These funds will cover the replacement of the City's parking enforcement software, which is at the end of its useful life. Replacement will reduce the City's risk of software failure and provide opportunities to leverage new parking technologies.
		Parking Meter Replacement Program	Current Contributions	15	15	15	15	15	75	Funds from this program are used to replace aging meters and associated equipment (e.g. meter poles).
		Parking Ticket Equipment Replacement Program	Current Contributions	35	-	65	-	35	135	Funds are used for the regular replacement of equipment the City of Regina uses daily to issue parking tickets.
Total Officers of Council				132	15	220	75	50	492	
City Planning & Community Development	Facilities Services	500 Arcola – Decommissioning	Current Contributions	-	100	-	-	-	100	Funding for this project covers the decommissioning of the Solid Waste container shop located at 500 Arcola, which has exceeded its useful life and will no longer be

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
										required to support City operations in 2021 following the completion of the new Waste Management Centre.
		Artificial Turf Fields	Current Contributions	-	-	-	-	700	700	The Recreation Master Plan recommends the construction of artificial turf facilities to assist in relieving the pressure on natural turf fields.
			Service Agreement Fees (Parks)	-	-	-	-	300	300	
		Cemeteries Facilities Asset Management	Cemetery Reserve	10	10	10	10	10	50	These program funds are for the maintenance of cemetery buildings and infrastructure throughout the City.
		City Hall Fire Suppression and Ceiling Tile Upgrades	Current Contributions	725	725	-	-	-	1,450	This funding is applied to system upgrades at City Hall.
		Corporate Office Space for New Employees	Current Contributions	75	75	75	75	100	400	Funding from this program covers set-up of new office space for City employees
		Corporate Office Space Upgrades	Current Contributions	-	-	-	4,080	2,420	6,500	This program provides funding for the renovation of one floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per the contemporary office space guidelines.
		Employee Provided Parking Improvements (Non-City Hall)	Employer Parking Reserve	100	100	100	100	100	500	This funding supports maintenance of existing employee parking lots at other City locations (non-City Hall) including paving overlays, lighting, electrified receptacle infrastructure and fencing.
		Facilities Asset Management	Current Contributions	10,502	12,366	15,583	15,700	15,700	69,851	These funds are used to repair and maintain existing facility assets so that programs and services can continue to be delivered.
		Facilities Security Infrastructure Program	Current Contributions	25	25	25	25	25	125	Funds from this program support security additions and upgrades at existing facilities to provide protection to corporate physical assets, City staff, public and information resources.
		Golf Course Facilities Asset Management	Golf Course Reserve	200	250	50	50	100	650	This funding is allocated to golf course facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively.

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
		GM Building - Divestment	Current Contributions	-	500	-	-	-	500	Funding for this project covers the decommissioning and sale preparation of the GM building at 1212 Winnipeg Street, which has exceeded its useful life and will no longer be required to support City Operations in 2021 after the construction of 3 key facilities.
		Indoor Aquatics Centre Feasibility Study and Concept Plan	Current Contributions	-	-	-	-	443	443	Funding will be used to complete a feasibility study and concept plans to determine needs, associated costs as well as revenue opportunities for a new indoor aquatic centre.
			Service Agreement Fees (Parks)	-	-	-	-	57	57	
		Leibel Field Turf Replacement	Current Contributions	-	-	400	-	-	400	Funds from this program are used for the removal and replacement of turf at Leibel Field.
		Operations Yard Master Plan	Current Contributions	-	-	-	-	125	125	An update of the Public Works Facilities Master Plan, completed in 2011. Update will capture changes in organizational structure, operational practices, equipment and personnel at the Operations Yard and St. John's Yard.
		Maple Leaf Pool	Gas Tax (GT)	4,500	-	-	-	-	4,500	Funds for this project will be used to design and construct Maple Leaf Pool.
		Wascana Pool	Debt	7,500	3,000	-	-	-	10,500	Funds for this project will be used to design and construct Wascana Pool.
			Service Agreement Fees (Parks)	-	1,500	-	-	-	1,500	
			Dedicated Lands Reserve	-	3,000	-	-	-	3,000	
		Outdoor Rink Board Improvements	Current Contributions	-	350	84	275	400	1,109	This program funding supports the renewal of one outdoor boarded rink site per year. There are 22 sites throughout the City, each constructed between 20 and 30 years ago.
		Parks and Facilities Yard Development	Current Contributions	5,200	-	-	-	-	5,200	This project will see the development of a co-located facility in the Parks Yard supporting the various operations programs within Parks/Open Space and Facilities Department, providing an opportunity to consolidate operations from two yards into one.

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
		Parks Maintenance Sub-depots	Current Contributions	-	140	700	700	-	1,540	Funds for this project are for the development of a Parks sub-depot building in the expanding North and South areas of the city, bringing equipment and labour closer to the work areas to ensure consistent service delivery across the city.
		Recreation Facility Program and Accessibility Improvements	Current Contributions	100	100	200	200	200	800	This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving the customer experience at the major recreation facilities.
		Regina Police Service Facility	Current Contributions	-	3,500	3,500	-	-	7,000	FFunds are required to invest in the implementation of facility solutions to meet current and future programming requirements.
		Roadways Equipment Storage - Repurpose Building D	Current Contributions	300	450	-	-	-	750	Funding for this project is applied to the repurposing of the Transit Garage portion of Building D in the Public Works yard so that it can be utilized for Roadways equipment storage, addressing the significant space pressures in the operations yard.
		Tennis Court Redevelopment	Current Contributions	100	100	200	-	235	635	This is a multi-year program that started in 2014 and typically upgrades 2 tennis court sites per year.
		Transit Fleet Maintenance Facility	Current Contributions	1,900	-	-	-	-	1,900	Funds for this project will be used for the construction of a new Transit Fleet Maintenance Facility co-located with the current Transit Operations Centre on Winnipeg Street.
		Transit Shelter Improvements	Current Contributions	50	50	50	50	100	300	These funds are used annually to improve and maintain transit shelters, and sometimes add or relocate shelters depending on modifications to the City's transit routes. Every year Transit modifies the routes throughout the City and adds new services due to growth or service changes.
		Waste Management Centre	Solid Waste Reserve	8,800	-	-	-	-	8,800	Funds for this project will be used for the design and construction of a new facility adjacent to the landfill. The new facility will centralize Solid Waste's operations and associated programs at the Landfill in a facility that will meet current and future program needs.
		Workspace Improvement Program	Current Contributions	200	-	-	-	200	400	This program funds City workspace improvements to enhance workflow, collaboration and team dynamics.
	Parks, Recreation &	Athletic Fields Sport Facilities	Current Contributions	150	150	150	150	150	750	Funds from this capital program ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting in

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
	Cultural Services	Restoration, Repair and Upgrades								participants and spectators having access to quality facilities.
		Backstop Restoration	Current Contributions	25	25	25	25	25	125	This program provides funding for the restoration or decommissioning of ball diamond backstops which is determined by the users and spectators.
		Cemeteries General Allocation	Cemetery Reserve	200	100	100	100	100	600	The Cemeteries General Allocation is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery.
		City Square Plaza Restoration	Current Contributions	15	15	15	15	15	75	This funding is used to restore or replace deteriorated, vandalized or damaged elements or amenities such as paving stone and furniture within the City Square Plaza. It is also used to correct deficiencies in the landscape planning.
		CPTED Improvements (Recreation Facilities)	Current Contributions	25	25	25	25	25	125	The Crime Prevention Through Environmental Design (CPTED) program is a collaborative approach involving the community, Regina Police Services and Administration to addressing safety issues and citizen concerns in public recreation spaces.
		Golf Courses General Allocation	Golf Course Reserve	100	100	100	100	100	500	Funding is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: TorHill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically funded through the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration.
		Irrigation System Restoration	Current Contributions	400	400	225	225	225	1,475	Funds from this program are used to restore and replace deteriorated irrigation system components (valves, sprinklers, water lines, software and hardware) to ensure effective operation in the City's parks and open space.
		Lawson Aquatic Centre Scoreboard	Current Contributions	-	-	-	185	-	185	These funds will be used for the replacement of the timing and scoring display board at Lawson Aquatic Centre. The current display unit is no longer compatible with modern timing and scoring hardware and software.
		Multi-use Pathway Asphalt Recapping	Current Contributions	195	195	195	195	195	975	This program's funds are used for general recapping (the application of tack oil and hot mix asphalt) of Regina's multi-use asphalt pathways to keep them in safe and

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
										usable condition. Regina has 37 km of multi-use pathway throughout the City.
		Neighbourhood Park Planning and Development	Dedicated Lands Reserve	-	-	300	-	300	600	Once a new policy is approved to guide development and redevelopment of parks space these funds will be used to implement the recommendations.
		Pacer Baseball Park Tree Planting	Current Contributions	100	120	40	20	-	280	This funding is for the proposed addition of 400 trees to enhance the tree canopy of Pacer Baseball Park, which was redeveloped at a new site due to the Regina Bypass.
		Parks and Open Space Restoration	Current Contributions	300	300	300	300	300	1,500	Capital funding is used to restore or replace deteriorated open space amenities to a safe and useable condition.
		Parks Maintenance - Fleet Equipment Requirements	Current Contributions	130	135	135	135	135	670	Funds from this program are used to maintain equipment for the day to day operations in parks, athletic fields and other open space areas. The Parks Maintenance Branch currently maintains 2,470 hectares of open space which is equivalent to the surface area of 5,000 football fields.
		Plant Material Establishment Funding	Current Contributions	7	7	7	7	7	35	This funding provides for watering and maintenance of newly planted trees and shrubs within the parks and open space of a new development for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced.
			Service Agreement Fees (Parks)	137	137	137	137	137	685	
		Playground Replacement and Restoration Program	Service Agreement Fees (Parks)	-	-	150	-	-	150	Funds from this program are used to replace two playgrounds per year that are either in poor condition or have little play value, as well as to repair synthetic surfacing at playground sites.
			Current Contributions	220	220	350	220	220	1,230	
		Recreation Equipment and Furnishings	Current Contributions	200	200	200	200	200	1,000	Funds from this capital program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings at the City's arts, culture, recreation and sport facilities.
		Recreation/Culture Capital Program	Current Contributions	3,000	3,000	3,000	3,000	3,000	15,000	Funds to support investments that advance the Culture and Recreational Master Plans and other initiatives that focus on enhancing quality of life in Regina.
		Recreational Infrastructure Program	Current Contributions	1,260	2,550	3,900	5,300	6,750	19,760	Improve access and quality of recreational infrastructure through new or renewed infrastructure projects.

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
		Regent Park Par 3 Redevelopment	Gas Tax (GT)	1,300	1,400	-	-	-	2,700	Redevelopment of the Regent Par 3 golf course lands into a neighbourhood recreation hub.
		Solar Lighting Pilot Project	Current Contributions	201	-	-	-	-	201	Funding will be used to test solar lights along pathways and how they perform in our climate.
		Tree Replacement Along Arterials, Buffers and Parks	Current Contributions	94	91	91	91	91	458	Funds from this program are used to replace tree vacancies along arterial roads, buffer areas, and parks. Newly planted trees are maintained and watered during the establishment period.
		Zone Level Off-Leash Dog Parks	Current Contributions	122	-	-	-	-	122	Funds will be used to add fencing and parking to a developer built dog park.
			Service Agreement Fees (Parks)	48	-	-	-	-	48	
	Planning & Development Services	Neighbourhood and Corridor Planning Program	Current Contributions	-	100	100	100	100	400	Funds from this capital program ensures playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting in participants and spectators having access to quality facilities.
		Roadways Completion Program	Service Agreement Fees (Roads)	50	50	50	50	50	250	This is an ongoing program to provide signs, permanent pavement markings, pedestrian crossings and similar low cost transportation related infrastructure along roadways and bikeways that were constructed within the last five years.
	Sustainable Infrastructure	11th Avenue	Current Contributions	-	250	1,000	-	-	1,250	Street enhancements including upgraded sidewalks, curbs, street furniture on 11 th Avenue between Broad Street and Albert Street.
		Arcola Avenue Corridor Study	Service Agreement Fees (Roads)	-	300	-	-	-	300	This project will focus on future improvements at the Arcola Avenue and Ring Road bridge. Potential improvements may include bridge widening, alternative lane configurations or modifications to the ramps.
		Asset Management Plan	Gas Tax (GT)	100	-	-	-	-	100	As part of the Canada-Saskatchewan Administrative Agreement and the Municipal Gas Tax Fund Agreement, municipalities are required to complete asset management plans.
		Geomatics Equipment	Current Contributions	-	-	-	-	117	117	Purchase of equipment to support the Geospatial program.

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
		On Street Bike Lanes and Multi-Use Pathways Program	Service Agreement Fees (Roads)	158	75	75	75	75	458	Funding for this program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan (TMP). 30% funded through Servicing Agreement Fees.
			Current Contributions	370	175	175	175	175	1,070	
		Ring Road Railroad Relocation	Current Contributions	1,000	1,000	-	-	-	2,000	Funding is required to complete a preliminary design of rail relocation of both the CN and CP rail lines.
		Ring Road Widening - Ross Ave to Dewdney Ave	Service Agreement Fees (Roads)	-	400	-	2,500	-	2,900	This project is to increase capacity for traffic on Ring Road between Ross Avenue and the Dewdney Avenue interchange ramps. This project will provide a permanent solution to meet long term traffic growth associated with development in northeast Regina. 100% funded through Servicing Agreement Fees.
		Road Network Improvements Property Purchase	Service Agreement Fees (Roads)	500	500	500	500	500	2,500	The funding will be utilized for property acquisitions to realize the 25 year road network plan in the Transportation Master Plan and beyond. Property will be utilized for road right of way for increased network capacity to support continued growth. 100% funded through Servicing Agreement Fees.
		Roadway Noise Attenuation Policy	Current Contributions	75	-	-	-	-	75	The funding will be utilized for development of an updated Roadway Noise Attenuation standard and related documentation as it pertains to existing development and new development areas along freeway, expressway and arterial roadways.
		Saskatchewan Drive	Current Contributions	186	-	490	1,960	1,960	4,596	Street enhancements including upgraded sidewalks, curbs, street furniture on Saskatchewan Drive from Winnipeg Street to Elphinstone Street. Funded 50% through Servicing Agreement Fees.
			Service Agreement Fees (Roads)	80	-	490	1,960	1,960	4,490	
		Transportation Master Plan Update	Service Agreement Fees (Roads)	-	100	-	-	-	100	This funding will be used for the next review and update of the Transportation master Plan, which is to be completed on a five-year basis. 100% funded through Servicing Agreement Fees.
Total City Planning & Community Development				51,035	38,461	33,302	39,015	38,127	199,940	

Division	Department	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
Financial Strategy & Sustainability	Assessment, Taxation & Utility Billing	Tax & Assessment Suite (TAS) Modernization	Current Contributions	532	532	283	-	-	1,347	This project is to upgrade the front end of the Tax and Assessment Suite (TAS) software to a supported technology platform that will allow for continued use of the system while improving efficiencies and customer service.
	Financial Services	iProcurement - Implementation	Current Contributions	-	200	-	-	-	200	Implementation of software to standardize distribution of warehouse inventory to provide accurate and timely inventory levels for day to day operational requirements.
		Online service provisioning and payments	Current Contributions	-	-	100	400	-	500	Consolidation and expansion of the City's online presence for provisioning and payment of services.
		Oracle EBS Upgrade	Current Contributions	-	200	-	-	-	200	Upgrade the City's financial software, Oracle EBS, to the current version.
	Land & Real Estate	Regina Revitalization Initiative (RRI) Railyard Renewal Project	Land Development Reserve	-	-	800	3,000	-	3,800	Funding for the Railyard Renewal Project will be used to redevelop a former CP Rail intermodal yard, a 17.5 acre brownfield site, into a new sustainable mixed-use neighbourhood.
			Government Funded	400	5,500	5,500	5,500	5,500	22,400	
		South East Lands Development Project	Land Development Reserve	-	7,000	7,000	7,000	7,000	28,000	Funds for this project are for Phase one of the South East Land development (The Towns), which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion.
Total Financial Strategy & Sustainability				932	13,432	13,683	15,900	12,500	56,447	
Regina Police Services		Various	Current Contributions	3,863	5,090	3,619	3,389	4,445	20,406	This represents funding for Capital Programs and Projects for the Regina Police Services.
Total City				110,384	128,948	104,503	113,858	111,813	569,506	

Table 69

General Fund Capital by Funding Source

Funding Name	2020	2021	2022	2023	2024	Total
Asphalt Plant Reserve	150	1,000	-	100	150	1,400
Cemetery Reserve	210	110	110	110	110	650
Current Contributions	55,199	58,221	60,876	63,882	66,984	305,162
Dedicated Lands Reserve	-	3,000	300	-	300	3,600
Debt	7,500	3,000	-	-	-	10,500
Employer Parking Reserve	100	100	100	100	100	500
Federal/Provincial	4,205	20,555	6,555	5,555	5,555	42,425
Fleet Replacement Reserve	10,841	13,389	13,244	14,766	14,356	66,596
Gas Tax (GT)	19,491	15,091	12,691	12,691	12,691	72,655
Golf Course Reserve	300	350	150	150	200	1,150
Land Development Reserve	-	7,000	7,800	10,000	7,000	31,800
Service Agreement Fees (Parks)	185	1,637	287	137	494	2,740
Service Agreement Fees (Roads)	1,588	2,225	1,915	5,885	3,385	14,998
Solid Waste Reserve	10,015	470	475	482	488	11,930
Technology Reserve	600	-	-	-	-	600
Total	110,384	128,948	104,503	113,858	111,813	569,506

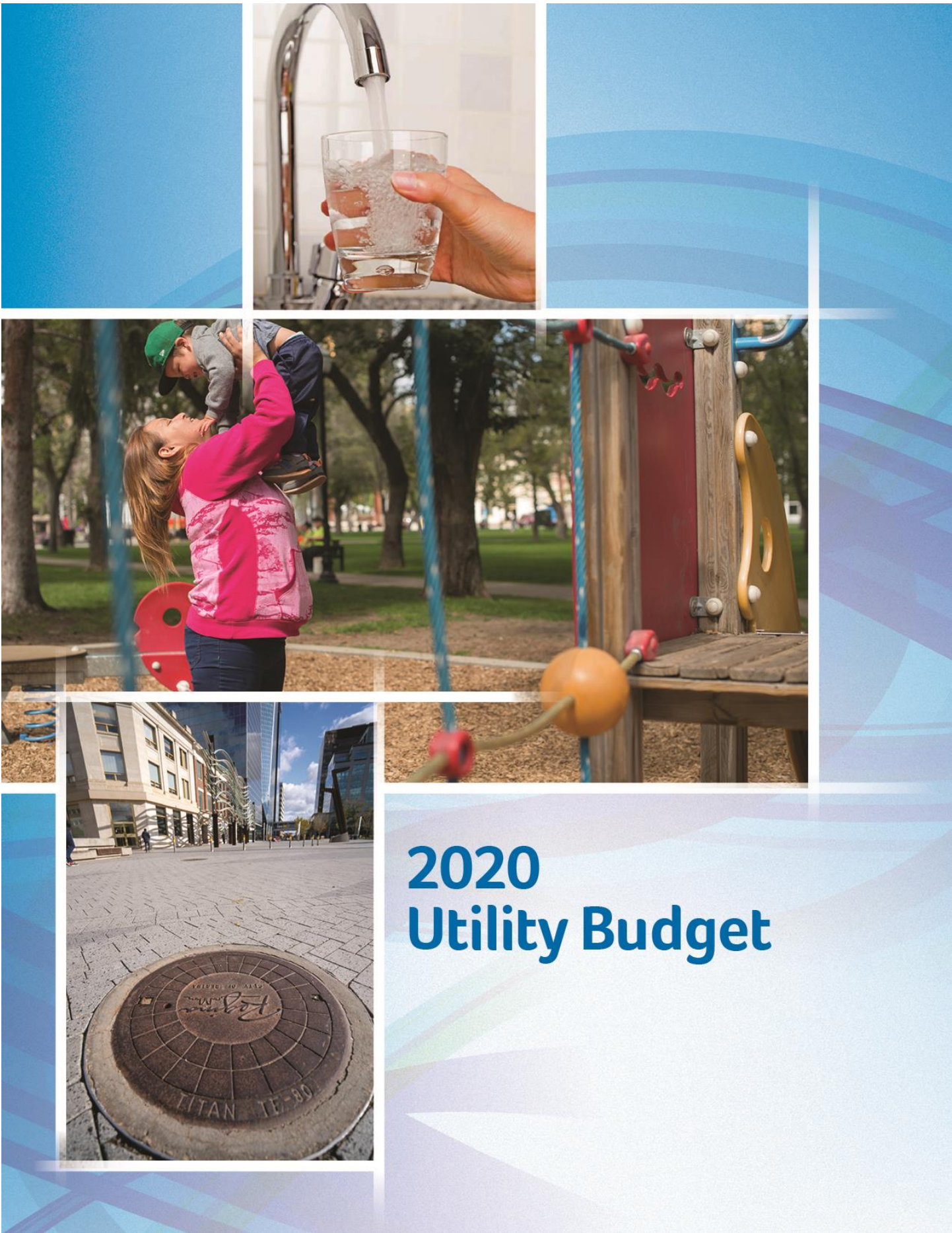
Table 70

Advance Approved Capital Projects and Programs – 2020 Budget

The 2020 General and Utility Capital Plan includes a number of multi-year projects that require approval for the entire project. This allows the City to commit the total cost of a project from tendering through to completion of the work while allowing flexibility in cash management. Administration is seeking approval for approximately \$62 million in capital funding for committed projects and programs for the 2020-2024 Capital Plan. This will bring the total 2020 Capital Plan to \$110 million and the 5 Year Capital Plan to \$570 million.

Division	Department	Project/Program Name	2020	2021	2022	2023	2024	5-Year Total
Citizen Services	Roadways & Transportation	Fleet Addition - Semi-Truck and Trailer	-	275	-	-	-	275
		Tandem Truck Upgrades complete with slide in sanders	-	95	190	-	-	285
		Winnipeg Street Bridge	3,200	15,000	1,000	-	-	19,200
	Transit & Fleet Services	Civic Fleet Replacement	-	3,450	-	-	-	3,450
		Fire Fleet Replacement	-	1,100	-	-	-	1,100
		Transit Fleet Replacement	-	2,000	-	-	-	2,000
City Planning & Community Development	Facilities Services	City Hall Fire Suppression and Ceiling Tile Upgrades	725	725	-	-	-	1,450
		Wascana Pool	7,500	7,500	-	-	-	15,000
		Roadways Equipment Storage - Repurpose Building D	300	450	-	-	-	750
		Regina Police Services Facility	-	3,500	3,500	-	-	7,000
	Parks, Recreation & Cultural Services	Regent Park Par 3 Redevelopment	1,300	1,400	-	-	-	2,700
	Sustainable Infrastructure	Ring Road Railroad Relocation	1,000	1,000	-	-	-	2,000
Financial Strategy & Sustainability	Assessment, Taxation & Utility Billing	Tax & Assessment Suite (TAS) Modernization	532	532	283	-	-	1,347
	Land & Real Estate	Regina Revitalization Initiative (RRI) Railyard Renewal Project	400	5,500	-	-	-	5,900
Total General Fund			14,957	42,527	4,973	-	-	62,457

Table 71



2020 Utility Budget

Utility Fund Overview

The Utility Fund budget must be balanced as defined in *The Cities Act*. For 2020, The Utility Fund Budget is based on \$142 million in both revenue and expense. The Five-Year Capital Plan includes \$70 million in 2020 and \$356 million for the years 2021-2024. The Budget developed for 2020 was guided by the following direction:

- Sustainable delivery of City services and infrastructure reflective of our community's priorities
 - Transparent and accountable budget process
 - Demonstrate managing efficiently and effectively
 - Leverage third party funding
 - Affordability for Regina residents

The 2020 Budget includes restatement of some account categories due to the implementation of a management review in 2019. This has meant a change to where some expenses are reported. Prior years have been adjusted to align to the change.

The Utility Fund provides water, wastewater and drainage services primarily to customers in Regina. As required by legislation, it operates on a full cost-recovery, user-pay basis through utility rates. This Utility Fund Model is based on users paying for the service rather than having the costs borne exclusively by property owners. Users are billed monthly and charges are based on a fixed daily base rate plus a rate per volume of consumption (usage), which provides an incentive to conserve valuable resources.

The Utility is responsible for diverse infrastructure including water mains, storage reservoirs, pumping stations, building service connections, a wastewater treatment plant, wastewater and storm drainage sewers as well as drainage channels and creeks. The City of Regina is also a joint owner of the Buffalo Pound Water Treatment Plant with the City of Moose Jaw.

Services

The services provided by the Utility are grouped into four service areas:

- Water Supply and Distribution – The water system provides water for residential, institutional, commercial and industrial customers, as well as for fire protection. The system serves a population of over 220,000 including some customers outside city limits.
- Wastewater Collection and Treatment – The wastewater system collects wastewater from all residential, institutional, commercial and industrial customers in the City and treats wastewater in accordance with the provincial and federal governments' environmental regulations and industry standards.
- Storm Water Collection and Flood Protection – The drainage system controls water runoff from rainfall and melting snow in and around the City. The system serves approximately 72,000 residential, institutional, commercial and industrial properties.
- Customer Service – Customer service has two elements:
 - Utility Billing – producing and collecting on utility billings in an efficient, accurate and timely manner
 - Communications – being responsive to customer inquiries and needs

Priorities and Plans

Priorities include continued inspection and rehabilitation of Regina's underground water, wastewater and drainage pipes and advancing wastewater system improvements to meet the regulatory expectations of the Saskatchewan Water Security Agency related to sewage bypasses.

In 2020, work will continue at McCarthy Boulevard Pumping Station to increase pumping capacity; and on the water system (Eastern Pressure Solution) to allow growth to continue as identified in the OCP. Initial work will also continue on the replacement of water meters and the meter reading system.

Challenges and Opportunities

The Utility uses a model to assess the benefits of proposed capital investments and prioritize projects across the Utility networks for the next 25 years. This includes anticipated large investments in Buffalo Pound Water Treatment Plant as

well as water, wastewater and storm drainage infrastructure. The capital investment plan forms the basis of longer term Utility rate and financial models.

The Department has increased cross-training, which allows for the deployment of resources where required, including responses to failures, which improves service delivery.

Through development of the Master Plans and integration with the utility model, the Utility is advancing a sustainable long-term plan.

2019 Achievements

The Wastewater Master Plan is to be approved by Council in 2019. This is a 25-year plan that will maintain our level of service, reduce risk and vulnerabilities, and accommodate growth in the groundwater system.

A new force main between the McCarthy Boulevard Pumping Station to the Wastewater Treatment Plant became operational to reduce the risk of any future bypasses into Wascana Creek during heavy periods of rainfall. The new force main was utilized twice in 2019 to prevent potential bypasses to Wascana Creek.

An emphasis was put on investing in underground infrastructure, including the relining of the sewer trunk along 15th Avenue to ensure wastewater flows reliably to the Wastewater Treatment Plant.

Crews employed trenchless methods to rehabilitate wastewater lines which resulted in reducing costs and less disruption to residents.

Utility Fund Revenue

Revenue (000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Utility Fund - Revenues							
Water	68,463	70,651	68,335	70,844	70,009	1,673	2.4
Wastewater	51,654	53,520	51,851	53,052	53,364	1,513	2.9
Drainage	15,994	16,666	17,225	17,215	17,847	622	3.6
Administrative Fees and Other Charges	1,592	1,255	1,638	1,248	1,124	(514)	(45.7)
Total Revenue	137,703	142,092	139,049	142,359	142,344	3,295	2.4

Table 72

Projected revenue for 2020 is \$142.3 million; an increase of \$3.3 million over the 2019 Budget. Overall, revenue is increasing by 2.4%. This increase is due to the proposed 3% Utility rate increase as well as population and usage growth expected for 2020.

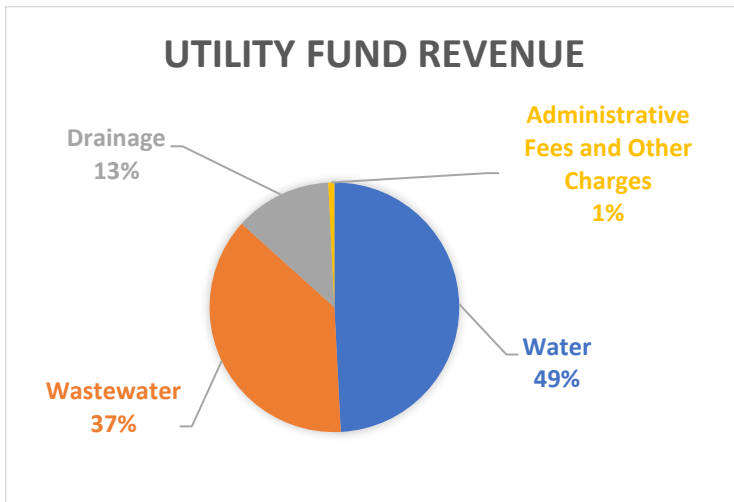


Table 73

Water

Water fees are collected for the purposes of purchasing water and distributing water to our customers. The rate structure for water includes a base fee that varies according to the size of the water meter and a fee for the amount each customer consumes. For 2020, the revenue collected is projected to be \$70.0 million; an increase of \$1.7 million over 2019. This increase is due to the proposed 3% utility rate increase, as well as population and usage growth expected for 2020.

Wastewater

Wastewater fees are collected for the purposes of removing and treating the wastewater collected from our customers. The rate structure for wastewater includes a base fee that varies according to the size of the water meter as well as a fee for the amount that each customer discharges into the wastewater system. In 2020, the revenue collected is projected to be \$53.4 million; an increase of \$1.5 million over 2019. This increase is due to the proposed 3% Utility rate increase, as well as population and usage growth expected for 2020.

Drainage

Drainage fees are collected for the purposes of managing and maintaining the drainage system which collects water from rainfall and melting snow in and around the City. The rate structure is based on the size of the property, with larger properties paying a higher levy (fee). In 2020, the revenue collected is projected to be \$17.8 million; an increase of \$622,000 over 2019. The increase is due to the proposed 3% utility rate increase, as well as population growth expected in 2020.

Administrative Fees and Other Charges

Administrative Fees and other charges include Utility service charges such as turn-off and turn-on fees and any late payment interest revenue that the City collects from our customers. This also includes revenues that the City charges to its internal customers such as community facilities, parks and City Hall, and administrative fees collected for new development. In 2020, the revenue collected is projected to be \$1.1 million; a decrease of \$514,000 over 2019. This is due to an expected reduction in development application fee revenue.

2019 Utility Rate Review

In 2019, Council approved an annual rate increase of 3% each year for 2019, 2020 and 2021. This marks a return to the City's prior practice of establishing utility rates every three years, as during the past two budget cycles, only annual rates have been set. This practice of setting rates for three years provides more certainty to the Utility's long-term funding model and allows customers to plan for future costs.

The 3% increase in 2020 is based on revenues of \$142.3 million, expenditures of \$83.3 million, \$53.9 million transfer to the reserve and debt repayments of \$5.1 million. The new rates are implemented each year on January 1.

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management renewal and upgrades. The model accounts for revenues from Utility rates as well as service agreement fees for new development. The model also builds in some assumed debt. This serves to moderate the need for dramatic rate increases in any given year.

Rate Impact – Average Residential

Table 74 illustrates the impact of a 3% rate increase each year over the next three years on a homeowner who uses 275 cubic meters of water per year. In 2020, the cost increase from 2019 rates is about \$4.14 per month or \$49.67 annually for a typical household.

Rate Impact – Average Residential		Approved	Proposed Rate Schedule		Annual Typical Household Increase	
		2019 (\$)	2020 (\$)	2021 (\$)	2020 (\$)	2021 (\$)
Water						
Annual Basic Charge		\$302.95	\$310.25	\$321.20	\$7.30	\$10.95
Annual Volume Charge		\$544.50	\$561.00	\$577.50	\$16.50	\$16.50
Total Annual Water		\$847.45	\$871.25	\$898.70	\$23.80	\$27.45
Wastewater						
Annual Basic Charge		\$233.60	\$240.90	\$248.20	\$7.30	\$7.30
Annual Volume Charge		\$396.88	\$408.16	\$419.43	\$11.28	\$11.27
Total Annual Wastewater		\$630.48	\$649.06	\$667.63	\$18.58	\$18.57
Annual Drainage Infrastructure Levy		\$200.75	\$208.05	\$215.35	\$7.30	\$7.30
Total Annual Utility Charges		\$1,678.68	\$1,728.36	\$1,781.68	\$49.68	\$53.32

Table 74

Rate Comparison – Sample Residential Customer

Table 75 compares Regina's 2019 rates with those of other cities for a residential customer who uses 275 cubic meters of water per year. The chart uses rates for 2019 as some other cities have yet to determine their 2020 rates.

Sample Residential Customer – 2018 Rates					
	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
Water					
Annual Basic Charge	\$302.95	\$186.88	\$80.67	\$144.66	\$200.75
Annual Volume Charge	\$544.50	\$439.92	\$596.32	\$437.10	\$500.50
Total Annual Water	\$847.45	\$626.80	\$676.98	\$582.06	\$701.25
Wastewater					
Annual Basic Charge	\$233.60	\$323.51	\$175.93	\$144.66	\$0.00
Annual Volume Charge	\$396.88	\$402.88	\$527.40	\$221.19	\$770.00
Total Annual Wastewater	\$630.48	\$726.39	\$703.33	\$365.85	\$770.00
Annual Drainage Infrastructure Levy	\$200.75	\$187.73	\$258.58	\$408.42 ¹	\$0.00
Total Annual Utility Charges	\$1,678.68	\$1,540.92	\$1,638.89	\$1,356.33	\$1,471.25

Table 75

A comparison of Water and Wastewater Utility rates across Western Canada (2019 rates are the most recent rates published by all municipalities)

Note ¹: Saskatoon's levy is for all infrastructure and not drainage alone.

Rate Impact – Average Commercial Customer

Table 76 illustrates the impact of the 2020 rates on a commercial customer with a meter with a diameter of 40 millimeters that uses 3,000 cubic meters of water per year on a property between 3,000 to 5,000 square meters in size. This water consumption would be typical for a strip mall with a restaurant and hair salon as tenants, and a parking lot with minimal landscaping.

Rate Impact - Average Commercial		Approved	Proposed Rate Schedule		Annual Average Commercial Customer Increase	
		2019 (\$)	2020 (\$)	2021 (\$)	2020 (\$)	2021 (\$)
Water						
Annual Basic Charge		\$543.85	\$558.45	\$576.70	\$14.60	\$18.25

Rate Impact - Average Commercial		Approved	Proposed Rate Schedule		Annual Average Commercial Customer Increase	
Annual Volume Charge		\$5,940.00	\$6,120.00	\$6,300.00	\$180.00	\$180.00
Total Annual Water		\$6,483.85	\$6,678.45	\$6,876.70	\$194.60	\$198.25
Wastewater						
Annual Basic Charge		\$419.75	\$434.35	\$445.30	\$14.60	\$10.95
Annual Volume Charge		\$5,174.40	\$5,321.40	\$5,468.40	\$147.00	\$147.00
Total Annual Wastewater		\$5,594.15	\$5,755.75	\$5,913.70	\$161.60	\$157.95
Annual Drainage Infrastructure Levy		\$803.00	\$832.20	\$861.40	\$29.20	\$29.20
Total Annual Utility Charges - Commercial		\$12,881.00	\$13,266.40	\$13,651.80	\$385.40	\$385.40

Table 76

Utility Fund Expense

The Utility Fund operating budget totals \$142.3 million; an increase of \$3.3 million or 2.4% over the base operating budget of 2019. The changes in water purchase, wastewater treatment, administrative fees and debt categories were anticipated in the development of the Utility Financial Model.

Table 77 further illustrates the expenditures in Utility Operations, which represents 49% of the total Utility Budget as shown previously.

Expenditures (000s)	2017 Actuals	2018 Actuals	2019 Budget	2019 Forecast	2020 Budget	Dollar Change	% Change
Utility Fund - Expenses							
Water	17,067	18,225	16,710	16,129	17,129	419	2.5
Wastewater	9,005	7,531	9,316	8,244	9,610	294	3.2
Drainage	2,665	5,545	3,623	3,316	3,667	44	1.2
Wastewater Treatment	7,656	7,871	12,436	12,494	9,589	(2,847)	(22.9)
Water Purchase	13,322	17,032	15,995	17,000	16,741	746	4.5
Customer Services	13,490	15,067	15,428	15,316	15,775	347	2.2
Utility Operations Total	63,205	71,271	73,508	72,498	72,511	(997)	(1.4)
Access Fee	9,856	10,218	10,386	10,386	10,827	441	4.1
Debt Payment	6,279	6,156	14,060	14,060	5,118	(8,942)	(174.7)
Transfer to Reserve	58,363	54,447	41,095	42,595	53,888	12,793	23.7
Utility Other Expenses	74,498	70,821	65,541	67,041	69,833	4,292	6.1
Utility Fund Total	137,703	142,092	139,049	139,539	142,344	3,295	2.4

Table 77

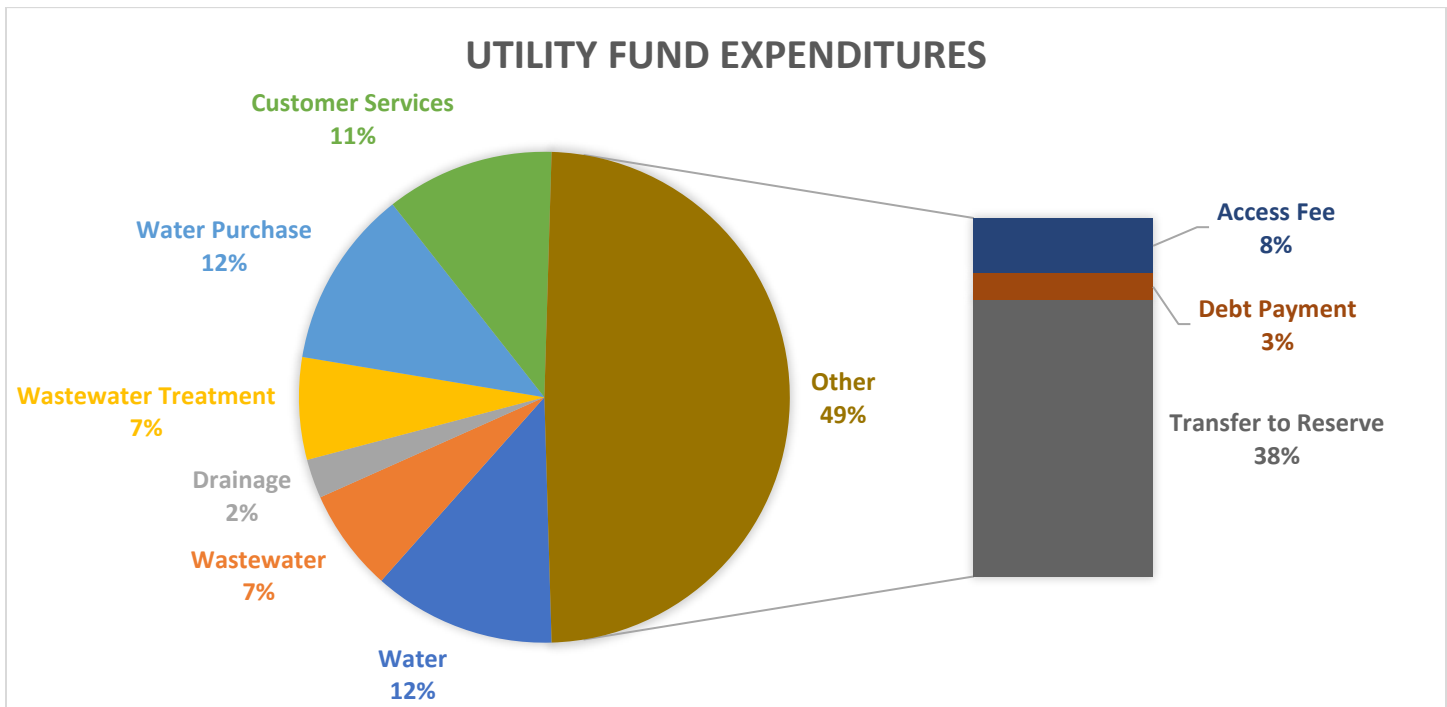


Table 78

Water Purchase

Water purchase expenses are the costs for the City to purchase its water supply from the Buffalo Pound Water Treatment Plant. For 2020, the expected cost is \$16.7 million; an increase of \$0.7 million over 2019.

Water

Water expenses are the costs associated with providing water services to the City's customers. For 2020, the expected cost is \$16.7 million; an increase of \$419,000 over 2019.

Wastewater

Wastewater expenses are the costs associated with providing wastewater collection services to customers. For 2020, the expected cost is \$9.6 million; an increase of \$294,000 over 2019.

Wastewater Treatment

Wastewater treatment expenses are the costs associated with treating the City's wastewater. For 2020, the expected cost is \$9.6 million; a decrease of \$2.8 million over 2019. This decrease is made up of two components as outlined in the contract with EPCOR for wastewater treatment:

- Annual inflation and,
- Planned annual capital maintenance costs

Drainage

Drainage expenses are the costs associated with managing and maintaining the drainage system which collects water from rainfall and melting snow in and around the City. For 2020, the expected cost is \$3.7 million; a slight increase of \$44,000 over 2019.

Customer Services and Administration

Customer Services are the costs associated with providing services such as billing, meter-reading, and other administrative functions. They also include internal costs that the general City services provide to the utility. These would include internal costs such as human resources, budgeting, purchasing, information technology, customer support and

communications. For 2020, the expected cost is \$15.8 million; an increase of \$347,000 over 2019. This is primarily due to an increase in General Fund costs that are allocated to the Utility to the extent that the Utility benefits from those services.

Access Fee

The access fee is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. The access fee is based on 7.5% of the previous year's budgeted revenues for billed water consumption, wastewater charges and drainage infrastructure levy and a proportionate share of the Goods and Services Tax (GST) rebate.

Debt Payment

Debt payment expenses consist of the debt principal and interest payments for capital projects for which debt was utilized. For 2020, the expected cost is \$5.1 million; a decrease of \$6.6 million from 2019. This decrease is due to a large loan payment due and paid in 2019 that was part of the original debt agreement.

Transfer to Reserve

Transfer to Reserve expenses consist of payments the City makes into its reserves to fund current and future planned Utility capital costs such as replacements of water and wastewater pipes. For 2020, the expected transfer is \$53.9 million; an increase of \$12.8 million over 2019. This increase is largely a result of a large, final debt payment in 2019.

Utility Fund Reserves & Debt

Aside from annual revenues, the City maintains two funding sources related to Utility operations – reserves and debt. Reserves provide a capital planning mechanism to ensure the sustainability of services and assets. Reserves are intended to smooth the impact of fluctuations in expenditures or revenues. They also serve as a resource for unexpected/emergency spending requirements and minimize the use of debt to finance capital projects.

The General Utility Reserve is based on a long-range financial model for water, wastewater and drainage service and allows for full cost recovery, including the long-term cost of maintaining assets, such as replacement of underground pipes to distribute water, through its 25-year capital program. At the recommended rate increase, the General Utility Reserve is projected to remain at a positive balance, although it would drop below the recommended level of \$25 million for several years, starting in 2023 due to planned capital investments. While there is some risk associated with these lower projected balances, the model is reviewed each year, allowing an opportunity to adjust if required.

Allocating fee-based revenues to reserves allows for the cost of infrastructure renewal to be spread across all users over the full life of the asset. This is consistent with the financial principle in the OCP, which identifies the “benefits model” as the basis for costing services. In the Utility model, the users of the service pay for the service through user fees. Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that did not benefit from the asset.

General Utility Fund Reserve and Service Agreement Fees Balances

Year Summary of Reserves, Deferred Revenue and Service Agreement Fees (SAFs) Continuity Schedule (\$000s)										
Minimum	Maximum		2019	2020	2020	2020	2021	2022	2023	2024
Allowable	Allowable	Reserve Name	Projected Ending Balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
25,000	90,000	General Utility Reserve	94,072	53,888	(66,837)	81,123	71,974	49,245	30,889	25,932
N/A	N/A	Service Agreement Fees - Utilities	(24,419)	13,446	(6,355)	(17,328)	(10,008)	(27,120)	(49,229)	(36,689)
Total Utility Reserves & SAFs			69,653	67,334	(73,192)	63,795	61,966	22,125	(18,340)	(10,757)

Table 79

Five-Year Utility Debt Forecast		
	2020	2021-2024
Opening Balance	73,849,285	72,427,276
New Issue	-	-
Payments	6,018,019	24,072,074
Closing Balance	72,427,276	65,758,993
Principal	1,422,009	6,263,526
Interest	4,596,010	17,808,548
Payments	6,018,019	24,072,074

Table 80

Utility Fund Debt

The City uses the General Utility Reserve to cover infrastructure costs.

The operating budget covers the repayment of debt issued to fund capital Utility projects. In accordance with Section 129(1) of *The Cities Act*, this means that principal and interest payments on debt must be included as an expenditure in the Utility Operating Budget. Table 80 shows the debt forecast over the next five years related to the Utility:

NOTE: Debt repayments related to Buffalo Pound Water Treatment Plant Electrical Upgrade Project loan of \$33.3 million are not included in table 80. The Buffalo Pound Water Treatment Corporation is a separate legal entity and, therefore, is not a part of the City's Utility Fund budget. However, the \$33.3 million in debt borrowing does count as a debt against the City's debt limit. The debt payment included in the 2020 Utility Budget is \$5.1 million. The remaining \$0.9 million in debt payments comes from Services Agreement Fees to come to the total debt payment of \$6.0 million shown in table 80. The debt payment of \$5.1 M on table 77 is net of the amount funded from Service Agreement Fees (SAF).

Utility Fund Capital

The Utility uses an asset management approach to investment planning that begins with the development of business cases to describe service needs and propose solutions. The submissions are reviewed and evaluated consistently to identify the benefits of investment and to prioritize projects and programs that support water, wastewater and drainage service goals and are aligned with corporate objectives. Scenarios are also developed to finance the plan with varying rates, debt issuance and reserve balances using the 25-year Utility Financial Model. Together, the prioritized plan and financing scenarios form the recommended investment plan and budget to City Council.

The Utility Fund capital plan for 2020 will invest approximately \$70 million. The long-range capital plan includes funding for:

- Meeting the regulatory expectations of the Saskatchewan Water Security Agency regarding wastewater bypasses
- Addressing the renewal of linear infrastructure (underground water, wastewater and drainage pipes)
- Continuing to invest in drainage system improvements to reduce surface flooding
- Begin investing in the planning and renewal of water meters throughout Regina

In 2020, the Utility will continue its renewal plan with significant capital investments including:

- \$16.2 million in water infrastructure renewal
- \$10.3 million in wastewater infrastructure renewal
- \$2.9 million in drainage infrastructure renewal

In addition, the Utility will continue assessing the condition of the Buffalo Pound Water Supply pipelines and investing in design and construction of drainage projects throughout Regina (\$13 million in 2020). The City is also planning for the renewal of Water Meters in Regina with the initial stages including planning and design (\$5.1 million in 2020). The remaining capital plan (\$23 million) is made up of several smaller water, wastewater and drainage projects.

Detailed Utility Fund Capital Plan

Service	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
Water	4th Avenue Pumping Station	Reserve	1,585	5,000	3,000	-	-	9,585	Construction of a new pumping station adjacent to the 4th Avenue reservoir.
	Additional Ground Water Capacity	Reserve	-	200	500	4,800	4,200	9,700	In the event of a water supply disruption from Buffalo Pound Water Treatment Plant the City relies on ground water wells an emergency water source. To align with growth, and reduce supply shortage vulnerabilities, additional wells will be drilled.
	Buffalo Pound WTP Pump Upgrades	Servicing Agreement Fees	-	-	-	500	8,250	8,750	Regina receives treated water from the Buffalo Pound WTP. Pump upgrades at the Buffalo Pound WTP are required to align with long term growth plans for Regina.
	Capacity Increase for North East Pumping Station	Reserve	-	-	-	4,000	4,000	8,000	Capacity increases at the North East Pumping Station are required to align with long term growth plans and to provide supply redundancy for water. This involves installing additional pumps at this pumping station.
	Chlorine Booster Stations	Reserve	2,000	-	-	-	-	2,000	This project provides the required disinfection to ensure the safety of water for consumption during emergency well water usage from the groundwater wells.
	Corporate TDI Infrastructure – Utility Portion	Reserve	325	325	325	325	325	1,625	Capital transfer from Water Utility program to help fund the service and technology demands of the utility on the Information Technology Services department.
	Eastern Pressure Solution	Servicing Agreement Fees	600	3,000	28,500	28,400	27,200	87,700	In order to maintain an acceptable level of service as the City continues to grow and additional demands are placed on the Citywide water distribution network, an Eastern Pressure Solution is required.
	Fire and Security Vulnerability Upgrade - Monitoring	Reserve	400	400	-	-	-	800	This work is intended to upgrade safety and security measures at key water assets to improve the integrity of the system.
	Flow Meter Chambers for Transmission Piping	Reserve	1,500	-	-	-	-	1,500	This project will improve monitoring of the water supply and help operations better understand the flow within the supply system.
	Future Equipment Purchase	Reserve	-	250	250	250	250	1,000	This program is intended as a placeholder for planning purposes based on average expected new or specialized equipment purchases over a five-year history
	Geomatics Equipment	Reserve	-	-	-	-	78	78	Purchase of equipment to support the Geospatial program.
	Hydrant Nozzle Replacement	Reserve	120	120	120	120	120	600	The objective of this project is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.
	Large Diameter Assessment and Rehabilitation	Reserve	2,800	2,800	2,800	2,800	2,800	14,000	Through age related deterioration large diameter water pipes are at risk to failure. A relining and replacement program, in conjunction with roadways renewal work, will rehabilitate/replace sections of cast iron pipe over the next several years.

Service	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
	Lead Services Connection Management Program - Corrosion Control	Reserve	405	306	-	-	-	711	Lead service connections contribute to lead in drinking water. Our lead levels are at a place where Health Canada recommends further action. Corrosion control is a Health Canada recommended action to mitigate total lead in drinking water. The City dedicates funds to the replacement of lead pipe service connections. This is included in the Water Infrastructure Renewal Program.
	Leak Detection Program	Reserve	100	100	100	100	100	500	This funding provides for the development and implementation of a pilot program to detect leaks in the water system and help inform the water infrastructure renewal programs.
	Operations Yard Master Plan	Reserve	-	-	-	-	125	125	An update of the Public Works Facilities Master Plan, completed in 2011. Update will capture changes in organizational structure, operational practices, equipment and personnel at the Operations Yard and St. John's Yard.
	Reservoir Assessment and Rehabilitation	Reserve	2,500	250	2,500	250	2,500	8,000	This program inspects, repairs and rehabilitates the water reservoirs in the city. As the reservoirs age, these program activities are necessary to ensure the reliability of the water quality and supply to the City and reduce emergency repairs.
	Serviceability Study for 500K Lands	Servicing Agreement Fees	-	-	-	500	-	500	A phasing plan has been developed for the 300K lands but has not yet considered the lands in the 500K. For the future phasing to be assessed, serviceability and impacts on the existing system on all the aspects of utility Services will need to be defined for 500K lands so that decisions can be made on a sound financial and practical basis.
	Supply Line Assessment and Rehabilitation	Reserve	1,500	1,500	1,500	1,500	1,500	7,500	As the Buffalo Pound supply pipes and other major supply mains age, inspection, rehabilitation, and improvements are necessary to ensure the reliability of the water quality and supply to the city.
	Trench Settlement Remediation	Reserve	300	300	300	300	300	1,500	Cracking and settling of sidewalks, curbs, gutter and pavement occur as a result of backfill settlement at water main work locations. This program corrects settlement at these locations. The Utility Reserve funds this program.
	Truck with valve turner	Reserve	175	-	-	-	-	175	Purchase of a one-ton truck with valve turner on the back. The need for this is to increase our valve turning program and capture more data on the valves in our water system.
	Utility Billing Equipment Replacement Program	Reserve	20	20	40	20	20	120	This program replaces the handheld and vehicle mounted radio-read devices and other field equipment used for the utility billing operation and is funded by the Utility Reserve.
	Utility Billing System Upgrade and Maintenance	Reserve	260	110	260	110	260	1,000	This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements, system architecture updates.
	Variable Frequency Drive Installation for Buffalo Pound WTP Pumps	Reserve	200	1,300	-	-	-	1,500	Currently Buffalo Pound Water Treatment Plant is investing in standby generator sets (gensets) to continuously run the treatment plant in case of a power failure. A Variable Frequency Drive will minimize the size of the genset invested in.
	Water Infrastructure Renewal	Reserve	16,235	16,235	16,235	16,235	16,235	81,175	Underground water infrastructure requires work to ensure reliability and safety of water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of water mains, fire hydrants, service connections, water valves and lead pipe service connection replacement.

Service	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
	Water Meter Installations	Reserve	500	550	550	550	550	2,700	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction. Funding is provided from the Utility Reserve.
	Water Meters and AMR Replacement	Reserve	5,100	10,100	10,100	10,100	5,000	40,400	The City's water meters and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime and costs. This project includes development, design, installation and construction over multiple years.
	Water Pumping Stations Upgrades and Equipment Replacement	Reserve	-	-	-	-	100	100	To ensure that the pump stations throughout the City are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service.
Total Water			36,625	42,866	67,080	70,860	73,913	291,344	
Wastewater	Creeks Wastewater Pump Station Expansion	Servicing Agreement Fees	2,000	-	-	-	-	2,000	This is a continuation of expansion activity at the Creeks Lift Station in southwest Regina. The project will increase the wastewater systems capacity and allow for further growth in the Greens, Creeks and Towns Neighborhoods.
	Fleming Road Pumping Station Screens	Reserve	-	-	-	-	200	200	The City's agreement with EPCOR requires all sewage pumped to the Wastewater Treatment Plant be screened. Installation of mechanical screens to the Fleming Road Pumping Station is required to comply with this agreement.
	Trunk Relief Initiative	Reserve	1,400	-	-	-	-	1,400	Wastewater capacity improvements are required at the McCarthy Boulevard Pumping Station to meet regulatory commitments to reduce bypasses to Wascana Creek during heavy precipitation events and improve the levels of service.
		Servicing Agreement Fees	600	-	-	-	-	600	
	Wastewater Capacity Upgrades	Reserve	-	1,190	-	10,920	-	12,110	This project will develop wastewater system solutions to meet regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events.
		Servicing Agreement Fees	-	510	-	4,680	-	5,190	
	Wastewater Infrastructure Renewal	Reserve	10,310	10,310	10,310	8,480	8,480	47,890	Underground wastewater infrastructure requires work to ensure reliability and safety of wastewater system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of pipes, service connections, and manholes.
	Wastewater Lift Station Renewal	Reserve	300	300	300	300	300	1,500	The City's wastewater pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of pumping stations.
	Wastewater Sewer Flow Monitoring	Reserve	120	120	120	120	120	600	This funding provides for the continued collection of flow data from permanent monitoring locations to better understand the wastewater system and help inform wastewater capital projects and infrastructure renewal programs.
Total Wastewater			14,730	12,430	10,730	24,500	9,100	71,490	

Service	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
Drainage	Albert Street Storm Lift Station Replacement	Reserve	-	700	6,000	-	-	6,700	The Albert Street Lift Station requires replacement to restore and improve the level of service and function within the system and accommodate growth.
	Area 1 & 17 - Location 1	Reserve	8,000	-	-	-	-	8,000	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Location 2	Reserve	500	5,000	-	-	-	5,500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Location 3	Reserve	-	500	5,000	-	-	5,500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 13-Location 2	Reserve	5,500	-	4,650	-	-	10,150	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 13-Location 3	Reserve	-	-	500	3,000	3,000	6,500	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 2A - Location 1	Reserve	-	-	-	-	500	500	This project will upgrade the drainage system in Area 2A to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 8 - Location 1	Reserve	-	-	-	-	500	500	This project will upgrade the drainage system in Area 8 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Citywide Drainage Master Plan Update	Reserve	600	-	-	-	-	600	This project will update the 2009 drainage master plan study to guide future renewal and upgrade plans to the drainage system to improve level of service.
	Drainage Control System Upgrades	Reserve	32	-	-	-	-	32	This project provides for the renewal and upgrade of drainage control systems to maintain operational reliability of drainage lift stations within the system.
	Drainage Infrastructure Renewal	Reserve	2,950	3,060	3,060	3,060	3,060	15,190	The drainage system requires ongoing rehabilitation to ensure system reliability. This includes inspections, assessments, cleaning, replacement and rehabilitation on pipes, service connections, and manholes.
	Drainage Lift Station Renewal	Reserve	200	200	200	200	200	1,000	Drainage pumping stations are aging and require upgrading to restore or improve level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations.
	Drainage Lift Station Replacement	Reserve	-	-	-	690	-	690	The City's drainage pumping stations are aging and require replacement to restore or improve the level of service and function within the system.
	Dykes, Drainage Channels and Lake Improvements	Reserve	400	400	400	400	400	2,000	This program rehabilitates and improves the level of service of facilities such as dykes, channels, streams, lakes and ponds. Periodic assessments, repairs, modifications and improvements are required to ensure their integrity and capacity.

Service	Project/Program Name	Funding Source	2020	2021	2022	2023	2024	5-Year Total	Description
	Environmental Compliance Storm Retention Ponds	Reserve	50	-	-	-	-	50	During hot dry summers, City retention ponds can develop blue-green algal blooms that are unsightly and potentially dangerous to children and pets. Planting along the perimeter of the ponds will help to reduce the algae and access to the ponds.
	Rubber-Tired Excavator Backhoe	Reserve	450	-	-	-	-	450	This equipment supports activities that ensure that any water discharged has the least potential of process disruption and/or contamination to the environment.
Total Drainage			18,682	9,860	19,810	7,350	7,660	62,912	
Total All Services			70,037	65,156	97,620	102,710	90,673	426,196	

Table 81

Utility Capital – Funding Sources (\$000s)

Funding Name	2020	2021	2022	2023	2024	Total
Service Agreement Fees (Utility)	3,200	3,510	28,500	34,080	35,450	104,740
Utility Reserve	66,837	61,646	69,120	68,630	55,223	321,456
Total	70,037	65,156	97,620	102,710	90,673	426,196

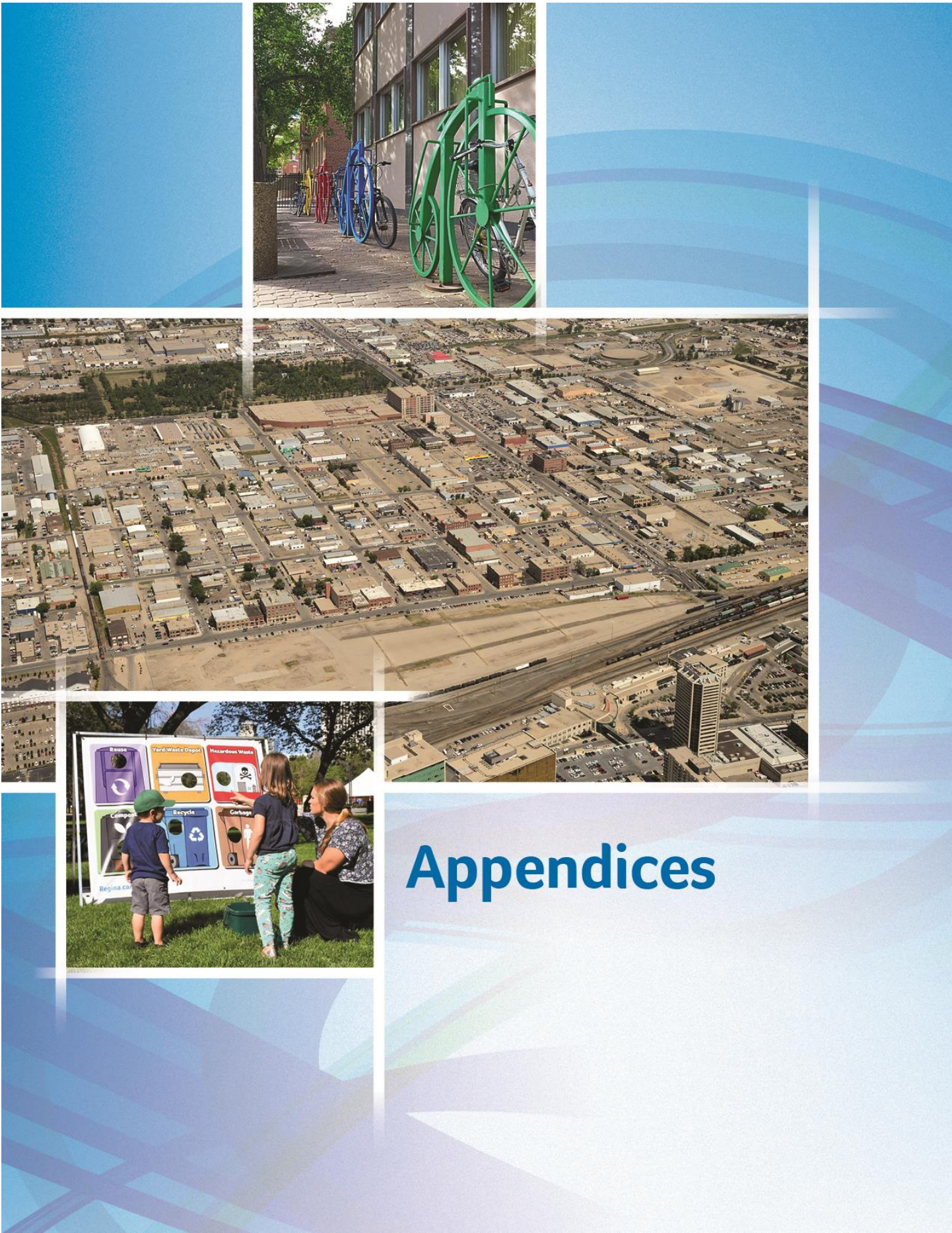
Table 82

Advance Approved Capital Projects and Programs – 2020 Budget

The 2020 Utility Capital Plan includes a program that requires advance approval for a portion of the program. This allows the City to commit the total cost of a project from tendering through to completion of the work while allowing flexibility in cash management. Administration is seeking approval for approximately \$21 million in capital funding for committed projects and programs for the 2020-2024 Utility Capital Plan.

Committed Projects	2020	2021	2022	2023	2024	5 Year Plan
Wastewater Infrastructure Renewal	10,310	10,310	-	-	-	20,620
	10,310	10,310	-	-	-	20,620

Table 83



Appendices

Appendix A – Financial Structure, Policy and Process

Fund Structure

The City of Regina uses fund accounting to separate the general City operations from areas where the cost of providing a service is fully recovered from revenues associated with the service. There are three primary funds:

- **General Fund:** This fund is used to track those services that are supported, in full or in part, by property tax revenues. The vast majority of services provided by the City of Regina are supported by the General Fund, which has both operating and capital components.
- **Utility Fund:** This fund is used to track those revenues and costs associated with the delivery of water, wastewater and drainage services, which operate on a full cost recovery basis, including the cost of renewing the infrastructure required to deliver the service. The Utility Fund has both operating and capital components.
- **Costing Fund:** This fund is used to track the costs associated with the delivery of services between City departments and allocate them appropriately. For example, the cost of vehicles and equipment for a service is planned and budgeted by the Fleet department but allocated to whichever department uses the equipment. As a budgeting practice, the stand-alone costs of providing these services are tracked through costing funds. Budgets for costing funds are presented in association with the department providing the costed service. Once approved, these costs are then allocated to the budget of the department using the service. These costs are exclusively operating costs.

Department/Fund Relationship

The funds and the divisions that they support are defined in below.

Division	General Fund	Utility Fund
Officers of Council	*	
Financial Strategy & Sustainability	*	*
Citizen Experience, Innovation & Performance	*	*
City Planning & Community Development	*	*
Citizen Services	*	*
Police	*	

Table 84

As a public institution, the City of Regina has an obligation to develop its annual budget within established policy boundaries and with attention to best practices in public finance. The City develops and presents its budget in accordance with standards established by the Public Sector Accounting Board (PSAB) and the Government Finance Officers Association (GFOA). The budget process is guided by a number of internal policies and practices, and by the City's planning framework, which set the boundaries within which any budget must be developed. These include:

- Basis of Budgeting
- Financial Policies
- Budget Process

Planning Framework

The City of Regina has established a planning framework that integrates long-term vision with achievable, planned change and the ongoing delivery of services to residents. The framework applies to all services, regardless of whether the activity is part of the General Fund or the Utility Fund.

As depicted above, the driver for all planning and service delivery activity is the City Vision, Community Priorities and the OCP. These are addressed over time through the following:

- More refined long-term planning, primarily for specific services, which often takes the form of master plans. These plans identify a long-term view for developing specific services to achieve the policies and objectives outlined in the OCP. They often include long-term financial implications
- The Strategic Plan, which is a specific four-year chunk of work the City decides to undertake to advance our capacity to deliver the OCP. This may include the developing of specific long-term plans and policies, improving systems and tools, and so on
- The delivery of services to residents through the implementation of policies and defined levels of service
- The delivery of business plans, which are the annual plans for the work that needs to get done (including the budget for that work). These will include any work driven by the Strategic Plan and service delivery plans
- Implementation of the planned work.

The entire planning and delivery process is overlaid with financial planning and an analysis of the financial implications of various planning and implementation choices. The process also includes ongoing performance monitoring and reporting at all stages. This information is used to adapt and refine plans or to ensure appropriate resourcing so that expectations are met.



Basis of Budgeting

Basis of Presentation

The City of Regina is a diversified municipal government institution which provides a wide range of services to its citizens, including police, fire and public transit, and water. For management reporting purposes, the City's operations and activities are organized and reported by funds. Funds are created for the purpose of recording specific activities to meet certain objectives in accordance with special regulations, restrictions or limitations. As previously noted the City maintains three funds (General, Utility and Costing Funds).

Basis of Accounting

Basis of accounting refers to the time at which revenues and expenditures or expenses are recognized in the accounts and reported. The City of Regina uses the accrual basis of accounting and recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Property tax revenues are considered measurable and available when collected and recognized as revenue at that time. Licences, permits, fines, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Government grants and transfers are recorded as revenue when the transfer occurs and/or all eligibility criteria have been met and a reasonable estimate of the amount can be made.

Capital assets are accounted for at the total cost including acquisitions, construction, and development costs. In 2015, the City of Regina began budgeting for multi-year capital projects over the time required to complete the projects. Prior to

2015, the full cost was budgeted for in the first year of the project, resulting in a capital carry forward to support the future year costs. The new method recognizes the multi-year commitment associated with the project and increases the assurance among bidders that the City will fund the entire project.

Financial Policies

Financial Policies Framework

In anticipation of the development of the City's long-range financial plan, a financial policy framework has been established. The framework sets out principles and benchmarks to help guide Administration in making recommendations to Council on decisions related to financial planning and oversight at the City of Regina.

The goal of the Financial Policies Framework is to place the City's finances on a sound and sustainable footing so that financial, service and infrastructure standards can be met without resorting to unplanned or excessive increases in rates, fees and service charges or disruptive cuts in services. In addition, the financial policies are a means to develop the teams, tools and processes to help ensure the sustainable delivery of reliable services over the long term as identified in the Strategic Plan.

Key Principles

The framework supports the following overall financial principles.

Growth and Development

Growth includes capital projects and operating costs related to the expansion within the City. *The Planning and Development Act* permits the City to apply development charges to fund the growth portion of new infrastructure required to support new development. Development charges consist of provincially legislated Service Agreement Fees and Development Levies that can be collected at the time of development. Development charges can also include off site levies and any other growth-related charges that may relate to development. This new infrastructure must be maintained by the City, resulting in the need for an increased operating budget. While new residents bring in more taxation, the increased revenue may not always cover the increased operating cost.

Strategic Initiatives and Enhancements

The Strategic Planning Framework is designed to appropriately phase in the implementation of the OCP. Strategic initiatives include capital projects and short term operational projects that are undertaken in response to the Strategic Plan. From time to time, long-term operational projects are included within the Strategic Plan but these would be considered only from the perspective of capacity and resource management implications.

Debt

Debt includes long-term debt and capital lease obligations. All debt issued must meet the requirements of *The Cities Act*, the municipal debt limit established by the Saskatchewan Municipal Board, and The Regina Administration Bylaw No. 2003-69. As stipulated in *The Cities Act*, long-term debt obtained for the purpose of financing capital assets should be used for that purpose and, if not used immediately, should be made available when needed for the asset obtained for. If a borrowing was subject to a public vote (i.e. referendum), it must be used only for the purpose indicated. The City issues debt that is repaid from a variety of sources including water rates, wastewater rates, drainage rates, development charges, provincial/federal gas tax, property taxation and local improvements. Debt repayment must be planned and made through the operating budget. The City's debt limit may be increased pending application to and approval by the Saskatchewan Municipal Board.

Investments

Municipalities are faced with restrictions on the type and duration of investments they may make of any funds not immediately required to meet current operating or capital needs. These funds may include reserve funds, proceeds from debentures, or other monies not immediately required for the ongoing operations of the City. Earnings may be credited to each fund in proportion to the amount invested from it, where this is feasible and authorized.

Operating Surplus/Deficit

Saskatchewan municipalities are not permitted to budget an operating deficit. Any operating surplus in a given year is allocated to the General Fund Reserve in accordance with the City's Administration Bylaw 2003-69. Operating deficits, if

not funded from other sources within the year, must be funded within the next year's budget. Staff will report to Council on the status of spending against budget and provide forecasts at least mid-year, identifying any actions that may be required to eliminate a potential deficit.

Budgeting

Council is required to approve a balanced budget. Assumptions made in the development of the annual budget and their associated risks are disclosed in the budget documents. Council also approves a capital budget that identifies the cost and nature of projects that will be undertaken during the year, how they will be funded, and a forecast of the cost of projects with related funding for the next four years. Capital and operating spending against budget is reported to Council mid-year with adjustments identified throughout the year.

Revenues – User Fees and Service Charges

Municipal services that benefit defined users shall be funded by collecting fees and service charges that are at or approaching full cost recovery.

Revenues – Taxation

The City has several taxation revenue sources, some of which include amusement tax and property tax. Property taxes are calculated utilizing assessment of property values provided by the City of Regina on a four-year basis, multiplied by a provincial percentage to arrive at a taxable value. The taxable value is then multiplied by a percentage of the mill rate times the mill factor and any adjustments added.

Revenues – Non-recurring revenues

From time to time, Federal and Provincial governments may provide funding to municipalities that is for a specified purpose (such as an infrastructure project) or that is available only for a specified period (usually one year). Similarly, a municipality may receive a financial gain when it sells an asset or enjoy a windfall as a result of some unique transactions or events. The nature of these non-recurring revenues can vary significantly, but overall a municipality has little control over the amount, timing or conditions associated with receiving them. Careful attention needs to be paid to ensure ongoing government operations do not rely on these types of revenues for support of ongoing expenditures, or shortfalls will inevitably occur that put upward pressure on future property taxes and/or user fees.

Program and Services Review

All programs and services are subject to periodic internal and external review, driven by the OCP. The corporate strategy breaks down the OCP into manageable five-year strategic plans. Day-to-day service delivery encompasses things that need to be done now and will need guiding reference from the OCP on a more regular basis. The City Manager will report to Council on performance against the OCP and other established guidelines on a consistent basis.

Reserve Fund Management

Reserve funds are a critical component of the City's long-range financial planning. They are used to provide tax rate and user rate stability by smoothing the effect of variable or unanticipated expenditures or revenues, to provide funding for one-time or short-term requirements, to provide for future replacement or acquisition of capital assets, and to provide the flexibility to manage debt within the City's Debt Management Policy.

A reserve is established by Council for a specific purpose. A reserve does not need to relate to any particular asset and there is not always a requirement for the reserves to earn interest. Reserves are created either through a planned contribution established in the budget process or through the transfer of unspent funds at the end of a year. Any transfer of unspent funds at year-end must be authorized by Council or existing Bylaw. If approved by Council, investment income generated by reserve funds must be accumulated in the fund and accounted for as part of it.

Capital Project Financial Control Policy

A capital plan is prepared annually and includes a capital budget for the current year, approved by Council, and a four-year capital forecast. The capital budget includes capital projects and programs approved for expenditure with related funding sources. The capital budget may include capital projects and programs or project phases that extend over multiple years. The capital forecast represents the projection of expenditures and financing sources that are not included in the capital budget but are planned over the next four years. Financial variance reports will report spending plan variances to the Executive Leadership Team.

Financial Condition

The Public Sector Accounting Board (PSAB) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public and financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

1. **Sustainability** is the degree to which a government can maintain existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.
2. **Flexibility** is the degree to which the City can increase its financial resources to respond to rising commitments, by either expanding its revenues or increasing its debt burden.
3. **Vulnerability** is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding which are outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

Credit Rating

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when it borrows money. Standard & Poor's undertakes a detailed analysis of the borrower's financial condition using a robust set of criteria and updates it annually. The City of Regina's Standard & Poor's credit rating is **AAA (Positive)**, the highest rating assigned by the firm.

Regina has received at least a AA credit rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong rating is reflective of the City's ongoing commitment to strong, reliable and prudent financial management practices which will aid in the continued success of maintaining a financially sound future for the citizens of Regina. A AAA rating means that S&P Global believes the City has extremely strong capacity to meet its financial commitments.

This top tier credit rating bodes well for the City's long-term financial future as the higher the credit rating, the lower its borrowing costs will be, leaving more funds available to pay for services.

It is fundamentally important that the City continue its strategy of conservative financial management. It must monitor debt levels regularly to maintain a sound financial position and strong credit rating. Effective debt management and a well-developed debt policy will help maintain the City's positive financial reputation, facilitate borrowing and ensure competitive rates for the City.

Budget Process

As prescribed under *The Cities Act, Section 128*, Council adopts an operating and a capital budget for each fiscal year. Currently, the operating budget for the City is prepared on an annual basis and the capital budget follows a multi-year approach by developing and approving a five-year capital plan.

The budget process at the City of Regina begins with strategic and business planning and ends with a Council-approved plan for the upcoming year.

Call for Budget

Each year, the Executive Leadership Team issues the call for budgets. Departments receive direction to guide the development of annual budgets. This often involves submitting business cases which outline short-term and long-term costs, benefits and implications of investing or not investing in a particular service, initiative, or piece of equipment or infrastructure. Once departmental budgets are prepared, senior administration reviews and recommends a proposed budget for Council's consideration.

Service Partners

The City's Service Partners include the Regina Police Service, Regina Exhibition Association Limited (REAL), the Provincial Capital Commission to fund Wascana Centre Park and Economic Development Regina Inc. (EDR). The funding requests form part of the City's annual budget.

Council's Role

The proposed annual budget is based on recommendations from various city departments and service partners which are reviewed and finalized by senior administration. The annual budget reflects Administration's best advice on how to achieve Council's policy and service priorities, given the City's current resources. Ultimately, Council determines the programs and levels of service which will be included in the annual Budget.

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2019 Budget posted on Regina.ca, speaking with their Councillor, and/or making a presentation to Council when the Budget is debated.

Summary

The budget for the next fiscal year is legally enacted by City Council through the approval of the recommendations presented by the administration, along with any applicable amendments, to the budget. Throughout the year, Administration may make expenditures which are included in the operating or capital budget and authorized by Council, are for an emergency or are legally required to be paid.

At the end of the year, operating surpluses are transferred to the General Fund Reserve. Unspent capital funding is carried forward to be spent in the following year.

Appendix B – Utility Rate Policies

In 2005, the Provincial government adopted new regulations in Part V.1 of *The Cities Regulations* regarding Public Reporting on Municipal Waterworks. The regulations apply only to waterworks, however, since the Utility includes water, wastewater and drainage services, the information is provided for the entire Utility.

The requirements include information on the rate policy and capital investment strategy as adopted pursuant to sections 22.3 and 22.4 of the regulations. A financial overview is also required. The data outlined in the regulations is included in the Utility Fund Revenues below. The regulations also require a comparison of the Utility revenues to expenditures and debt payments, which are expressed as a ratio in accordance with the following formula:

$$\frac{\text{Revenues}}{\text{(Expenditures + Debt Payments)}}$$

For 2020, as per the definitions in the regulations, the ratio for the Water and Sewer Utility is 1.42, which is based on revenues of \$142.3 million, expenditures of \$83.3 million and debt repayments of \$5.1 million. In accordance with the definition in the regulations, expenditures include the interest cost on the debt, while debt payments are the principal repayments on the debt. The ratio of greater revenues to expenditures allows the City to invest in its 25-year capital program and serves to moderate the need for dramatic rate increases in any given year.

Section 22.3 of *The Cities Regulations* requires Council to adopt a rate policy that sets out the rates or fees that consumers will be charged for the use of water. The policy must include the method used to determine those rates or fees. Utility rates are to be established so they are sufficient to fully fund operating costs, interest costs, debt repayments, capital requirements and transfer policies, taking into account the operating and infrastructure requirements of the Utility to meet its service goals. The objectives for the Utility's rate structure are:

- Financial Self Sufficiency – Utility rates must generate enough revenue to meet all short-term and long-term operating and capital costs.
- Conservation – Utility rates should encourage customers to use water responsibly.
- Reduction of Peak Demand – Utility rates should encourage water conservation during summer months, reducing the need for infrastructure investment and higher rates.
- Equity – Utility rates should result in a charge to customers according to the cost of services used.

In the setting of rates, the Utility must present a balanced budget, with any surplus transferred to the General Utility Reserve. The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures.

The Budget for 2020 is set at \$53.8 million and is transferred to the General Utility Reserve. An overall requirement for capital funding is set through the Utility Model. Utility rates are set to provide sufficient surpluses to cover the capital costs over the next 25 years.

In the event that the Utility incurs an operating deficit in a given year, the deficit would be funded from the reserve.

The Utility Operating Expenses include an access fee, which is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. Policies on these types of fees vary between cities. Calgary's Utility pays 10% of revenue plus a 10% return on equity. Saskatoon's Utility pays a franchise fee based on 10% of revenue. Winnipeg's is also 10%, with dividends paid. Moose Jaw's rate is 5% of revenue. Regina's transfer is the total of:

- 7.5% of the previous year's budgeted revenues for billed water consumption, wastewater charges and drainage infrastructure levy

- The amount of \$675,000, estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate provided by the federal government starting in 2004.

For 2020, these amounts total \$10.4 million.

The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility. It is calculated as 5% of the budgeted utility revenues for the previous year. Most corporate functions, including City Council, Committees, Office of the City Manager, Human Resources, City Solicitor's Office, Office of the City Clerk and Finance, are involved in activities related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy. The total charge for 2019 is \$6.6 million.

2020 Detailed Water, Wastewater and Drainage Rates

Water Revenue Summary

The rate structure for water includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on a schedule recommended by the American Water Works Association (AWWA). The ratios for the base rate are provided in the Utility Rate Policy and are based on meter size.

The rate structure for water also includes a uniform rate for each cubic metre of water consumed. For water, the uniform rate is applied to all consumption. The impact of the proposed rate increase on the base fee and consumption water rates is shown in table 85.

Water Rate Schedule	AWWA Standard Ratio	Approved Rate Schedule (\$)	Proposed Rate Schedule (\$)	
Daily Base Fee:	2019		2020	2021
15 mm/18 mm water meter	1.0	0.83	0.85	0.88
25 mm water meter	1.4	1.16	1.19	1.23
40 mm water meter	1.8	1.49	1.53	1.58
50 mm water meter	2.9	2.41	2.47	2.55
75 mm water meter	11	9.13	9.35	9.68
100 mm water meter	14	11.62	11.90	12.32
150 mm water meter	21	17.43	17.85	18.48
200 mm water meter	29	24.07	24.65	25.52
Volume Charge:				
Charge per m3		1.98	2.04	2.10

Table 85

Wastewater Revenue Summary

The rate structure for wastewater includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on the schedule recommended by the AWWA. The ratios for the base rate are provided in the Utility Rate Policy and are based on meter size. The rate structure for wastewater also includes a uniform rate for each cubic meter of deemed wastewater flow. The deemed volume is a percentage of water consumption.

- For residential customers, the wastewater volume is 82% of water consumption.
- For multiple unit residential properties, the percentage is 95% of water consumption.
- For institutional, commercial and industrial properties, the percentage is 98% of water consumption.

Wastewater Rate Schedule	AWWA Standard Ratio	Approved Rate Schedule (\$)	Proposed Rate Schedule (\$)	
Daily Base Fee:	2019		2020	2021
15 mm/18 mm water meter	1.0	0.64	0.66	0.68
25 mm water meter	1.4	0.90	0.92	0.95
40 mm water meter	1.8	1.15	1.19	1.22
50 mm water meter	2.9	1.86	1.91	1.97
75 mm water meter	11	7.04	7.26	7.48
100 mm water meter	14	8.96	9.24	9.52
150 mm water meter	21	13.44	13.86	14.28
200 mm water meter	29	18.56	19.14	19.72
Volume Charge:				
Charge per m3		1.76	1.81	1.86

Table 86

Drainage Infrastructure Levy Revenue Summary

The rate structure for the storm drainage infrastructure levy is based on the size of the property, with larger properties paying a higher levy. The ratios, approved by City Council in 2001 (CR01-189), are provided in the Utility Rate Policy. The drainage levy applies regardless of whether the property is connected to the water or wastewater systems.

Regardless of actual property size, the rate for properties up to 1,000 m² is applied to all locations designated as standard residential properties.

The impact of the proposed rate increase on storm drainage rates is shown in table 87.

Storm Drainage Rate Schedule	Rate Ratio	Approved Rate Schedule (\$)	Proposed Rate Schedule (\$)	
Daily Base Fee:		2019	2020	2021
0 to 1,000 m ²	1.0	0.55	0.57	0.59
1,001 to 3,000 m ²	2.0	1.10	1.14	1.18
3,001 to 5,000 m ²	4.0	2.20	2.28	2.36
5,001 to 7,000 m ²	6.0	3.30	3.42	3.54
7,001 to 9,000 m ²	8.0	4.40	4.56	4.72
9,001 to 11,000 m ²	10.0	5.50	5.70	5.90
11,001 to 13,000 m ²	12.0	6.60	6.84	7.08
13,001 to 15,000 m ²	14.0	7.70	7.98	8.26
15,001 to 17,000 m ²	16.0	8.80	9.12	9.44
17,001 to 19,000 m ²	18.0	9.90	10.26	10.62
19,001 to 21,000 m ²	20.0	11.00	11.40	11.80
21,001 to 23,000 m ²	22.0	12.10	12.54	12.98
23,001 to 25,000 m ²	24.0	13.20	13.68	14.16
25,001 to 27,000 m ²	26.0	14.30	14.82	15.34
27,001 to 29,000 m ²	28.0	15.40	15.96	16.52
29,001 to 31,000 m ²	30.0	16.50	17.10	17.70
Over 31,000 m ²	32.0	17.60	18.24	18.88

Table 87

Appendix C – General Fund Reserve Breakdown and Description

The City of Regina has established reserves to support the long-term financial needs of the organization's operating and capital programs. These reserves ensure that the City can continue to offer services to residents for both short- and long-term. All City reserves are established by Council through bylaw. They are subject to established financial policies regarding use and financial minimums and maximums.

Reserve Descriptions

In accordance with Schedule A of The Regina Administration Bylaw, Bylaw No. 2003-69, the purpose and funding source of the City of Regina's reserves are described as follows:

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through the net revenue generated from asphalt plant operations after deducting the cost of producing the asphalt and other expenditures related to the asphalt plant operations.

Asset Revitalization Reserve

The Asset Revitalization Reserve funds the City's strategic capital priorities to manage growth and revitalization. The major source of funding is interest revenue earned over the budgeted earnings in the annual operating budget.

Cemetery Reserve

The Cemetery Reserve is funded through a transfer of surpluses from cemetery operations, while any operating deficits are withdrawn from the Reserve to fund the shortfall. The Cemetery Reserve is used to fund capital expenditures for the cemeteries.

Community Investments Grants Reserve

The Community Investments Grants Reserve is funded from unused, but approved, community investment funding. Reserve funding is used to pay for Council-approved community investments.

Elections and Property Reassessment Reserve

The Elections and Property Reassessment Reserve is funded through annual operating budgets to smooth the financial impact of operational expenditures that happen once every three to four years, such as municipal elections and property assessment revaluations.

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the Reserve to fund capital requirements for the parking facilities, which includes the City Hall parkade and employee parking lots at other civic facilities.

Fleet Replacement Reserve

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit, fire and small tools fleets, including support vehicles. It is not used to purchase new equipment to expand the fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the equivalent of the depreciation charged on the existing fleet of vehicles and equipment.

General Fund Reserve

The General Fund Reserve is the primary general purpose reserve maintained by the City to cover unforeseen or emergency circumstances or to take advantage of opportunities. Its major sources of funding include any operating surplus and unexpended capital funds originally sourced from the Reserve.

Golf Course Reserve

The Golf Course Reserve is used to fund capital expenditures for the City's golf courses and is funded through a transfer from the General Operating Budget. Operating surpluses and an allowance for administrative costs are transferred to the Golf Course Reserve. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Land Development Reserve

The Land Development Reserve is funded through a transfer of surpluses from real estate operations. Conversely, any operating deficits are withdrawn from the Reserve to cover the shortfall. The funding is used for land development projects within the City.

Planning and Sustainability Reserve

The Planning and Sustainability Reserve is used to fund planning and sustainability capital projects. The Reserve funding comes from the year's net operating revenue and expenditures from the Planning and Sustainability Department fee-for-service development activities. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Regina Police Service General Reserve

The Regina Police Service General Reserve is used to fund one-time operating expenditures included in the budget and transfers to fund capital projects requested by the Board of Police Commissioners and approved by Council. The Reserve is funded with the net revenue from the Regina Police Service's annual operating budget and unexpended capital funds from projects that are either completed or not proceeding.

Regina Police Service Radio Equipment Reserve

The Regina Police Service Radio Equipment Reserve funds expenditures related to the operation, capital and maintenance of the civic radio system. This reserve is funded through net revenue from the annual operating budget of the Regina Police Service Communication Technology Unit (also known as the Radio Shop).

Regina Revitalization Initiative Stadium Reserve

The Regina Revitalization Initiative Stadium Reserve is used to fund capital projects related to Mosaic Stadium and smooth stadium operating requirements. This reserve is funded through net revenues received for the Regina Revitalization Initiative Stadium operations, as well as the approved property tax allocation, stadium tenant lease payments and facility fees charged for events at the stadium.

Social Development Reserve

The Social Development Reserve provides grant funding for affordable housing developments in accordance with the Housing Incentives Policy or other Council approved housing initiatives. This reserve is funded through Council approved transfers to fund affordable housing initiatives.

Solid Waste Reserve

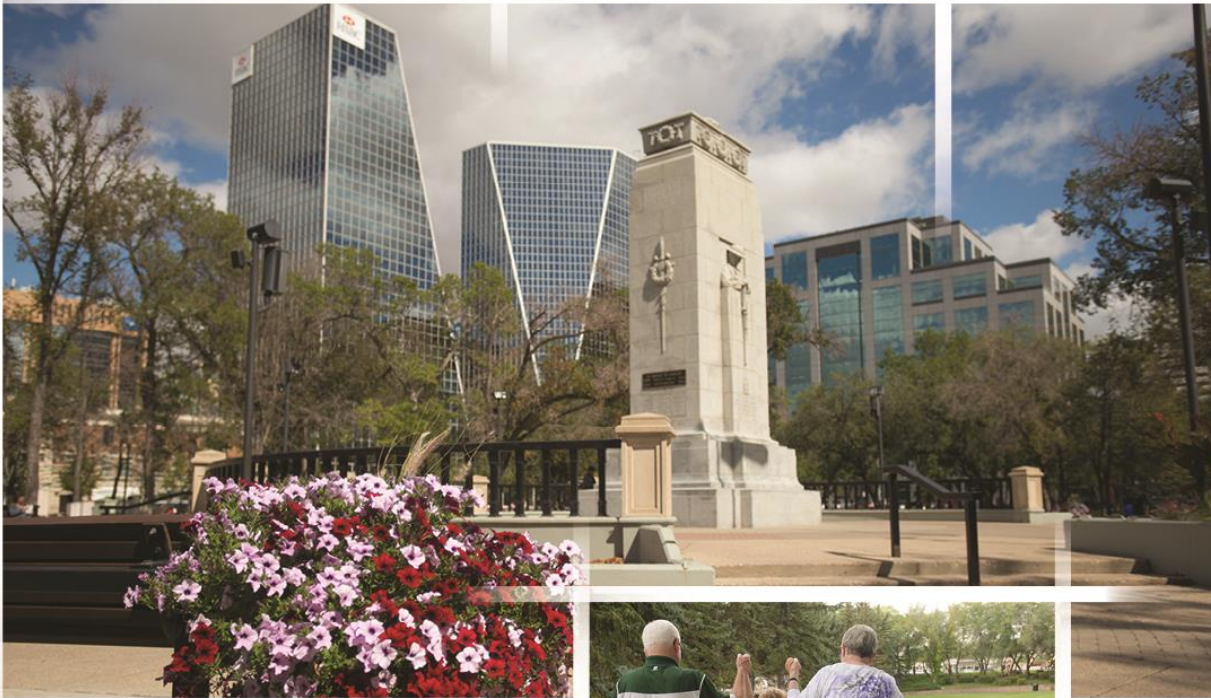
The Solid Waste Reserve is funded through a transfer of surpluses from Landfill and Waste Diversion operations. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall. It is also used to fund capital expenditures for Landfill Operations, Solid Waste Collection and Waste Diversion.

Technology Reserve

The Technology Reserve is funded from the net revenue from print services. These services are budgeted to provide a small surplus to fund the replacement of equipment for print services operations, and if required, offset a shortfall in the operation of the services.

Winter Road Maintenance

The Winter Road Maintenance Reserve covers the difference between the budgeted amount for the Winter Road Maintenance Program and actual expenditures. Over-expenditures are funded from the Reserve and under-expenditures are transferred to it. The program provides a range of services such as snow clearing, ice shaving, road salting and sanding and the operation of the City's snow storage site.



2020-2024 General Capital Plan

Each year Administration submits a five-year Capital Plan to City Council in accordance with the *City Manager's Bylaw* 2003-70. The 2020-2024 General Capital Plan includes capital programs and projects.

- a) Capital programs are the on-going investments for renewal and rehabilitation work related to the City's major infrastructure that are needed to ensure that assets are functioning optimally and to prevent further deterioration.
- b) Capital projects are investments that result in new assets. They include the expansion of existing assets, such as roads, or the construction/acquisition of new assets.

The five-year Capital Plan sets out the funding strategy for capital investment priorities over the course of the plan. The five-year Capital Plan informs the City's service and financial planning, striking a strategic balance between the City's need to maintain its critical assets in as state of good repair, to enhance its network of infrastructure and amenities that support growth and economic development, and to advance Council and community priorities within the City's financial capacity.

The comprehensive 2020-2024 General Capital Plan, highlighted in the 2020 Budget, includes total gross expenditures of \$569.5 million. The need to renew, upgrade and expand infrastructure and public amenities to support residents and businesses is significant and growing. Asset renewal is an investment in the future and an important factor in achieving good value for money by maintaining and, where possible, extending the operational lifespan of the City's assets. The proposed 2020-2024 General Capital Plan includes a focus on the following priorities:

- Upgrade or improve aging park and community facilities to serve existing and new residents
- Renew and upgrade aging civic facilities to strengthen business continuity and resilience
- Renew and expand transportation infrastructure to move people and goods

The capital plan is funded by current contributions to capital, reserves, debt financing, federal and provincial funding agreements, deferred revenue and service agreement fees.

Within the tax increase of 3.25%, Council has directed dedicated funding to Mosaic Stadium and establishment of a recreational infrastructure program. A dedicated tax increase for Mosaic Stadium was approved by Council in 2013 and will continue until 2022. The funds generated from this dedicated tax go to a reserve to pay for the anticipated costs of operating the Stadium as well as the debt servicing costs associated with the construction of the stadium. In addition, Council approved a dedicated tax increase to fund a Recreation Infrastructure program. A tax increase of 0.5% for the next five years, ending in 2024 has been included in the proposed budget.

Current Contributions to Capital

The City is continuing to dedicate more of its tax-supported budget to fund capital programs and projects. The 2020 Budget, attached as Appendix A, outlines the transfers from the General Operating Budget to capital. In 2012, a strategic decision was made to begin to increase the

annual investment in the renewal of infrastructure within the General Fund. At that time, funding sources from other levels of government were declining and the gap in the funding available to replace or renew assets could no longer be ignored. Administration has continued to increase the level of capital funding on an annual basis.

Reserves

Reserves serve a number of purposes, including to set aside funds for future, planned capital expenditures and limit the impact on taxes in any given year. As noted in the 2020 Budget, all reserves, apart from the Land Development Reserve (LDR), Planning and Sustainability Reserve (P&SR) and Regina Revitalization Initiative (RRI) Stadium Reserve are expected to remain in a positive balance in 2020. The LDR is projected to be in a negative balance at the end of 2019 and remain negative over the five-year projection due to the up-front cost requirements associated with land development. The Planning and Sustainability and RRI Stadium reserve are each projected to move into a negative balance in 2019 due to planned activities in the year. While the RRI Stadium Reserve moves to a negative balance in 2019, this was anticipated and over the term of the 30-year funding model is projected to be in a positive balance. The LDR and P&SR will continue to be managed in 2020 with a goal of moving them to a positive balance in the future.

Reserves provide financial sustainability and flexibility to address emerging issues, alleviate the effect of spending decisions on property taxations, and minimize the use of debt to finance capital projects. Determining the sufficiency and appropriateness of reserve levels is a matter of judgement. The amount of funding currently held in reserves is relatively low in comparison to the values of city-owned assets. Overall reserve balances that serve the General Fund are projected to increase over the five-year plan from \$67.6 million in 2020 to \$100.7 million by 2024.

Debt

The City's reliance on its own sources of revenue to fund capital investments has impacted the reliance on debt. While the issuance of debt can provide funds for increased capital investment, the amount owing plus the related interest must be paid in future years from operating budgets. Debt is a trade-off between increased fiscal flexibility in the short-term versus reduced fiscal flexibility over the term of the repayment.

Debt charges include debt payments related to financing for the General Capital Program as well as Mosaic Stadium. Debt payments for Mosaic Stadium are funded by the 0.45% dedicated mill rate increase, any interest revenue earned by Mosaic Stadium, various other revenues received related to the stadium and by a withdrawal from the Regina Revitalization Initiative Stadium Reserve, if required.

The City of Regina has an approved debt limit of \$450 million. The debt limit is approved by the Saskatchewan Municipal Board and is the limit established to cover the consolidated debt of the City. This includes debt for the General and Utility Funds as well as the debt taken on by the City's service partners. The December 31, 2019 outstanding debt balance for the City of

Regina's General Fund is projected to be \$191 million and is projected to increase to \$192.1 million at the end of 2020, as noted in the 2020 Budget.

The capital plan includes the use of debt in 2020 (\$7.5 million) and 2021 (\$3 million) as the projected source of financing to construct Wascana Pool. This report does not approve any new debt, Administration will bring forward a future report for City Council to approve debt.

Service Agreement Fees

The City of Regina enters into agreements with developers to undertake development in the City. Developers have been required to provide upfront servicing of lots (water, sewer, roads, etc.) directly as part of their agreement with the City.

In addition, developers also pay Servicing Agreement Fees (SAFs). SAFs are development charges that a municipality charges for the recovery of growth costs. Growth costs are recovered to build new infrastructure, support growth, pay down existing debt for past growth works and avoid taxpayers paying costs that serve growth.

Residential Roads

As part of the 2015 Budget, Council approved a long-term Residential Road Renewal Program funded by a dedicated 1% mill rate increase for five years (2015 – 2019). This program will continue to improve the condition of residential roads within the 'poor' category and deliver a program of on-going preventative maintenance and rehabilitation for roads in 'good' and 'fair' condition.

Recreation Infrastructure Program

Consistent with Council direction, Administration has included in its proposed 2020 Budget a dedicated mill rate increase of 0.5% for recreational infrastructure. On October 28, 2019, Council approved a long-term Recreational Infrastructure Program funded by a dedicated 0.5% mill rate for five years (2020 – 2024). This program will fund recreational infrastructure improvements based on the current Recreation Master Plan, and other relevant considerations determined by Regina City Council.

Council Referred Items – General Fund

Community Association Funding

Description

As part of the 2019 budget deliberations (CM18-15), on December 10, 2018, Heritage, Al Ritchie, Queen City Eastview and North Central Community Associations presented to Council on some of the challenges they face while delivering programs and services to their local communities. In response, Council directed Administration to prepare a report by Q4 in 2019, for the 2020 budget process, that:

- a) *Outlines the impact and hurdles community organizations encounter in providing recreation, cultural activities, safety activities such as Neighbourhood Watch and advancement of the OCP in their Wards and associations; and*
- b) *Recommends a plan to address the hurdles and engage the community associations in addressing community needs.*

Recommendation

The 2020 Budget includes a \$135,000 investment in community associations to address the hurdles identified through a Community Association Review that was completed in response to the motion. The funding will be used to implement the highest priority actions outlined in this report, including an addition of \$100,000 to the Community Investment Grants Program (CIGP) and \$35,000 in operating funding to the Community & Recreation Programs Branch of the Parks, Recreation & Cultural Services Department.

Background

Since the 1970s, the City of Regina (the City) has supported a community-based volunteer system as an effective method of providing sport, culture, recreation and social services within neighbourhoods, zones and at the city-wide level. Consequently, the City supported the development of a network of community associations and zone boards to engage neighbourhood residents to assess community needs and issues and mobilize people and resources to address them. This reflects the City's community development approach which was formalized in the City's Community Development Policy approved by Council in 2002, which encourages the activation of community resources, with assistance and support from the municipality through funding and capacity building services.

Community associations are non-profit corporations, governed by an independent board of directors. While some employ paid staff to support service delivery, they all rely heavily on volunteer support from the community. In addition to delivering a wide range of sport, culture and recreation programming at the neighbourhood level, typically at a no- or low-cost level, they also serve as a contact point for Administration to engage local residents on civic initiatives.

Community associations are funded through the CIGP. They are divided into three phases, based on a socioeconomic profile, with the following maximums: Phase I - up to \$55,000 per annum; Phase II - up to \$25,000 per annum; and Phase III - up to \$1,000 per annum. This phased funding system was approved in 2006 by Council and came into effect in 2007. The higher levels of funding for phase I and II, is in recognition of two primary factors: (i) residents in these neighbourhoods are more likely to experience financial barriers to participation, resulting in the need to offer more highly subsidized or free programming; (ii) these organizations typically become involved in social development activities,

which cannot be delivered on a cost recovery basis, and require staff capacity to deliver. *It should be noted that in addition to this core funding, community associations are also eligible to apply for project or programming funding through the Culture, Sport & Recreation and Social Development streams of the CIGP.*

In addition to funding, the City provides free or discounted access to program and meeting spaces and access to land for community gardens. Administration also supports community associations with capacity building and facilitation services that includes strategic planning, volunteer recruitment and retention, needs assessment, and program support. The City promotes community association programs through the Leisure Guide.

Discussion

In response to Council's motion, Administration has undertaken a review that has included: gathering information from other jurisdictions in Canada, reviewing City documents and stakeholder consultations with community associations. Three rounds of consultation were held, including discussions on community impact, challenges and potential solutions. The following outlines the impacts of community associations and discusses the hurdles they experience while doing their work and makes recommendations to further support their efforts to contribute to the City's community development goals and priorities

Community Impact

Community associations deliver a wide range of low to no-cost recreation, cultural and social development and safety activities. These activities advance the *Official Community Plan: Design Regina* (OCP), *Recreation Master Plan* (RMP) and *Cultural Plan* to help realize several Community Priorities within the context of local neighbourhood needs.

The graphics, located on page 10 and 11 of this Appendix, outline the impacts of community associations in 2018 and provides a sample of current programs. Consistent with the City's community development policy, programs vary between associations as they are developed to address the needs, issues, trends, demographics and priorities within each neighbourhood.

In addition, partnerships with neighbourhood-level and city-wide organizations and businesses serve as an effective, economical and efficient way for community associations to increase their impact in the community. Almost every community association has built at least one or more partnerships to enhance their programming. For example, partnerships with Regina Police Service, REACH, Save on Foods and Habitat for Humanity assist in meeting social development outcomes such as access to food, community safety and housing. Partnerships with Common Weal Community Arts, the Public Library, Cineplex and Saskatchewan Choral Federation supports the cultural and arts programming offered by associations.

Community associations generate economic activity through the value of services provided and the wages paid to staff and instructors. In 2018, they employed 204 workers. Volunteers contributed over 32,500 hours to their community through the community associations. Using methodologies outlined by the Conference Board of Canada¹ this equates to \$877,500 in value (\$27/hour) or 17.5 full-time employees (37 hours/week). They were able to leverage \$781,107 through grants, sponsorships and donations from other organizations.

¹ The Conference Board of Canada, *The Value of Volunteering in Canada*, 2018, p. 12

Stakeholder Consultation

Hurdles were identified through in-person and written feedback from the community associations as part of the review process and through feedback received by City staff as part of their regular interactions with the groups. The following are the seven aggregated themes that emerged:

1. Volunteer recruitment and retention – Many associations indicated that they have long-term, dedicated boards and volunteers; however, filling board positions and recruiting enough volunteers to effectively run a community association is challenging and is often a barrier to program delivery. 16 of 27 associations currently have one or more positions vacant on their boards. They felt many long-serving volunteers are “burning-out” or reaching a point in life where volunteering is no longer an option, which is creating a capacity and knowledge gap. Participants also felt increased competition from other organizations for volunteers and family pressures were negatively impacting volunteer commitment. Phase I community associations, and to a lesser degree Phase IIs, indicated challenges in staff recruitment and retention due to compensation levels affordable by the associations. Through the last several years, many community associations across all phases have raised concerns about insurance coverage for directors and officers, citing personal risk associated with programs as a deterrent to volunteerism.
2. Access to program and meeting space – The City currently offers space to the community through a network of City-operated and community-operated (City-owned) centres, schools, athletic fields and indoor arenas; however, access to these amenities varies greatly across the city. Many community associations indicated that access to facilities is a hurdle to their programming efforts, either due to challenges accessing the space or because the facilities do not meet current program needs. This is particularly concerning for those who do not have Community Centres in their community. In these cases, they rely on access to schools, arenas and other community spaces such as churches, which also have other activities occurring in these spaces. While many volunteers have a good relationship with staff at their neighborhood schools, challenges with the school booking process and their availability was identified as a significant issue.
3. Responding to a growing community and changing demographics – Since 2006, Regina’s population increased by approximately 20 per cent. The OCP projects the population will grow to 300,000 in the next 25 years. According to the 2016 census, the population in new areas, such as Harbour Landing and the Greens, increased by over 2,500 persons since 2011. At the same time, the downtown area had a decrease in population by 144 persons (-17%) since 2011. Data also reveals that the demographic profile is changing. While the Indigenous population remains a high percent of the city’s population, the percent of new Canadians is also growing. Stats Canada data reveals the number of visible minorities has almost doubled, from 21,770 in 2011 to 40,755 in 2016.

Phase I community associations indicated they are witnessing an increase in the socio-economic needs of their communities (i.e. poverty, addictions, food insecurity, housing crisis, gang violence, etc.). Many community associations across all three phases indicated they found it challenging to respond and deliver on the changing and growing needs of their community given the current capabilities and capacity of their organizations.

4. Cumbersome registration processes and declining participation – Phase II and Phase III community associations indicated program participation has declined. They find their current program and membership registration process a challenge, especially for those that continue to use a manual process. Many also find memberships challenging to sell, track and administer, especially when people from outside the community want to register in a program. Many have noticed a decline in registrations since the Leisure Guide moved online.

Community associations also noted the following issues that are likely impacting participation levels: increased competition as new fitness centers open and recreation, culture and arts programming options continue to expand; challenges with recruiting and retaining quality instructors; and challenges understanding what programs would be successful in their community.

5. Inefficient processes – In addition to membership, registration and facility booking processes, the community associations expressed frustration that many other processes such as accounting, purchasing additional insurance, newsletter production and distribution, program development and evaluation and instructor recruitment needed to be completed by most groups. They identified that there is very little centralized process support and no opportunity to share learnings and processes.
6. Core funding – A lack of core funding was identified as a challenge for many Phase I and Phase II community associations. They indicated it was challenging at current funding levels to recruit and retain qualified staff, continue to offer the required level of subsidization for programs and expand program offerings to respond to community needs. Phase III community associations do not have the same need for core funding. They are typically able to offer programs at or above cost recovery levels. This provides the flexibility to subsidize programs, events or participants and often give back to the community through capital projects. Funding has remained stable since 2007.
7. Role clarity – Several different categories emerged related to role clarity. Many felt there was a lack of definition around their role to deliver on the OCP and other City plans within the context of responding to the needs and wants of their community. Several of the participants also felt the City's expectations around feedback and engagement were increasing. Some also indicated they did not feel City staff and Council understood their work or the value they provide to the neighborhood and city. Community associations felt these issues were leading to a lack of role clarity and created challenges in prioritizing programming and initiatives.

Recommended Actions to Respond to Hurdles

The following recommendations have been developed to address the hurdles identified by the community associations. The funds requested through the 2020 budget are intended to address the recommendations to increase funding, expand insurance coverage and other high priority 2020 actions. Requests for additional funding may be put forward through future budget cycles to implement the exploratory or 2021 recommendations if required.

<u>Title</u>	<u>Description</u>	Hurdle(s) Addressed						
		1. Volunteer	2. Space	3. Demographics	4. Reg. & Mem.	5. Processes	6. Funding	7. Role
Short Term (2019/2020)								
1. Increase core funding for community associations by 20 per cent.	<p>Funding for community associations has remained stable since 2007. According to Statistics Canada, Canada’s inflation rate has been 20.6 per cent over that same time. The recommendation is to increase the maximum funding community associations are eligible for by 20 per cent. Phase I organizations would be eligible to apply for \$66,000 (up from \$55,000); Phase II would be eligible to apply for up to \$30,000 (up from \$25,000); and Phase III would be eligible to apply for up to \$1,200 (up from \$1,000).</p> <p>This recommendation responds directly to the core funding challenge the Phase I and II associations are experiencing. A lack of core funding was not identified as a hurdle for Phase III community associations; however they did discuss a variety of issues that an increase in funding will address such as increasing advertising costs, challenges with outdoor ice supervision costs and online registration fees.</p>	X		X			X	
2. Provide comprehensive group insurance that covers liability, as well as directors & officers insurance (underway).	For over twenty years, the City has administered a General Liability policy that was intended to provide third party bodily injury and property damage liability coverage for zone boards, community associations and their volunteers who organize, manage or participate in activities approved by the City. This recommendation will expand coverage for all activities of the organization (not just those activities approved by the City) and provide directors and officers liability insurance and an option for property coverage.	X				X	X	
3. Publicly recognize the work of community associations.	Currently the City advertises community association programs in the Leisure Guide, provides links to information on Regina.ca and highlights projects on an ad hoc basis. This recommendation is to formalize a communication approach that recognizes and celebrates the work of community associations to help increase awareness of their contributions to the community and provides information on ways to become involved.	X			X	X		X
4. Support the development of new community associations in high growth areas and/or support amalgamation of	Community associations require the capacity and connectedness to their residents in order to be able to deliver on their role. Thus, the geographic area and number of residents within the boundaries of the community association are important considerations: too small and the capacity becomes limited; too large and it becomes very difficult to identify and meet the diverse needs of the residents and actively engage them.	X		X				

<u>Title</u>	<u>Description</u>	Hurdle(s) Addressed						
		1. Volunteer	2. Space	3. Demographics	4. Reg. & Mem.	5. Processes	6. Funding	7. Role
existing associations in response to community need and interest (underway).	<p>Community association areas range from populations of 1,600 to 28,500 people. The majority support populations between 5,000 and 10,000 people. There are four Community associations that support over 13,000 people and seven that support fewer than 5,000 people.</p> <p>In 2019, Administration developed a process to support the development of new community associations. This model successfully supported the establishment of the Harbour Landing Community Association and is currently being used to explore whether a new association is required in the east as a result of growth. Administration will also develop a process to encourage and support amalgamations where there is an expressed need or desire to increase capacity and effectiveness and when joining will provide benefits for the community associations and the residents of the appropriate areas.</p>							
5. Renew Joint Use Agreements with the School Boards (underway).	The Joint Use Agreement is a partnership of the City, Regina Public Schools and Regina Catholic Schools. The intention of the agreements is reciprocal use. It helps to provide a high standard of educational, cultural and recreational opportunities for the residents of Regina, including students, in a manner that reduces or eliminates the need to duplicate facilities thereby saving costs and making the most effective use of the limited economic resources of the partners. The City is currently working with the Public and Catholic School boards to review the Joint Use Agreement. The scope of work includes a review of availability of facilities, prioritization of access, application and booking processes, communications (booking, scheduling and cancellations), rental fees and costs, safety and security, and provision of equipment. A report will be brought forth to Council in 2020.		X			X		
6. Initiate cross-department discussions to assess the costs and impacts for a formal program that supports provision of in-kind services for events that are aligned with the CIGP program.	The cost of City services can be prohibitive for some non-profit group's initiatives. The City of Saskatoon offers an in-kind grant to offset the cost of City services for events. Edmonton offers a small grant for community cleanups. Currently, the City of Regina provides in-kind services for community cleanups and other events, considered on a case by case basis. This recommendation involves cross-department discussions to consider a formal program that would deal with these requests, along with identified costs and other implications, to be considered through a future budget process.	X				X	X	X

<u>Title</u>	<u>Description</u>	Hurdle(s) Addressed						
		1. Volunteer	2. Space	3. Demographics	4. Reg. & Mem.	5. Processes	6. Funding	7. Role
7. Establish clear roles and expectations.	With 27 community associations and 15 City departments it is easy to see why there are potential differences in the understanding of expectations and roles. However, it is important that all parties clearly understand the role of community associations and the City in community development. It is also important to ensure duplication between the community associations and other organizations the City supports in the Sport and Recreation, Cultural and Social Development streams is minimized. The Parks, Recreation and Cultural Services department will work with other departments to ensure there is a common understanding of the role of, and how to engage, community associations. The City will also work to ensure even stronger collaboration with the community associations through the grant process and regular feedback sessions to ensure that outcomes, roles and expectations are clear for the community associations and the City. This will allow areas of concern or a lack of clarity to be addressed early and collaboratively.	X						X
8. Provide winter ice for free during non-prime time operating hours and for free events on Statutory Holidays.	Community associations are currently charged the Minor (youth/child) rate within Schedule E of The Community Services Fees Bylaw (the Bylaw), when booking winter ice. This recommendation is to provide winter ice for free during non-prime time operating hours and on statutory holidays if the community association is hosting a free community event. The recommendation to provide winter ice free of charge during non-prime time operating hours is consistent with the Bylaw (change approved CR08-124) in which “fees for program partners were eliminated in an effort to increase participation in neighbourhood facilities where City partners are relied upon to meet neighbourhood level recreation needs that are not satisfied by City programs” as the neighbourhood centers were underutilized. A similar situation exists during non-prime time operating hours. Free community events on statutory holidays encourages activity and strengthens connections within the neighbourhood. This change will be formalized as part of the regular fee report in Q2, 2020.		X		X		X	
9. Develop and deliver core competency training for volunteers and staff to support them in operating sustainable,	Frequently, community association volunteers and staff are expected to take on responsibilities that require specific skills and knowledge. Training to develop skills and knowledge establishes competencies and confidence for volunteers and assists them to understand their roles and responsibilities. This recommendation is for the City to organize and/or develop and deliver training for community association volunteers and staff at least once per year. Early priorities include board	X		X	X		X	X

<u>Title</u>	<u>Description</u>	Hurdle(s) Addressed						
		1. Volunteer	2. Space	3. Demographics	4. Reg. & Mem.	5. Processes	6. Funding	7. Role
effective organizations and in effectively engaging and responding to the diverse needs of their communities.	governance, volunteer recruitment and retention, communications and community engagement, grant writing and programming for new Canadians.							
10. Organize a minimum of one event per annum for peer learning, relationship development and network building.	When people are better connected they are more individually and collectively productive, cohesive and resilient. The City has held networking events on an ad hoc basis. This recommendation will see the formalization of this practice with Administration organizing at least one event per year, designed to leverage and build on the wealth of knowledge and experience within the network of community associations.	X		X	X	X		X
11. Explore electronic registration and membership processing options.	Several community associations offer online registration; however, most use a paper-based system. The City will collaborate with community associations to explore options to move the registration and membership process online for more or all groups. This process will leverage the knowledge and skills of groups already using online registration.	X			X	X		
Medium Term (2021)								
12. Continue to evolve the Neighbourhood Support Model Toolkit, and to support associations with its use.	A toolkit providing best practice models and resources to support the governance and operation of non-profit organizations was created in 2016 after extensive consultation with the community associations. Examples of modules in the toolkit include strategic planning, managing volunteers, board job descriptions and incorporation information. The toolkit will continue to evolve through feedback from community associations and as new models become available to ensure the material remains current and relevant to groups.	X		X		X		X
13. Explore options to address declining participation levels.	It is likely there are several factors contributing to declining registration including, but not limited to, moving the Leisure Guide online, increased competition and changing demographics. Administration will work with the community associations to explore what's working and common factors that contribute to that success and the reasons for declining participation and their impacts. These findings will inform an implementation plan to overcome identified challenges.			X	X	X		
14. Identify and execute high impact process	Process improvement looks to improve the effectiveness and/or efficiency of a process. With 27 different organizations it is important to engage further to identify the opportunities with	X					X	

<u>Title</u>	<u>Description</u>	Hurdle(s) Addressed						
		1. Volunteer	2. Space	3. Demographics	4. Reg. & Mem.	5. Processes	6. Funding	7. Role
improvements.	the largest impact. This may be process improvements for City processes or centralized coordination of activities. It is important to ensure the autonomy of the community associations is maintained. The opportunities will be prioritized to develop and execute an implementation plan.							
15. Establish a volunteer recognition committee.	Every community association is volunteer run. This initiative would involve the creation of a committee with representatives from the community associations and zone boards to determine what type of recognition efforts would be the most impactful and meaningful to the community association volunteers of today.	X		X				

Community Associations Annual Highlights



\$781,107

Funding leveraged from other organizations via grants, sponsorships and donations

The funding we receive from the City is **absolutely essential to our cultural programming**. Without it we could not run the Cathedral Village Arts Festival, one of the largest and most important annual cultural events in Regina.

– Cathedral Area Community Association.



204

Paid workers contributing to our local economy

We prioritized **community safety** in our neighbourhood and used **Association funds** for safety initiatives such as **Neighbourhood Watch** signs, community presentations, articles on safety and encouragement to know our neighbours.

– Whitmore Park Community Association.

26

Community Associations funded



3,182
Volunteers

City funding has a tremendous impact on the initiatives in our area. The **recreational additions** to our area have had a positive effect on families creating a stronger sense of community and safety in our neighbourhood.

– Arcola East Community Association.

33,797

Programming hours



32,779

Volunteer hours

\$423,568

Invested by
City of Regina



116,849

Program, service
and event participants

The funding we get from the City is absolutely vital to the work we do in the area of **Social Development** -- from enabling us to teach cooking classes to dozens of community members every year, to providing space and support for community kitchens and community-run classes in our kitchen.

– Heritage Community Association.

17,331

Child and youth
program hours



City of Regina



REGINA
Infinite Horizons

Culture Stream	Sport and Recreation Stream	Social Development Stream
<p>Preserve and conserve Regina's intangible cultural heritage; e.g. languages, traditions, stories.</p> <ul style="list-style-type: none"> Harvest Moon Festival – An annual community celebration to celebrate the culture and the diversity of the neighbourhood. Cultural Educational Series – Provides residents the opportunity to participate in various cultural workshops, such as: visual arts and Indigenous storytelling. <p>Improve awareness and access to arts and cultural activity and resources; e.g. artistic practices, cultural spaces, cultural industries.</p> <ul style="list-style-type: none"> Cathedral Village Arts Festival (CVAF) – The CVAF is a celebration of community spirit through the arts. 	<p>Increase accessibility to sport and recreation activities and resources, including sporting events and celebrations.</p> <ul style="list-style-type: none"> Elite Dance & Cheer Programs – This program offers residents the opportunity to perform at an elite level in dance and cheerleading squads. This program has been offered at an elite level for 25+ years. Beginner to Advanced Yoga, Tai Chi, Karate & Fencing – Popular recreation programs for residents. Pickleball – This sport has become extremely popular within the community recently. Community Associations are listening to the residents and have been allocating more programming hours towards this sport. Learn to Skate Program – The opportunity for young children to learn how to skate through coaching and experience. Summer Bash – A family event that brings the community together. 	<p>Support communities to create collaborative strategies to address hunger and food security as well as access to housing.</p> <ul style="list-style-type: none"> Heritage Kids Cook! – Sessions that teach neighbourhood children practical skills related to healthy eating, cooking and grocery shopping Good Food Box – A box of fresh produce and canned goods that is distributed to residents within the community that are in need. Community Gardens Habitat for Humanity Partnership – This program brings newcomers and residents together to build homes in the community for those moving into the area. Community Forums – Information sessions and community dialogues are hosted by organizations in the community on a variety of area related topics and/or concerns.
<p>Animate the city's public spaces.</p> <ul style="list-style-type: none"> Heritage Art Park – Located on the corner of 11th Ave and Halifax Street is an evolving green space that features numerous artistic displays, edible and native trees that fosters regular cultural events. McNab Park – The McNab CA uses this park as a community hub. They offer all their programming out of this space. Star Party – Partnering with the Astronomical Society to allow residents to view the stars over their community, using telescopes in A.E. Wilson Park. Little Library Structures – “A take a book, leave a book” free book exchange located in various city parks. 	<p>Support community initiatives that address the recreation aspirations of our diverse community.</p> <ul style="list-style-type: none"> Forever in Motion – A program that improves and maintains the health of older adults living in the community through education and physical activity. Adult Dodgeball League – A league dedicated to older adults to learn and play the sport of dodgeball. Wellness Centre – One of a kind Wellness Centre. This program supports children and their families facing challenging life circumstances. They offer physical activity programs for the most vulnerable and isolated members of the community. 	<p>Strengthen development of safe neighbourhoods through community activities and resources.</p> <ul style="list-style-type: none"> Go White! – A program directed at helping those in the community that are not able to remove their own snow. Renew Project! – This project not only assists in the cleanup of graffiti and vandalism in the inner city, but also strives to create a sense of community through involvement of volunteers, residents and restoring offenders and victims. Volunteer Scholarship Program – Awarding aspiring students within the community; based on their volunteerism and giving back to their respective community. Neighbourhood Watch Group – An organized group of residents devoted to crime and vandalism prevention within the neighbourhood.
<p>Reflect the cultural aspirations of Newcomers, First Nations, Metis and Inuit People.</p> <ul style="list-style-type: none"> All Together EAL Language Program – An after school program that has been opened up to the schools in the community to offer English as a Second Language, specifically to newcomers in the area. 	<p>Promote active and healthy lifestyles among children and youth.</p> <ul style="list-style-type: none"> VIBE Program – This is a program that engages and empowers young residents to become active and involved in their community through weekly arts, culture and fitness programming. Kids Camp – A youth camp that involves activities such as sports, games, swimming, hiking and canoeing. 	<p>Support organizations that represent First Nations, Metis, Inuit people, new Canadians, residents with disabilities and citizens who are marginalized to build a welcoming and socially inclusive community.</p> <ul style="list-style-type: none"> Two Spirit Group – Indigenous people of variant genders that are exploring sexual identity in a safe and welcoming environment. Live Well with Chronic Conditions and Pains – A program that provides workshops to help people take charge of their life and get the support they need to find practical ways to deal with pain and chronic conditions. Feel the Beat of the Community – A festival dedicated to stay connected and grow culturally within the diverse community. The event showcases organizations such as: RTSIS, MS Society and Autism Centre all working in partnership. Back to School Celebration – provides backpacks to children in the community returning to school Care & Share, Health Services and Seniors Walking Club – Seniors come together to exercise then are provided a reasonably priced nutritious lunch while health nurses provide blood pressure and blood sugar checks
<p>Strengthen the cultural community through meaningful partnerships between organizations.</p> <ul style="list-style-type: none"> Celebrations of Culture – Bringing together the diverse organizations in the community for a one day event to teach around traditions and cultural activities. <p>Support efforts by organizations that deliver programs, services and space that align with Truth & Reconciliation Calls to Action (TRC).</p> <ul style="list-style-type: none"> Truth & Reconciliation Reading Group – A program designed for non-indigenous and indigenous people to discuss the Truth & Reconciliation Calls to Action recommendations. 	<p>Support community initiatives that encourage multi-season use of space.</p> <ul style="list-style-type: none"> Summer BBQ & Winter Carnival – In the summer months, open space is used to host BBQs and picnic; while in the winter months, this same space is used to host winter carnivals for the residents of the community. 	
<p>Please note that this is a sampling of programs and services that Community Associations offer throughout the city.</p>		

Downtown Public Washrooms

Description

On October 29, 2019, City Council considered report CR19-92 (Downtown Public Washrooms) and approved the following resolution:

“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.”

Recommendation

The 2020 Budget includes funding of \$20,000 in 2020 as part of the 2020 General Fund Budget to proceed with a five-month pilot project of a stand-alone Public Washroom in the downtown area. The purpose of the pilot, as presented to City Council on October 29, 2019, is to assess demand, usage and maintenance costs associated with a proposed facility.

Background

Day-to-day use, programming and events in the downtown have increased over the last decade.

Currently, there are two public washroom facilities in downtown Regina, one at City Hall and the other at the main branch of the Regina Public Library, which are open in accordance with each facility’s hours of operation.

This project involves the piloting of a third public washroom in the downtown for five months to give Administration and Council data to inform a future decision on the funding of a permanent stand-alone washroom facility. Data collected will include costs, usage levels and any issues that occur with the operations of the facility.

Funds will be used to rent an accessible comfort station, including a flush toilet and running water for placement in the downtown area. Funding will cover the facility rental, as well as operational and cleaning costs from May-September 2020.

Administration, in partnership with the Regina Downtown Business Improvement District will monitor the facility and report back to Council at the end of 2020 on the results of the pilot project.

Solar Pathway Lighting Pilot Project

Description

On June 13, 2019, the Community and Protective Services Committee considered report CPS19-9 (Solar Pathway Lighting Pilot Project) and approved the following resolution:

“That the direction for Administration to undertake a pilot project to test solar LED lighting and conventional-power LED lighting along pathways be considered through the 2020 Budget process.”

Recommendation

The 2020 Budget includes funding of \$201,000 in 2020 as part of the 2020-2024 General Capital Plan to proceed with the Solar Lighting Pilot Project, as approved by Community and Protective Services Committee in June of 2019.

Administration has developed a pilot project to test solar lighting on a portion of the City’s pathway system, consistent with the *Open Space Lighting Policy and Procedures (2006)*. This project, which was approved by Community and Protective Services Committee in June of 2019, involves the installation of LED solar pathway lighting along the multi-use pathway in Eastgate Park and a similar number of conventionally powered LED pathway lights along a portion of the multi-use pathway in Creekside Park for comparison.

Background

In 2006, Council approved the *Open Space Lighting Policy and Procedures (2006)*. This policy recommends that lighting be considered for pathways connecting to schools or recreation facilities. In 2018, Council asked Administration to explore solar lighting as an option that could be more cost effective and environmentally sustainable than traditional lighting options.

If budget is approved, Administration will undertake a five-year pilot project to test the capital, operations and maintenance costs along with the performance and lighting levels provided by 14 LED solar pathway lights against a control group of up to ten LED pathway lights which make use of a conventional electrical power source.

Funding in 2020 will result in the tendering, design and installation of the pilot project along the Multi-Use Pathway in Eastview and Creekside Parks. Administration will then report back as results are made available.

Regent Park Par 3 Golf Course

Description

On June 24, 2019, City Council considered report CR19-62 (Redevelopment Options for the Regent Park Par 3 Golf Course) and approved the following resolution:

“That Option #1, Recreation Only, be approved as the preferred option for the redevelopment of the Regent Par 3 Golf Course, including:

- *Disc golf baskets to create a neighbourhood level practice facility (\$5,000)*
- *Seasonal Washrooms facility to support all-day use of the park (\$95,000) + \$9,000 per year for operations and maintenance.*
- *Neighbourhood-level accessible off-leash dog parks (\$60,000).*
- *A toboggan hill to increase winter activity at the site (\$85,000).*

AND IT WAS RESOLVED,

That item #3 be removed and that Administration bring an implementation and financing plan to City Council for consideration through the 2020 budget process.”

Recommendation

The 2020 Budget includes funding of \$1,300,000 in 2020 and \$1,400,000 in 2021 as part of the 2020-2024 General Capital Plan to proceed with recreational redevelopment of the Regent Par 3 lands.

Background

The redevelopment of Regent Park Par 3 Golf Course lands is based on direction provided by *Design Regina, The Official Community Plan*, The Transportation Master Plan and The Recreation Master Plan along with extensive community input.

At their June 24, 2019 meeting, City Council approved Recreation Only as the preferred option for the redevelopment of the site. This redevelopment option will include the construction of the following amenities on the site:

- Multi-use Sports field
- Multi-use pathways
- Accessible playground
- Spray pad
- Picnic areas
- Disc golf baskets
- Seasonal Washrooms
- Neighbourhood-level accessible off-leash dog park
- Toboggan hill

If the budget is approved, work in 2020 will include detailed design by City staff and external consultants, as necessary, for the design of irrigation systems, the washroom building, spray pad and accessible playground, along with project tendering, tree relocations and removals and possible

adjustments to the perimeter fencing at Regent Pool. Work in 2021 will include the construction of the new park elements listed above.

Heritage Building Rehabilitation Program & Heritage Inventory Workplan

Description

On March 25, 2019, City Council considered report CR19-20 (Policy to Administer an Inventory of Heritage Property in Regina and Repeal of Bylaw No. 8912 – A Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties That the Council of the City of Regina May Wish to Designate as Municipal Heritage Properties) and approved the following resolution:

- 1) *“That the Heritage Inventory Policy provided in Appendix A-1 of this report be approved.*
- 2) *That the Executive Director, City Planning & Community Development, or designate, be authorized to establish and maintain an Inventory of Heritage Properties in accordance with the Heritage Inventory Policy.*
- 3) *That, pursuant to section 28 of The Heritage Property Act, City Council resolves that the Executive Director, City Planning & Community Development, or designate, shall deny any permit for alteration or demolition of a property identified in the Heritage Inventory, for not more than 60 days, to allow for the property to be considered for designation as a Municipal Heritage Property.*
- 4) *That Bylaw No. 8912 – A Bylaw of the City of Regina to Deny a Permit for the Alteration or Demolition of Properties That the Council of the City of Regina May Wish to Designate as Municipal Heritage Properties (Heritage Holding Bylaw) be repealed and the City Solicitor be instructed to prepare the necessary bylaw amendment to authorize the repeal.*
- 5) *That the five-year implementation plan provided in Appendix A-4 be approved.*
- 6) *That Administration be directed to include provisions for implementing recommendations one to four in the budget process for a five-year period.”*

Recommendation

The 2020 General Fund Operating Budget includes funding of \$35,000 to support the review of the Heritage Building Rehabilitation Program (HBRP). This is a one-time ask, with potential for additional annual requests pending the findings of the review.

Background

Beginning in 2020, Administration will continue Council-directed improvements to the Heritage Conservation Program by initiating a review of the Heritage Building Rehabilitation Program and beginning implementation of the Heritage Inventory Workplan.

City Council approved a motion on April 25, 2016 focused on the Heritage Conservation Program that included recommendations for improvement on:

1. Ways in which the Heritage Holding Bylaw list, the Heritage Building Rehabilitation Program, and the Declaration of Heritage Status process found in the Heritage Property Act can better fit together and complement each other.
2. Any other procedural or process improvements that may be useful in furthering conservation of heritage buildings in accordance with the goals set out in Design Regina: The Official Community Plan.

On March 25, 2019, City Council approved the Heritage Inventory Policy to replace the Heritage Holding Bylaw, and a five-year implementation plan, representing completion of the first phase of improvement to the Heritage Conservation Program. The Heritage Inventory reflects a contemporary approach to municipal heritage conservation that is transparent for decision makers and property owners, allows opportunity for alignment with major themes of Regina's past and present as documented in the Thematic Framework, and can be more easily administered to further the City's heritage conservation objectives.

The review of the HBRP in 2020 represents the second phase of Council-directed improvements to the Heritage Conservation Program. The review will identify where processes can be improved and incentives better aligned to the City's objectives for heritage conservation, and the needs of heritage property owners. The 2020 budget allocation will be directed towards consultant fees to undertake an industry best practise review, identify lessons learned from recent designations, note gaps in the City's current incentives and develop recommendations for new incentives and process improvements that are focused and pragmatic. The allocation will also allow for the development of new communications materials to support the program. Administration has also identified the need to update the HBRP to ensure the maintenance of buildings. This is not within the scope of the current review.

This work will happen concurrently with initiation of Year 1 of the Heritage Inventory Workplan. Through the workplan Administration will complete evaluation of 35 heritage inventory properties and five newly nominated properties each year, completing the entirety of the inventory by the end of Year five.

When the HBRP was approved in 2014 (CR14-100) Administration committed to undertaking a review prior to 2020; the review was delayed by one year to allow the completion and approval of the Heritage Inventory Policy.

The City of Regina provides financial assistance to rehabilitate designated heritage properties. This is provided under HBRP as a tax exemption to a maximum value equivalent to 50% of eligible work costs or the total property taxes over ten years; whichever is less. The program also provides cash grants to non-taxable designated properties such as churches that have been designated. It has been an effective tool for the owners of designated heritage buildings as it provides financial assistance necessary to undertake rehabilitation projects.

Maple Leaf and Wascana Pools

Description

On January 28, 2019, Council considered report CR19-7 (Community and Protective Services Committee: Maple Leaf and Wascana Pools) and approved the following resolution:

“That Administration, through the 2020 budget process, bring forward a financing plan for the construction of Maple Leaf and Wascana Pools.

That Administration bring back a report in Q3 of 2019 on the condition of outdoor pools and financial implications as part of the 2020 budget process”

Recommendation

The 2020-2024 Capital Plan includes construction of Maple Leaf Pool in 2020, it is proposed that this project be funded through the one-time Gas Tax grant at a total projected capital cost of \$4.5 million in 2020.

The 2020-2024 Capital Plan includes starting the Wascana Pool project in 2020 with completion of construction in the following year. Administration proposes funding the Wascana Pool project through the following funding sources:

(\$000s)

Wascana Pool Funding Sources	2020	2021	Total
Debt	7,500	3,000	10,500
Servicing Agreement Fees		1,500	1,500
Dedicated Lands Reserve		3,000	3,000
TOTAL	7,500	7,500	15,000

The City plans on borrowing \$10.5 million in 2020 and 2021 for the construction of Wascana Pool. This results in estimated annual principal and interest payments of \$732,000/ year over a 20 year term. Administration has included this debt payment into the 2020 General Fund Operating Budget. Formal City Council approval of debt will be brought forward at a future date.

Background

Regina’s outdoor pool service provides the opportunity for Regina residents to participate in outdoor swimming in five locations:

- Wascana Pool is centrally located and serves city-wide uses;
- Dewdney Pool is located in the Central Zone in the North Central Neighbourhood and primarily serves neighbourhood citizens;
- Maple Leaf Pool is located in the Central Zone in the Heritage Neighbourhood and also primarily services neighbourhood citizens;
- Massey Pool is located in the South Zone in the Whitmore Park Neighbourhood and serves residents from throughout the south area of the city; and
- Regent Pool is situated in the North Zone in the Coronation Park Neighbourhood (just north of North Central) and serves citizens in the north, west and central areas of the city.

These five outdoor pools provide sport, recreation, fitness and learn to swim opportunities for the public. These pools were built between 1946 and 1962, resulting in an average age of 64 years. In 2018 outdoor pools emerged as an urgent priority, as Maple Leaf Pool could no longer be opened for the 2019 season, due to condition and age. It was also determined that due to the condition and age of Wascana Pool it could no longer be operated past the end of the 2019 season.

Planning and design work is underway for the replacement of the Maple Leaf and Wascana Pools with construction to begin in 2020.

Condition of Existing Outdoor Pools

A review of the structural components of the Dewdney, Massey and Regent Pools was conducted to determine the investment required for the continued safe operation of these facilities. The review indicates that the maximum life expectancy that can be realized from these facilities is ten years with targeted investments estimated at \$4.4 million over that timeframe. The review of Dewdney Pool, however, indicates that the pool basin has extensive deterioration and that if investment in remediation attempts over the next few years is unsuccessful, the maximum life expectancy will be reduced to five years.

The capital investment required over the next ten years to continue the safe operation of Dewdney, Massey and Regent Pools is estimated at \$4.4 million. This on-going investment will be funded from the Facilities Asset Management capital program in order to maintain the integrity of the facility systems such that programs and services can continue to be delivered. The estimated ten year investment amounts and replacement costs for each pool is summarized below:

Facility	10 Year Investment 2020-2029 (million)	Like for Like Replacement Cost (million)
Dewdney Pool	\$1.1	\$4.7
Massey Pool	\$1.7	\$9.8
Regent Pool	\$1.6	\$8.8
TOTAL	\$4.4	\$23.3

Future decisions about major investments in the outdoor aquatic program will come before City Council in context of the implementation of the Recreation Master Plan.

Pedestrian Connectivity Program

Description

On November 28, 2018, Public Works and Infrastructure Committee considered report PWI18-19 (Pedestrian Connectivity Program) and approved the following resolution:

“That this report be referred to the 2020 budget deliberations.”

Recommendation

The 2020-2024 Capital Plan includes \$100,000 in 2020 for the Pedestrian Connectivity Program and a total of \$1.8 million planned over the five-year capital plan.

Background

The way people move around the city contributes greatly to quality of life and how the city grows. This in turn defines daily commutes and provides opportunities for living, working and leisure. Two of the community’s priorities from *Design Regina: The Official Community Plan, Bylaw No. 2013-48 (OCP)* are to develop complete neighbourhoods and creating better, more active ways to get around.

One of the goals of the *Transportation Master Plan (TMP)* is to “*recommend actions to improve conditions for active transportation, particularly walking and cycling in the community, for people of all ages by providing a convenient and continuous city wide pedestrian and cycling network that minimizes risk to users and is integrated with other facilities (regional, bordering municipalities, transit, end of trip, etc.).*”

Across the city there are many places where sidewalks, transit accesses or pedestrian connections do not exist. This may be a result of previous development standards, decision-making at the time of development or other changes to surrounding infrastructure that did not warrant installation at the time the infrastructure was installed.

Currently there are 60 kilometres of pedestrian connections identified as a priority for installation. These are along transit routes and are also typically along arterial and collector roads. Not only do these connections connect to transit locations, but in many cases, also connect neighbourhoods to walking destinations such as retail commercial areas and other major facilities.

The report recommended funding of \$500,000 per year beginning in 2021 subject to annual approval of the capital budget. The report also noted the opportunity of future funding options by applying through the Investing in Canada Infrastructure Program. The City has noted this is one of its funding priorities under this program.

Public Safety and Traffic Delay – Grade Rail Crossings on Ring Road between Winnipeg Street and McDonald Street

Description

On August 26, 2019, City Council considered report CR19-76 (Public Safety and Traffic Delay – Grade Rail Crossings on Ring Road between Winnipeg Street and McDonald Street) and approved the following resolution:

- 1) *“That Administration be directed to pursue rail relocation of the at-grade rail crossings on Ring Road as outlined in this report.*
- 2) *That Administration bring a financing plan forward to City Council for consideration to fund the preliminary design through the 2020 budget process.*
- 3) *That Administration be authorized to explore, negotiate and enter into a third-party funding (if available) agreement for the preliminary design and/or subsequent phases.*
- 4) *That the City Clerk be authorized to execute the necessary agreement upon review and approval by the City Solicitor.*
- 5) *That item CM18-7 be removed from the City Council outstanding items list.*
- 6) *That Administration first secure the cooperation of CN Rail and CP Rail by way of a Memorandum of Understanding or Letter of Intent and seek avenues for project funding, including the Federal Government and Provincial Government. “*

Recommendation

The 2020-2024 General Fund Capital Plan includes funding of \$1.0 million in 2020 and \$1.0 million in 2021 for the preliminary design. Commencement of this project would be dependent on satisfactory completion of Recommendation 6 – securing cooperation of CN Rail and CP Rail by way of a MOU or Letter of Intent and seeks avenues for project funding.

Background

The Ring Road Rail Crossing Feasibility Study (Study) identified possible solutions to removing the Canadian National Railway (CN) and Canadian Pacific Railway (CP) at-grade crossings on the Ring Road and to understand the impacts on safety and level of service, as well as many other factors.

Based on the analysis for the Study, the recommended solution is rail relocation of both the CN and CP rail lines to a joint operating corridor, the K-Lead Spur line in the Ross Industrial Area provided recommendation 6 above is fulfilled. The recommendation to secure \$2.0 million through the 2020 and 2021 capital budget provides funding to:

1. Engage an engineering consultant to complete the preliminary design of the recommended solution.
2. Bring on an additional staff member for the duration of the project to manage the project.

Due to the scope and scale of continuing to advance this as a project, Administration recommended a

project team be created internally and remain intact for the duration of the entire project to ensure continuity, especially with respect to conversations and negotiations with the rail companies. The additional staff member identified for this budget item will manage the project team responsible for all required engineering/construction contracts, continuing and expanded stakeholder engagement and seeking and acquiring funding from higher levels of government through existing or future grant programs, among other things.

The preliminary design will further identify and detail the proposed route for rail relocation and will identify areas for land acquisition, crossings of third-party infrastructure and relocation or reconfiguration of City infrastructure. The preliminary design may also include broader consultation with stakeholders and the public, undertake geotechnical, environmental investigations and assessments and engage the permitting process associated with rail infrastructure.

Multi-Use Pathway Project – East Courtney Street, Connecting Rink Avenue to Whelan Drive

Description

On September 30, 2019, City Council considered report CR 19-86 (Multi-Use Pathway Project – East Courtney Street, Connecting Rink Avenue to Whelan Drive) and approved the following resolution:

“1) That Administration proceed with plans to implement a permanent multi-use pathway on the east side of Courtney Street from Rink Avenue to Whelan Drive, pending 2020 budget approval.

2) That all excess funding from the Northwest Link Multi-Use Pathway Canadian National Rail Crossing Project, including the Rail Safety Improvement Grant, be transferred to the On-Street Bikeways and Multi-Use Pathways Program to partially fund the Multi-Use Pathway Project – East Courtney Street, Connecting Rink Avenue to Whelan Drive.

3) That City Council Motion MN18-13 be removed from the List of Outstanding Items.”

4) That Administration explore alternatives to pave the remaining portion of pathway from Whelan Drive to Mapleford Gate, including alternative funding sources and partnerships, and that the additional paving be considered as part of the 2020 budget process.

Recommendation

The 2020-2024 General Fund Capital Plan includes funding of \$528,000 in 2020 for On-Street Bike Lanes and Multi-Use Pathways Program.

This project would involve construction of a 1.43 km multi-use pathway along Courtney Street from Rink Avenue to Whelan Drive. The multi-use pathway would provide a safe pedestrian and multi-modal transportation option, connecting the northwest neighbourhoods to the new school site, as well as to other areas of the city.

Administration is continuing to explore third party funding to pave the remaining portion of pathway from Whelan Drive to Mapleford Gate. If external funding for this project is not available, ultimately there may be an opportunity to use some funds from the newly created Recreation/ Culture Capital Program to fund this project.

Background

The On Street Bike Lanes and Multi-Use Pathways program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina, external to new development boundaries. It is an ongoing program aimed at meeting the sustainable transportation goals identified in *Design Regina: The Official Community Plan Bylaw No. 2013-48 (OCP)*, as well as the Transportation Master Plan (TMP).

At the November 11, 2018, meeting of City Council, Councillor Jason Mancinelli made the following motion (MN18-13):

‘Funding for planning a temporary pathway system running parallel to Courtney Street on the east side, connecting Rink Avenue to Whelan Street (Drive), be provided in the upcoming 2019 budget and Administration bring a report outlining its implementation to Public Works and Infrastructure Committee in Q2 of 2019’.

In preparation for report CR19-86, Administration evaluated the benefits and drawbacks of a temporary pathway as compared to a permanent pathway. To meet the service level expectations of residents that will use the multi-use pathway, Administration is recommending that it be permanent rather than temporary, as described in this report.

Transit Sunday and Statutory Holiday Service - Extending Service from 7 p.m. to 9 p.m.

Description

On April 11, 2019, Community and Protective Services Committee considered report CPS19-6 (Transit Sunday Service Information) and approved the following resolution:

“That Administration, as part of the 2020 budget process, consider extending the hours of paratransit and conventional transit service to 9:00 pm for a total cost of \$228,000.”

Recommendation

The 2020 Operating Budget does not include funding for extending service from 7 p.m. to 9 p.m. for Transit Sunday and Statutory Holiday. Administration is not recommending funding for this transit enhancements as part of the 2020 Budget. The Transit Service Master Plan will be completed within the next two years, decisions on additional investments in transit will be better informed once this plan is complete. Generally transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Background

Report CPS19-6 contemplated three options to be considered when looking to improve Sunday services. This includes increased frequencies, additional routes and increased hours of operation.

Service Level Standard for Sunday Service

Service Standards provide for a fair evaluation of both existing and proposed services, and establish a framework for guiding decisions on how to best serve customers’ diverse travel needs within prevailing budgetary and resource limits. The City currently has established service level targets of 15 passengers per bus hour (PBH) for routes operating on Sunday and Statutory Holidays. Service Standards should be used in decision making, to ensure that as much as possible transit services are affordable, fair and equitable to all customers.

Extending Service from 7 p.m.to 9 p.m.

Community and Protective Services Committee recommended extending the hours of paratransit and conventional transit on Sundays and Statutory holidays from 7 p.m. to 9 p.m. When comparing both Regina conventional and paratransit service hours with other municipalities, hours varied with most times starting at 8 a.m. and ending at 9 p.m. Extending the hours of operation on Sunday nights would provide a safe and reliable transportation option.

City	Conventional Hours of Operations	Paratransit Hours of Operations
Winnipeg	7 a.m. to 12 midnight	8 a.m. to 10 p.m.
Burlington	7 a.m. to 9 p.m.	7 a.m. to 9 p.m.
Oakville	8 a.m. to 8 p.m.	8 a.m. to 8 p.m.
Lethbridge	8 a.m. to 7 p.m.	8 a.m. to 10 p.m.
Saskatoon	8:30 a.m. to 9:30 p.m.	8:15 a.m. to 11 p.m.
Regina	8 a.m. to 7 p.m.	8 a.m. to 7 p.m.

Administration reviewed Sunday night service ridership statistics in other municipalities. Sunday service after 7 p.m. has low ridership in most municipalities. Although not all municipalities could provide specific ridership statistics, the majority had equitable, or less than, 15 passengers per bus hour (PBH) and expressed that Sunday evening service is their lowest ridership time. About 80 percent of ridership that is experienced on a Saturday evening is also experienced on a Sunday evening. Ridership at 7 p.m. to 9p.m. on a Saturday in Regina is 14.3 PBH. Given the feedback from other municipalities and ridership trends on Saturday, it is estimated that Sunday service would be 11.4 PBH, which is below the service standard of 15 PBH. Total ridership would equal an increase of over 20,000 rides for the additional two hours.

If paratransit service is extended to 9 p.m. each Sunday, it is estimated that ridership would increase to an additional 1,300 rides in a year. Ridership demand for paratransit at these hours is low, but would provide a basic level of service for the few that would use it.

A summary of estimated revenue and expenditures as well as potential ridership information is included in the table below:

Service	Estimated Expenditures	Estimated Revenue	Net Operating Requirement	Return on Investment	Estimated Annual Ridership Increase
Extending Hours of Operations until 9 p.m. (Conventional Transit)	\$266,500	\$62,500	\$204,000	23%	20,560
Extending Hours of Operations until 9 p.m. (Paratransit)	\$47,120	\$4,700	\$42,420	10%	1,300
Total	\$313,620	\$67,200	\$246,420*	21%	21,860

*The estimate from resolution CPS19-6 of \$228,000 uses 2019 salary rates. The net operating requirement in the table above, \$246,420, is calculated on 2020 salary rates.

Transit Sunday and Statutory Holiday Service – Additional Service Route 18

Description

On April 11, 2019, Community and Protective Services Committee considered report CPS19-6 (Transit Sunday Service Information) and approved the following resolution:

“That Option #2 include additional Harbour Landing/University routes on Sundays.”

Recommendation

The 2020 Operating Budget does not include funding for introducing an additional Transit Sunday and Statutory Holiday service for Route 18 – Harbour Landing/ University. Administration is not recommending funding for these transit enhancements as part of the 2020 Budget. The Transit Service Master Plan will be completed within the next two years, decisions on additional investments in transit will be better informed once this plan is complete. Generally transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Background

Report CPS19-6 contemplated three options to be considered when looking to improve Sunday services. This includes increased frequencies, additional routes and increased hours of operation.

Additional Route

Community and Protective Services Committee recommended consideration of an additional Harbour Landing/University (route 18) on Sunday and Statutory holidays. Conventional transit operates nine routes on Sundays. These routes are categorized as base routes of the system. Base routes operate seven days a week, on approved holidays, and constitute the core of the transit system. Regina currently operates 43 percent of its routes on Sundays. A comparison of Transit Sunday service operations between Regina and other similar sized municipalities is shown in the table below:

City	Number of Weekday Routes	Number of Sunday Routes	% Sunday vs Weekday
Winnipeg	67	29	43
Burlington	21	10	48
Oakville	23	12	52
Lethbridge	14	10	71
Saskatoon	40	33	83
Regina	21	9	43

During an analysis of the current Sunday service routes, it was determined that Route 18 would exceed the service standard of 15 PBH and would perform well from a ridership perspective. This option will provide Sunday transit options to an area that does not have service. Route 18 is currently the best performer on Weekday and Saturdays, it is anticipated that this route will perform well on Sundays as well.

A summary of estimated revenue and expenditures as well as potential ridership information is included in the table below:

APPENDIX C

Service	Estimated Expenditures	Estimated Revenue	Net Operating Requirement	Return on Investment	Estimated Annual Ridership Increase
One additional Conventional Transit Route (Route 18 Harbour Landing)	\$112,500	\$37,200	\$75,300	33%	13,085

Transit Sunday and Statutory Holiday Service – Increased Frequency

Description

On April 11, 2019, Community and Protective Services Committee considered report CPS19-6 (Transit Sunday Service Information) and approved the following resolution:

“That improved frequency on 5 of the 9 current conventional transit routes be offered.”

Recommendation

The 2020 Operating Budget does not include funding for increasing the frequency (60 minutes to 30 minutes) on five of the nine conventional transit routes on Sundays and statutory holidays.

Administration is not recommending funding for this transit enhancement as part of the 2020 Budget. The Transit Service Master Plan will be completed within the next two years, decisions on additional investments in transit will be better informed once this plan is complete. Generally transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Background

Report CPS19-6 contemplated three options to be considered when looking to improve Sunday services. This includes increased frequencies, additional routes and increased hours of operation.

Increased Frequencies

Community and Protective Services Committee recommended increased frequencies on five of the nine current conventional transit routes. For conventional transit, the majority of similar sized Canadian municipalities contacted operate at both 30 and 60-minute frequencies, depending on the route and ridership levels. Conventional transit service in Regina operates at 60-minute frequency on all routes, all Sunday. Ridership levels on seven of the nine routes exceed the ridership standard of 15 passenger per bus hours (PBH).

City	Conventional Frequency of Service
Winnipeg	30 and 60 minutes
Burlington	30 and 60 minutes
Oakville	30, 45 and 60 minutes
Lethbridge	30 and 60 minutes
Saskatoon	30 and 60 minutes
Regina	60 minutes

If frequencies are increased from 60-minutes to 30 minutes, ridership is forecasted to exceed the service standard of 15 PBH on five of the nine routes within the first year of implementation. This could increase ridership by 123,000 annually and would represent a 1.8 percent increase in transit ridership overall.

A summary of estimated revenue and expenditures as well as potential ridership information is included in the table below:

APPENDIX C

Service	Estimated Expenditures	Estimated Revenue	Net Operating Requirement	Return on Investment	Estimated Annual Ridership Increase
Improved Frequencies on five of nine current Conventional Transit Routes 8 a.m. to 7 p.m.	\$900,000	\$312,000	\$588,000	35%	124,400

Regina Airport Transit

Description

On June 13, 2019, Community and Protective Services Committee considered report CPS19-10 (Regina Airport Transit Options) and approved the following resolution:

“That Administration bring Service Option #1 – New Route to City Council for consideration through the 2020 budget process.”

Recommendation

The 2020 Operating Budget does not include funding for the expansion of service to the Regina Airport. Administration is not recommending funding for these transit enhancements as part of the 2020 budget. The Transit Service Master Plan will be completed within the next two years, decisions on additional investments in transit will be better informed once this plan is complete. Generally transit services scored lower compared to other higher priority items in the pre-budget and 2019 citizen satisfaction survey.

Background

Report CPS19-10 provided information on Regina International Airport’s need for transit service to the airport and surrounding area.

Community and Protective Services Committee has recommended a proposed standalone route for the airport. This route would service the airport and downtown areas via 13th Avenue and Sandra Schmirler Way. Travels would proceed to the airport terminal. The benefits of this route include the following:

- Direct service to and from the airport to the downtown area
- Service to the businesses adjacent to Sandra Schmirler Way.
- Direct access to the main transfer points downtown, plus direct-drop off at some downtown hotels
- Will increase frequency of transit on 13th Avenue in the Cathedral neighbourhood, as well as introduce service to the small residential area west of Lewvan Drive.

To start this service, the bus used would be a small to medium sized bus as ridership levels are expected to be smaller at the start. No capital is required to purchase additional buses for the service as the current fleet size can handle the increased service.

Service Standard

Service Standards provide for a fair evaluation of both existing and proposed services, and establish a framework for guiding decisions on how to best serve customers’ diverse travel needs within prevailing budgetary and resource limits. The City has System Proximity Standards which are meant to address the accessibility of transit by targeting a maximum walking distance that a customer will have to travel to reach a transit stop. The City will attempt to operate routes so that these standards are met. Currently, the closest transit stop to the airport terminal is on Pasqua Street at Regina Avenue, which is one kilometre from the airport. Transit service standards aim to have 90 per cent of all residents and places of work within 400 metres of transit service.

Regina Airport Authority

The Regina Airport Authority (RAA) has indicated that they would provide \$100,000 in operating funding for up to three years to start this new route. In addition, RAA has indicated they would pay for up to four bus stop waiting areas (concrete waiting pad) along Sandra Schmirler Way to ensure there is a safe waiting space available for customers. They have also committed to developing bus stops on the airport lands, including at the airport terminal.

A summary of estimated revenue and expenditures as well as potential ridership information is included in the table below:

Hours of Operation	Frequency	Estimated Expenditures	Estimated Revenue	Regina Airport Authority Contribution (three years)	Net Operating Requirement	Return on Investment	Estimated Annual Ridership Increase
6 a.m. to 9 a.m., 4 p.m. to 1 a.m. Monday to Friday	30-minute frequency between 6 a.m. to 9 a.m. and 9 p.m. to 1 a.m.; 45 minute frequency between 4 p.m. to 9 p.m.	\$348,000	\$104,000	\$100,000	\$144,000^a	30%	60,000

^aRegina Airport Authority has indicated they would provide \$100,000 in operating funding for up to three years to start this new route. At the end of three years, the City's net operating requirement for this route would increase to \$244,000.

Council Referred Items – Utility Fund

Utility Rates

Description

The purpose of this appendix is to respond to two outstanding motions passed by City Council regarding the utility rates. These motions were:

1. On December 10, 2018, City Council considered report CM18-15 (2019 General and Utility Operating and 2019-2023 General Utility Capital Plan) and approved the following resolution:

“That Administration bring back a report as part of the 2020 proposed budget that includes implications of lowering the base utility rate and/or shifting the cost of consumption.”

2. On February 13, 2017, City Council considered report CM17-2 (2017 General Operating and 2017-2021 Capital Budget; and 2017 Utility Operating and 2017-2021 Capital Budgets) and approved the following resolution:

“The Administration undertake a rate review in 2017 to inform future utility rates that ensure Regina has a sustainable, affordable utility in the future.

Funds for the rate review be allocated from the current year’s operating budget

A Communication Strategy be developed to inform residents about the Utility, its components, the regulatory requirements and all associated operating and capital costs.”

Recommendation

The 2020 Budget does not include any shifts from the base utility rate to the consumption or variable rate. Adjusting the rates to have more revenue coming from the variable consumption rate would benefit some residents, but would not be connecting to their means but rather to their use profile.

Administration recommends that a full rate structure review be completed after the implementation of the Advanced Metering Infrastructure (AMI) project, in 2024

Background

Regina’s residents expect consistent, high-quality water services, delivered in a manner that is fiscally, environmentally and socially responsible. Delivering these services in a sustainable way requires a long-term view that secures sufficient revenue to recover the system costs, buffer against unexpected circumstances, service debts and saves for future capital needs.

While many Canadian municipalities still do not have full cost recovery Utility Models, Regina has had a full cost-recovery utility for the past 50 years. There is a meter in every home and business in Regina collecting revenue. We use a 25-year financial model and master plans. These tools help to prioritize and meet environmental and system challenges to ensure a sustainable utility for many years to come.

Balance

When determining the utility rate increase required from year to year, it is important to strike the right balance between sustainability, equity and affordability.

Sustainability

As mentioned previously, the City of Regina currently has a sustainable system, utilizing tools such as our 25-year financial model and the master plans to ensure that our systems are sustainable now and into the future. We still have vulnerabilities and will need to continue to adapt.

Equity

General principles are outlined in *Design Regina: the Official Community Plan (OCP)* such that those who use a service are required to pay for it. Using a blend of rates, debt and reserves helps to ensure equity between user groups as well as intergenerational equity.

Affordability

Affordability refers to rate structure that considers customers' ability to pay for water and wastewater services.

Analysis

The Utility rates are structured to support a sustainable utility and to encourage conservation. The current structure uses a blend of approximately 33% fixed fees and 67% variable for water and wastewater. The fixed operating costs for water and wastewater are about 80%, with less than 20%

variable costs. Under this structure, Regina's water sales have remained steady over the last 10 to 15 years, despite population growth. This is a result of increased conservation by residents and businesses.

The graphic to the left depicts a comparison of single-family household rates to utility costs for 31 water and wastewater utilities across Canada.

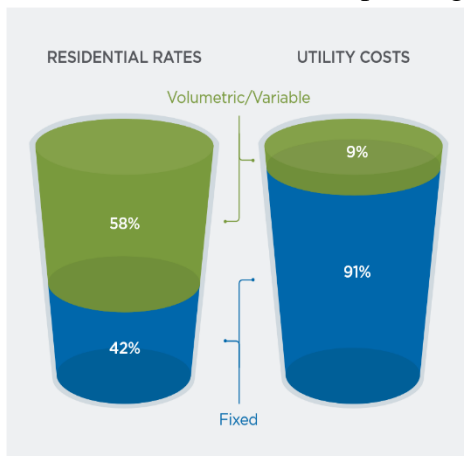


Figure 1 Comparison of single family household rates to utility costs for 31 utilities in 2013

Data source: National Water and Wastewater Benchmarking Initiative (NWWBI)

Impacts of Adjusting the Rate Structure

When consumption drops, the fixed costs do not. While the City encourages conservation, consideration needs to be given to ensure that the utility remains financially sustainable. Increased pressure on the variable consumption rate may result in further decreases in per capita consumption, eroding the revenue required to maintain and operate the infrastructure.

As well, significant changes in overall consumption may result in operational challenges such as system stagnation or odour issues.

Adjusting the rates to have more revenue coming from the variable consumption rate would benefit some residents. The benefits, however, would not be connected to their means but rather to their use profile. Establishing a program to address affordability within a specific demographic or income bracket may be best done through mechanisms other than the utility rate. As a result, if City Council wished to subsidize or reduce the cost of utility services to a targeted pool of customers, exploring other tools such as subsidies or abatements may be a preferred approach. Such an approach would also reduce the impact to the sustainability of the Utility Fund model.

For example, a low-income renter with a six-person household, with outdated plumbing and no low-flow devices would see an increased water bill if the rate were shifted towards the variable component, whereas a high-income condo-owner with new plumbing and no yard would see a decrease.

Course of Action

The current rate structure is simple and transparent. With the implementation of the AMI program in 2024, the City will have more information and better tools to develop a more complex rate structure to potentially address affordability issues as well as sustainability. For example, an analysis of the data collected from AMI could be used to explore complex structures such as:

- Increased Block Rates: encourages conservation as the per unit charge increases as the amount of water used increases.
- Time of Day Pricing: charging a higher rate for water used during peak demand periods, encouraging the change of behavior to lessen the impact on our infrastructure.
- Summer Surcharges: charging a higher rate for households with large lawns and pools.

Some affordability support is available through Provincial programs. A full review of rate structure, including affordability concerns would include a review of subsidies that may be available from other levels of government.

Communication Strategy

The City will continue its strategy of educating customers about the benefits of the multi-year approach to rates – three consecutive annual increases of 3% in 2019, 2020, and 2021. Primarily, this approach achieves long-term infrastructure investment goals at a reasonable cost to consumers, ensuring the continued delivery of safe, clean water and reliable wastewater and drainage services. Utility customers were informed of the change and benefits of a three-year rate model through a separate communication that accompanied their Utility bills following approval of the 2019 Budget. This tactic will continue for the 2020 and 2021 Budgets, ensuring that Utility customers are informed of the proposed rate increases for the subsequent two years and understand the Utility is based on full cost recovery. Additional information on the integration of the waste, wastewater, and drainage systems provides residents with a more holistic understanding of the entire system. This information is also found on Regina.ca.

Through a variety of public engagement sessions, most notably the Conversations with the City event, Administration has sought to gain insight from residents about any affordability challenges they may currently face with the Utility. Such discussion will be an important aspect of the AMR replacement plan. Administration will develop a communication and engagement strategy that supports consultation during this process to help identify areas for consideration beyond consumption that might inform the future rate review and recommendations.

Regina Police Service Facilities Renewal

Recommendation

The 2020-2024 Capital Plan includes additional funding in the amount of \$7 million for the Regina Police Service (RPS) Facilities Renewal to achieve a campus facility solution that will serve the RPS into the future. This funding is proposed to be spread out across 2021 and 2022 with approval being requested to include the additional funding as part of the construction Request for Proposals that will be issued in 2020.

Background

In 2013, Facilities Management Services (FMS) led a project to develop a facility needs assessment and develop a Facility Renewal Plan for RPS. The primary objective of this work was to develop an accommodation master plan to address the short-term and long-term facility needs, to a 25-year (2037) planning horizon.

The Facility Renewal Plan led to two viable options: build an addition on the current headquarters (HQ) site or build a new facility on a new site. The plan indicated that, although, the existing HQ was significantly overcrowded, it is in good condition and capable of being renovated and upgraded to meet current functional requirements. However, as the existing site was landlocked, limiting the ability for future development beyond the short-term horizon, the preferred option was to build a new HQ on a new, but yet to be determined, site.

The RPS Facility Renewal Plan estimated the cost to construct a new HQ at \$100 million (in 2014 dollars), not including land. With inflation, land purchase and project contingency, it was estimated that a new police station could cost as much as \$140 million and take five years to design and construct once a site has been determined.

In November of 2017, City Council approved a budget of \$37 million to take advantage of a unique opportunity to purchase the former STC building and undertake related site development and facility improvements to create a campus or compound solution that would allow, as part of a long-term affordable solution, for RPS to maintain a centralized location and position itself for the future.

Discussion

The RPS facility needs assessment (2013) has now been updated and preliminary design work has been completed on the tenant improvements, site development and structure that will link the existing headquarters facility to the former STC facility. As a result of this work, a need for an additional \$7 million in funding has been identified to achieve a campus facility solution that will serve the RPS into the future. The additional \$7 million is included as part of the five-year proposed capital plan, spread out over years 2021 and 2022, with the budget report requesting approval to include the additional funding as part of the construction Request for Proposals that will be released in 2020.

Some of the new information that came out of the updated facility needs assessment and the preliminary design work that impacts the overall development costs that were not identified when the original budget was brought forward include:

- The need to improve the safety and security of the former STC building including exterior building and site hardening and either rerouting the alley adjacent to the building, which part of the building actually overhangs, or implement a structural engineered solution to address the safety and security risk.
- The need to address building code deficiencies such as fire suppression sprinklers in the existing headquarters facility given renovations to accommodate programming needs in that facility are greater than originally anticipated.
- The construction of a more substantial link between the former STC building and the existing headquarters building driven by programming needs and the need to achieve an improved solution to centralize some of the operating units and to develop a purpose-built front counter and customer service area; and
- Revisions to external partnership arrangements requiring additional space at RPS headquarters.

Through an additional investment of \$7 million now, the above items can be addressed and incorporated into the phasing and implementation plan. This will allow a greater number of facility needs for operational units to be addressed and set them up for the long-term. The greatest value in this investment can be realized now through leveraging the construction Request For Proposals that will be issued in 2020, achieving greater efficiencies with bundled construction activities that will reduce the overall impact on RPS operations. This will make the most efficient use of the space available that best supports functional programming requirements.

November 13, 2019

To: Members
Executive Committee

Re: 2020 Budget Submission - Service Partners

RECOMMENDATION

That the 2020 budgets as presented from Provincial Capital Commission (PCC), Regina Exhibition Association Limited (REAL), Economic Development Regina (EDR), and the Regina Public Library (RPL) be referred to the 2020 budget process.

CONCLUSION

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

BACKGROUND

On December 9, 2019, City Council will discuss Administration's proposed 2020 General Operating Budget. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to REAL, EDR and the PCC. The proposed 2020 budget report will also include the RPL mill rate ask for 2020.

DISCUSSION

Provincial Capital Commission (PCC) – Appendix A

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

The majority of PCC's revenue is in the form of grant contributions from the PCC's participating parties: Government of Saskatchewan, City of Regina and University of Regina. The 2019-20 fiscal year will continue as a transition year for the PCC as discussions continue on a new operating and funding model for the future.

PCC has presented a total request from the City of Regina of \$2,719,000, which is the same as their 2019 request which was included and approved in the 2019 budget. This includes an operating funding request of \$2,119,000 and a capital request of \$600,000 in 2020.

Regina Exhibition Association Limited (REAL) – Appendix B

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

REAL is requesting \$100,000 in funding in 2019, which is a reduction of \$100,000 over 2019 approved funding.

Economic Development Regina (EDR) – Appendix C

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

EDR is requesting funding of \$1,848,240 in 2020, which is an increase of \$36,240, or 2%, over 2019. This increase is reflective of cost of living and inflationary pressures to maintain core services and support day-to-day business.

Regina Public Library (RPL) – Appendix D

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

Under Section 22(1) of The Public Libraries Act, the Board of the Regina Public Library is required to ask City Council for approval of the mill rate request. The 2020 Library mill rate request is 0.74971. This represents a 2.3% mill rate increase over 2019. This increase is due to inflationary pressures to deliver the same services.

RECOMMENDATION IMPLICATIONS

Financial Implications

The 2020 budget allocations for the PCC, REAL, EDR and the RPL mill rate will be determined by City Council through future budget deliberations.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

None with respect to this report.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

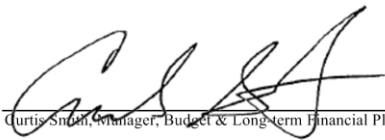
The Provincial Capital Commission, Regina Exhibition Association Limited, Economic Development Regina and the Regina Public Library will be advised of the decision of City Council.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

Respectfully submitted,



Curtis Smith, Manager, Budget & Long-term Financial Planning

11/6/2019



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

11/6/2019

Report prepared by: Sheena Carrick, Corporate Budget Consultant

**Provincial Capital Commission
2020-21 Plan and Budget
City of Regina Submission
September 13, 2019**

Organizational Description

The Provincial Capital Commission Act was legislated in 2017 by the Government of Saskatchewan establishing a Board of Directors representing Wascana Centre's three participating parties. The Board contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. PCC provides oversight and stewardship of 2,300 acres of land within the City of Regina, including land owned by each participating party and occupied by diverse tenants. The PCC also over sees the programming operations of the National Historic Site of Government House and the 8.5 acres of Edwardian Gardens that are found at this Provincial Heritage Property.

The purpose of the Commission is to:

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

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

Strategic Alignment with the City of Regina

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

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

It is PCC's goal, in partnership with the City of Regina, to support the needs of the city today and work to serve the vision of our city's future. It is the Commission's privilege to manage two world-class destinations that are a source of pride and significance for the citizens of our Capital and our province.

Wascana Centre

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

- There are more than five million visitors to Wascana Centre annually. The centre is recognized as one of the top tourist and resident attractions in the City and many other attractions are within the centre's boundaries such as Candy Cane Park, the Royal Saskatchewan Museum, the Saskatchewan Science Centre, etc.
- In the heart of the City of Regina, Wascana Centre is one of the largest urban parks in North America at 2,300 acres supporting a quality of life to the citizens of Regina that is not available in many other communities due to the proximity, the quantity and the variety of green space.
- Wascana Centre is the host facility of over 700 events annually, including flagship events like the Queen City Marathon, Dragon Boat Festival, Canada Day and Bazaar. Many of the events are low cost, with some being free. There are also more than 1,600 other events within the centre during the year that are coordinated via the partners.
- Wascana Centre is home to 2,300 acres of land including the TransCanada Trail. The centre boasts 8.7 kilometers of paved pathway and 5.6 kilometers of natural paths promoting a healthy active lifestyle for families and community.

- Numerous City facilities are located within the centre including the Wascana Pool and Douglas Park. The Provincial Capital Commission provides oversight and stewardship of these lands representing a level of continuity in its development and progression. Essential maintenance services are provided to ensure City surroundings are safe, beautiful and welcoming.
- The Habitat Conservation Area is a marsh ecosystem located in the heart of Wascana Centre that hosts environmental based programs and educational opportunities. Unique to the City of Regina, Wascana marsh is the habitat for many species including the western painted turtle.
- Top educational and research facilities are hosted including the University of Regina, Saskatchewan Polytechnic, First Nations University and Innovation Place (Regina).

Government House

Government House is a National Historic Site and multi-use public facility with 8.5 acres of manicured Edwardian Gardens. The building provides visitors an accessible historic location that preserves, promotes and celebrates Saskatchewan's living heritage at the home of the Crown in the province.

- Government House is a Provincial Heritage Property that serves over 35,000 visitors annually to its museum, conference facilities, art gallery and floral conservatory.
- Government House Museum and Programming opportunities are offered to the public in both official languages and free of charge.
- Since 1984, Government House has served as the Lieutenant Governor of Saskatchewan's working office and privately hosts dignitaries' multiple times a year, including Royal Family visits to the province.
- Government House is a tourism attraction known for its exceptional seasonal displays, public events, award ceremonies, citizenship ceremonies, historic tours and meeting facilities.
- Partnerships with community groups and other tourism attractions allow Government House to offer extended programming to tell the holistic story of Saskatchewan's heritage and culture.
- First-person interpretive tours and interactive displays give visitors the opportunity to interact with artifacts and learn more about their history as they tangibly engage with the site and its heritage collections.
- Government House is the home and steward to a collection of over 10,000 artifacts linked to the formation of the province of Saskatchewan in 1905, the role of the Lieutenant Governor, and Saskatchewan's formative years during the Victorian and Edwardian eras.
- 8.5 acres of wheelchair accessible manicured Edwardian Gardens welcome visitors year-round.
- Collaborative PCC ecology programming was established for the Government House Edwardian Gardens to highlight the PCC's mandate for land stewardship.

Core Business Overview

The Provincial Capital Commission, with its governance changes and new legislation taking effect in 2017, is in the process of implementing a new organizational design/structure that is integrated with the Ministry of Government Relations in a way that is cost-effective and efficient and allows the PCC to fulfill its mandate. The PCC engages citizens through public events, programming and educational outreach initiatives. It also strives to build local capacity by establishing and fostering effective stakeholder partnerships in the community to support its mandate. Lastly, the Commission provides leadership and support for the preservation and stewardship of properties, collections, and historical assets under its direction.

Horticulture, Pest Control and Forestry:

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

Infrastructure/Stewardship:

The PCC works closely with its Participating Parties on development projects from conception to completion and supports the work of the engineering and architectural advisory committees. The Ministry of Central Services provides oversight by this area on all major projects and repairs to service buildings, roadways, lighting, playground equipment etc. This area's crew of technicians and construction staff repair and replace picnic amenities, trails, railings, lighting etc.

Maintenance:

Grounds keeping including irrigation, cutting, repairing and weed and pest control for the turf throughout Wascana Centre and Government House is managed through a client relationship with the Ministry of Central Services. Central Services is the service provider for maintenance of recreation and play areas through all seasons including the creation of skating and ski surfaces at a cost to the PCC. Snow removal on trails, road ways, sidewalks, public parking areas and event areas is paid by the PCC. The operation of public washrooms, refuse disposal and graffiti removal is managed by Central Services. Acquisition and maintenance of equipment required to complete work objectives is provided by the PCC at this time.

Visitor Services and Outreach:

This diverse area oversees the public outreach, event coordination, facility/grounds rentals, fundraising, conservation, exhibits, collections, education, environmental management, youth programming and naturalists/wildlife. Event management, facility booking and compliance is essential to ensure that Wascana Centre and Government House are not abused causing deterioration or destruction.

Administration:

Executive management, human resources, safety, risk management, finance, insurance fundraising, public relations, government relations, board support, committee and advisory services and strategic planning are included in administration.

Security:

The Wascana Centre Special Constable program ensures that the Centre is a safe centre within the City of Regina for the public to use in comfort. Special Constables are employed with the mandate to educate, promote and protect public safety and proactively address behavior that could cause deterioration or destruction of the infrastructure or reputation of the park. The PCC has invested in security to make sure that the 5 million visitors annually know the Centre to be safe and welcoming.

2020-21 PCC Plan and Budget

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

To ensure we align with the 2020-21 budget cycle, the following funding framework is prepared on the premise to sustain status quo funding. PCC's goal is to continue to maintain services in 2021-22. The budget framework is prepared consistent with previous years.

2020-21 Operating Funding Request (thousands)

All participating parties will be approached for their proportionate share of funding to support operations and infrastructure maintenance as in the past. For the 2020-21 fiscal year, status quo funding is requested as follows:

<i>(numbers in thousands)</i>	Province	City	University	Total
2019-20 Funding	\$ 7,118	\$ 2,119	\$ 800	\$ 10,037
2020-21 Funding Increase	-	-	-	-
Total 2020-21 Funding Request	\$ 7,118	\$ 2,119	\$ 800	\$ 10,037

Through the transition process and alignment with PCC and the Ministry of Government Relations, planning continues to be focused toward efficiencies in operations and developing innovation to refresh existing initiatives. As such, the 2020-21 operating funding request to the City will remain at status quo in recognition of these efficiencies and benefits.

2020-21 Capital Funding Request (thousands)

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

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

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

Project 1:

- **Wascana Centre Irrigation Phase 2 - \$1.4M**

The Wascana Centre Irrigation/Landscape Study was completed to address the failing irrigation system. The system is **over 60 years old** and is experiencing significant failures causing high maintenance costs (upward of **\$260K annually**). The first phase of this unavoidable investment is now complete with the pump replacements in the Legislative Area. The second phase is designed and ready for construction awaiting funding. This phase will be focused on irrigated areas within the Legislative Precinct. Negligence to replace the current obsolete and dysfunctional system will result in system failure and brown dying grass which will be evident to park patrons and tenants.

Project 2:

- **Willow Island Parking Lot – 300K Replacement**

Parking Lots are deteriorating with age, which is accelerating with increased usage. Many areas remain in urgent need and failure to address these may result in parking lot closures. The Ministry of Central Services and PCC are inundated with complaints from provincial staff and the public on the condition of these assets. With a renewed focus on public safety with the identification and resolution of pedestrian and vehicular traffic conflicts this parking lot has been deemed as a priority to address these concerns.

Project 3:

- **College Avenue and Wascana Drive Gateway Entrance - \$300K**

With the substantial changes in the realignment of Wascana Drive at the intersection of College Avenue, along with improvements to the intersection of Wascana Drive and College Avenue, additional work is needed to complete the final landscaping treatment as per the Wascana Centre Master Plan. The adjacent properties for the University of Regina and City of Regina both will have improved and renewed landscape characteristics which now aligns with the completion of the gateway project ending capital investments in that area for the next 20 years.

Capital contributions will be used as follows:

Project 1	1,400,000
Project 2	300,000
Project 3	300,000

Total 2020-21 Capital Funding Requested \$ 2,000,000

Conclusion

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

It is requested that the City approve capital funding totaling \$600,000 to invest in improvements on City land and Wascana Centre land that is stewarded in partnership with all funding partners to serve the citizens of Regina and its visitors.

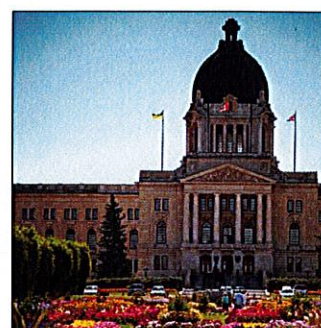
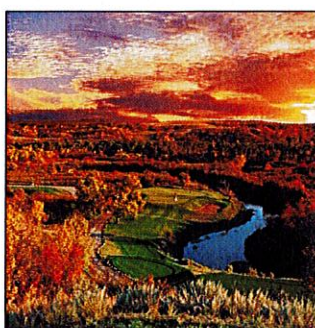
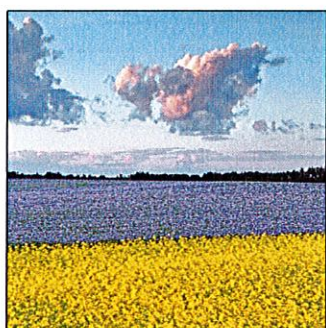
The ongoing support and collaborative relationship with the City are sincerely valued as are the ongoing investments in infrastructure on City land. Both City Council and the Administration have worked in partnership with Wascana Centre for many years. We look forward to the upcoming year and support from the City in keeping Wascana Centre a beautiful welcoming place in the heart of our capital city.

Respectfully Submitted,

A handwritten signature in dark ink, consisting of several loops and a long horizontal stroke, representing Monique Goffinet Miller.

Monique Goffinet Miller
Chief Executive Officer
Provincial Capital Commission

Provincial Capital Commission



Annual Report for 2018-19

Saskatchewan!

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Letters of Transmittal



*The Honourable Ken
Cheveldayoff
Minister Responsible for the
Provincial Capital
Commission*

Office of the Lieutenant Governor of Saskatchewan.

I am pleased to present the Annual Report of the Provincial Capital Commission for the fiscal year March 31, 2019.

The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to responsibly managing expenditures.

A handwritten signature in black ink, reading "Ken Cheveldayoff".

Ken Cheveldayoff
Minister Responsible for the Provincial Capital Commission



*Monique Goffinet Miller
Chief Executive Officer
Provincial Capital
Commission*

The Honourable Ken Cheveldayoff
Minister Responsible for the Provincial Capital Commission

Dear Minister:

I have the honour of submitting the Annual Report for the Provincial Capital Commission for the fiscal year ending March 31, 2019.

The Provincial Capital Commission is committed to contributing to the high quality of life in Saskatchewan and pride in the Capital City by providing enhanced visitor experiences and educational programming at Wascana Centre and Government House, while being good stewards of the land and assets.

I acknowledge responsibility for the Provincial Capital Commission's financial administration and reporting, and ensure the information contained within this report is complete, accurate and reliable.

A handwritten signature in blue ink, reading "Monique Goffinet Miller".

Monique Goffinet Miller
Chief Executive Officer

Introduction

This annual report for the Provincial Capital Commission (PCC) presents the organization's results for the fiscal year ending March 31, 2019. It provides results of publicly committed strategies, key actions and performance measures identified in the Provincial Capital Commission's *Plan for 2018-19*. It also reflects progress toward commitments from the Government Direction for 2018-19, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the Organization.

The annual report demonstrates the Organization's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The PCC's activities in 2018-19 align with Saskatchewan's vision and four goals:



Together, all organizations support the achievement of Saskatchewan's four goals and work towards a secure and prosperous Saskatchewan.

Organization Overview

The Provincial Capital Commission, in partnership with the Government of Saskatchewan, City of Regina and the University of Regina, is committed to ensuring Wascana Centre and Government House continue to be top tourism attractions within the Capital City. It is important that residents connect with both properties as places of significance and pride.

The Provincial Capital Commission's vision, mission and mandate are as follows:

Vision

Inspiring pride and fostering connections to Saskatchewan's Capital City.

Mission

To enhance quality of life by creating community partnerships, promoting visitor experiences and providing stewardship of the land and assets within the Provincial Capital Commission (PCC).

Mandate

Enhance the quality of life for our citizens through the celebration and creation of opportunities, stewardship of the land, and engagement of our youth about our democracy and provincial history. Promote, preserve and strengthen our diverse heritage and culture to ensure that Saskatchewan's Capital City is a source of provincial pride and significance.

Organizational Description

The Provincial Capital Commission Act was legislated in 2017 by the Government of Saskatchewan. The Provincial Capital Commission (PCC) Board of Directors contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. PCC provides management oversight and stewardship of Wascana Centre, Government House and the Territorial Building.

The Provincial Capital Commission is an agent of the Crown within the Province of Saskatchewan.

The purpose of the Provincial Capital Commission is to:

- Preserve and promote the history and culture of Saskatchewan and to ensure that Saskatchewan's capital continues to remain a source of pride for the people of Saskatchewan and a source of interest to visitors to Saskatchewan;
- Inform and educate, and to collect and disseminate information, with respect to the importance of Saskatchewan's capital and its place in the life and history of Saskatchewan and Canada;
- Prepare plans for and assist in the development, conservation and improvement of the capital region in order that the nature and character of the seat of Government of Saskatchewan is appreciated for its significance;
- Organize, sponsor or promote public activities and events in the capital region that will enrich the cultural and social fabric of Saskatchewan, taking into account the heritage and diversity of the people of

Saskatchewan;

- Administer and manage Wascana Centre, having regard to educational research and development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment within Wascana Centre;
- Coordinate, develop, promote and implement policies and programs of the Government of Saskatchewan relating to the promotion of the Legislative Building and the Conexus Arts Centre, and the land on which they are situated; and international, national, provincial and regional special events and anniversaries to be commemorated within Saskatchewan's capital;
- To be responsible for the operation and management of Government House and the Territorial Building;
- To work together with businesses, communities, governments, agencies, ministries and the people of Saskatchewan to support the purposes of the PCC.

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

- There are more than five million visitors to Wascana Centre annually. The centre is recognized as one of the top tourist and resident attractions in the City and many other attractions are within the centre's boundaries such as Candy Cane Park, the Royal Saskatchewan Museum, the Saskatchewan Science Centre, etc.
- In the heart of the City of Regina, Wascana Centre is one of the largest urban parks in North America providing a quality of life to the citizens of Regina that is not available in many other communities due to the proximity, the quantity and the variety of green space.
- Wascana Centre is the host facility of over 700 events annually, including flagship events like the Queen City Marathon, Dragon Boat Festival, Canada Day and Bazaar. Many of the events are low cost, with some being free.
- Wascana Centre boasts 8.7 kilometres of paved pathway and 5.6 kilometres of natural paths including the TransCanada Trail promoting a healthy active lifestyle for families and community.
- Numerous City facilities are located within the centre including the Wascana Pool and Douglas Park. The Provincial Capital Commission provides oversight and stewardship of these lands representing a level of continuity in its development and progression. Essential maintenance services are coordinated by the Ministry of Central Services to ensure surroundings are safe, beautiful and welcoming.
- The Habitat Conservation Area is a marsh ecosystem located in the heart of Wascana Centre that hosts environmental based programs and educational opportunities. Unique to the City of Regina, Wascana marsh is the habitat for many species including the western painted turtle.
- Top educational and research facilities are hosted including the University of Regina, Saskatchewan Polytechnic, First Nations University and Innovation Place (Regina).

Government House is a National Historic Site and multi-use public facility with 8.5 acres of manicured Edwardian Gardens. The building provides visitors an accessible historic location that preserves, promotes and celebrates Saskatchewan's living heritage at the home of the Crown in the province.

- Government House is a Provincial Heritage Property that serves over 35,000 visitors annually to its museum, conference facilities, art gallery and floral conservatory.
- Government House Museum and Programming opportunities are offered to the public in both official languages and free of charge.
- Since 1984, Government House has served as the Lieutenant Governor of Saskatchewan's working office and privately hosts dignitaries' multiple times a year, including Royal Family visits to the province.
- Government House is a tourism attraction known for its exceptional seasonal displays, public events, award ceremonies, citizenship ceremonies, historic tours and meeting facilities.
- Partnerships with community groups and other tourism attractions allow Government House to offer extended programming to tell the holistic story of Saskatchewan's heritage and culture.

- First-person interpretive tours and interactive displays give visitors the opportunity to interact with artifacts and learn more about their history as they tangibly engage with the site and its heritage collections.
- Government House is the home and steward to a collection of over 10,000 artifacts linked to the formation of the province of Saskatchewan in 1905, the role of the Lieutenant Governor, and Saskatchewan's formative years during the Victorian and Edwardian eras.
- 8.5 acres of wheelchair accessible manicured Edwardian Gardens welcome visitors year-round.
- Collaborative PCC ecology programming was established for the Government House Edwardian Gardens to highlight the PCC's mandate for land stewardship.

PCC's core function is to ensure Wascana Centre and Government House remain safe, beautiful and accessible places for all citizens to enjoy. In this capacity, PCC provides countless functions and services to the tenants, landowners and community.

Services and functions are as follows:

Development and Stewardship

PCC works closely with its participating parties on development projects from conception to completion and supports the work of the engineering and architectural advisory committees. Oversight is provided by this area in consultation with the Ministry of Central Services on all major projects within Wascana Centre, Government House and the Territorial Building including but not limited to roadways, lighting, playground equipment, etc. Our full-time Ecologist is responsible for conservation, education and environmental management throughout Wascana Centre and the Edwardian Gardens. Environmental programming is also a major focus as we provide youth an opportunity to connect with nature.

Events and Visitor Experience

This visitor centered area oversees event coordination, facility/grounds rentals and youth programming throughout Wascana Centre and Government House. The PCC focus on free historical, ecological and educational opportunities creates pride in the Capital City and promotes, preserves and strengthens our heritage.

Forestry and Horticulture

PCC is responsible for the maintenance and future of the urban forest located in Wascana Centre and in the Edwardian Gardens at Government House. The urban forest is monitored continually for disease, pruned, repaired and moved or replaced as required. Horticulture includes a nursery and greenhouses used to grow trees, plants and flowers. PCC plans, grows, plants and maintains the floral beds throughout Wascana Centre. Pest control is also part of our work and includes insects, rodents and noxious weeds.

Planning and Engagement

This diverse area includes executive management, operation planning and reporting, records management, human resource support, board support, policies, safety, committee and advisory services, strategic planning and community engagement activities.

Security and Enforcement

Focusing on education, prevention and enforcement, Special Constables will assist in ensuring Wascana Centre remains a safe and enjoyable place for everyone. Primary functions will include bylaw, traffic and parking enforcement within Wascana Centre.

Progress in 2018-19

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Organization Goal

Preserve and enrich Provincial Capital Commission (PCC) assets.

Strategy

Engage in collaborative planning to make sustainable, informed decisions.

Key Actions and Results

Ongoing implementation of the Master Plan for Wascana Centre.

In 2018-19, the PCC continued implementation of the Master Plan throughout Wascana Centre as part of our commitment to development and stewardship. This involved numerous smaller reviews on minor improvements such as landscaping and permanent signage and the continuation of two substantial building design reviews. The Architectural Advisory Committee has been renewed as part of this process, providing both orientation of Wascana Centre, roles and responsibilities of the committee, and background information on various projects and proposals. The process model for development reviews has also been defined with further clarification on the necessary review steps for proponents. Continued work with appropriate committees and stakeholders to implement the Wascana Centre Master Plan will be an ongoing task for the foreseeable future.

Implement environmental efficiencies to be responsible stewards of the land.

In 2018-19, the PCC has initiated and completed a study detailing a Riparian Zone Assessment and Water Quality Effects of Wascana Lake. This study has identified short, medium and long term planning options for water quality improvements within the Wascana Lake Watershed. Eight viable projects ranging in a variety of impacts and budget levels have been identified. Planning was initiated for a pilot project to be implemented in the 2019-20 year. The project will increase the volume of riparian zone in the Wascana East Lake through a shoreline improvement initiative, providing a positive effect on the water quality in Wascana Lake.

Continue alignment with the Ministry of Central Services to develop and implement a long-term plan for Wascana Centre and Government House.

The PCC and the Ministry of Central Services are closely aligned. Additional work and collaboration to identify and formalize the services provided by the Ministry of Central Services will clarify roles and responsibilities in the areas of: maintenance, corporate services, communications, accommodation and Information Technology.

Increase resources to create responsible stewardship.

To direct a stronger focus on stewardship, additional partnerships were sought for the facilitation of balanced workloads and the ability to work with participating parties within Wascana Centre. Staffing needs will continue to evolve as the PCC moves forward.

Strategy

Improve business operations to optimize government assets and resources.

Key Actions and Results

Review core business operations and service delivery to ensure efficiency and future sustainability.

A continued focus on core business and the development of the 2018-19 Operational Plan for the PCC has created an ongoing commitment and concentration on the mandate and mission of the PCC.

Develop a strong and consistent strategic communications and marketing plan.

Work to provide a strong communication and marketing plan for the PCC has begun and will be complete in 2019-20. Additionally, Government House has created a marketing plan to be implemented in the summer of 2019. Wascana Centre is now creating their marketing plan to be complete in 2019-20.

Collaborate with the Ministry of Central Services on the detailed design and construction of the Wascana Centre Maintenance Depot.

The PCC is working with Central Services and SaskBuilds on design parameters of the maintenance depot which is in need of replacement. The implementation will be determined based on funding approval and further design detailing from the Ministry.

Strategy

Maintain, restore and conserve heritage collections and places of significance for future generations.

Key Actions and Results

Follow heritage preservation policy and procedures to achieve conservation best practices.

Government House's acquisitions, loan and collections maintenance policies were reviewed and updated to reflect the new recommendations provided by the Museum Association of Saskatchewan's policy guidelines. Policies are being reviewed biannually to ensure Government House continually meets conservation standards.

Create consistent digital documentation to inventory heritage collections and places of significance within the PCC.

Using specialized software, resources have been dedicated to begin documenting the over 10,000 unique artifacts, collection pieces and heritage information at Government House. Maintenance and/or additional information on individual pieces is ongoing with an artifact condition report targeted for 2019-20.

Strategy

Protect and enhance the ecological integrity and natural beauty of PCC land and assets.

Key Actions and Results

Increase ecological programming to connect citizens to nature and their capital city.

In 2018-19, over 100 ecological programs were offered in Wascana Centre. These programs were offered through different classroom and field activities within Wascana Centre and included school programs, like the Junior Naturalist Program, guided walks, and summer day camps.



Additionally, Wascana Centre and Government House have collaborated to create new eco-programming at Government House for the 2019 summer season.

Collaborate with the Ministry of Central Services on the Irrigation Replacement Project within Wascana Centre.

The first phase of the overall project has been initiated and is nearing completion. The replacement project is divided into four planned phases.

Performance Measures

Percentage of Heritage Assets and Collections Digitally Documented

Government House is proud of its 10,000 strong artifact collection. This valuable collection of history and heritage is a way to connect visitors to this prominent attraction in the Capital City. Specialized database software, has been purchased to accommodate the digital information for generations to come. Resources have been allocated to this important task and in 2017-18 13% of the collection was digitally documented and in 2018-19 15%.

Percentage of Urban Forest

The tree inventory at Government House now has 319 trees identified, located, classified and a cost analysis complete. Elm pruning was completed in the winter of 2019, focusing on elm trees that had a potential safety issue or concern. Further work will be done to incorporate the tree canopy into the overall PCC regular maintenance schedule and increase diversification as an overall management plan throughout the 2019-20 season.

The PCC Forestry and Horticulture Branch will continue to work on the assessment and review of the urban forest canopy and planting beds within Wascana Centre. Currently we have 40% of the tree canopy in Wascana Centre identified and assessed at the end of 2018-19.

Government Goals

Sustaining growth
and opportunities for
Saskatchewan people

Meeting the
challenges of
growth

Securing a better
quality of life for all
Saskatchewan people

Delivering
responsive and
responsible
government

Organization Goal

Citizens feel pride and connection to their capital city.

Strategy

Develop innovative partnerships to create collaborative programming and service delivery.

Key Actions and Results

Deliver high quality educational experiences to promote the Capital City as the seat of government.

A Day in the Legislative Assembly

During the spring and fall Legislative sittings, the Provincial Capital Commission hosted, *A Day in the Legislative Assembly*. This educational program aligns with the Grade 8 curriculum and provides students an insider's view of the Legislative Building to learn about the democratic system of government. Students toured the Legislative Building, watched House in Session and attended a Panel Session hosted by the Speaker of the Legislative Assembly. The Speaker, Government MLA, Opposition MLA and Clerk of the Legislative Assembly explained their roles in the House, followed by a question period. In 2018-19 the Provincial Capital Commission welcomed over 100 students to their Legislative Building from the Sunwest and Prairie Spirit School Divisions. The program has been offered since 2012 with over 490 students attending.



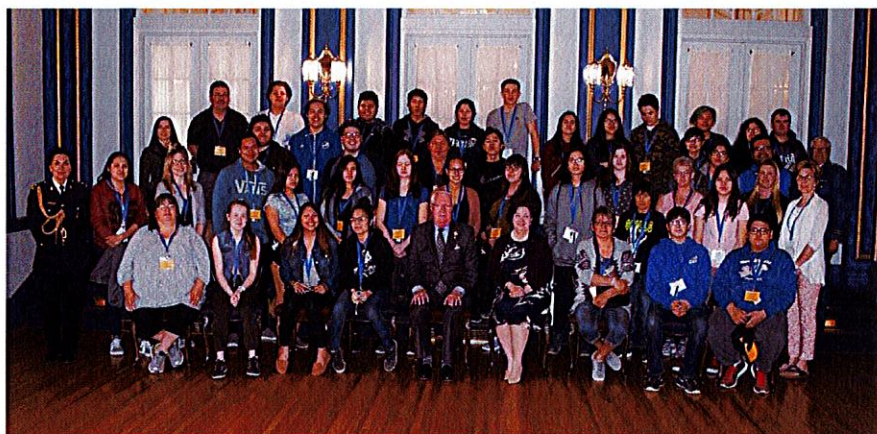
Students from Beechy, Eaton and Kyle, Saskatchewan

Charles Knight Youth Mentorship Program

The Provincial Capital Commission hosted 32 high school students and their teacher chaperones from Black Lake, Cumberland House, Deschambault Lake, Dillon, La Loche, La Ronge, Southend and Stony Rapids for the ninth annual Charles Knight Youth Mentorship Program from May 6-9, 2018.

This program offered students from northern Saskatchewan an opportunity to learn about their democratic system of government, explore post-secondary education opportunities, careers in government and learn about the history of our province.

The students met with Cabinet Ministers, MLAs, government officials and participated in a Mock Parliament in the Chamber of the Legislative Building with the Honourable Mark Docherty, Speaker of the Legislative Assembly. The students were introduced in the House and watched the House in Session. They toured the Legislative Building, Government House, University of Regina, First Nations University of Canada, Saskatchewan Polytechnic-Regina Campus and the RCMP Depot Division. The students stayed in residence at the University of Regina which allowed them an opportunity to see what it would be like as a student.



Students with The Honourable W. Thomas Molloy,
Lieutenant Governor of Saskatchewan

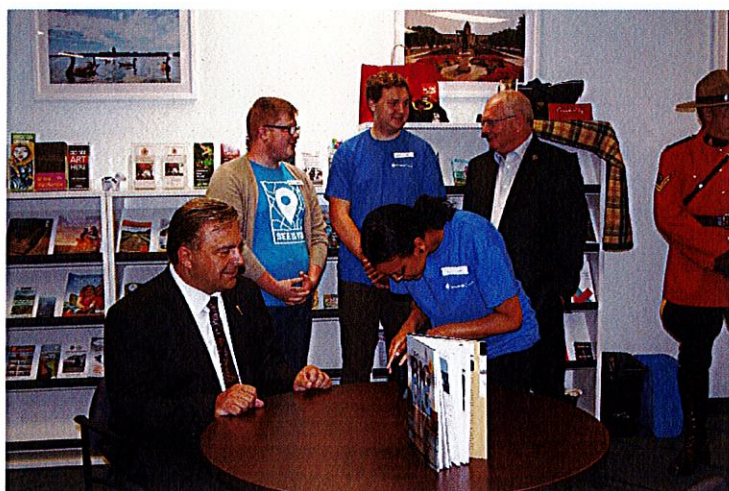


First Nations University of Canada
Ceremonial Tipi

Organize or promote public activities and events that ensure the Capital City is a source of pride.

The Charles Knight Youth Program is offered annually in May and to date the Provincial Capital Commission has hosted over 235 students from northern Saskatchewan.

PCC unveiled a number of new initiatives within Wascana Centre in 2018 including the Visitor Information Kiosk where visitors are encouraged to stop by to find out what events and activities are happening across the city. This was an initiative delivered in partnership with Tourism Regina and resulted in almost 400 people using this new kiosk.



The PCC organized various activities with our Wascana Centre partners, including the Royal Saskatchewan Museum, MacKenzie Art Gallery and Saskatchewan Science Centre and activities such as yoga in the park, sculpture garden sketching and running clinics encouraged citizens to visit and enjoy the park.



Boat tours of Wascana Lake occurred weekly over the summer with over 550 people enjoying this fun, outdoor activity.

A collaborative initiative called “Vision 2020” has been spearheaded in partnership with Tourism Regina. This initiative will include ten (10) different attractions including Government House across the Capital City. The collaboration will create a “Tourism Regina Attractions Passport” available to promote the venues and exhibits throughout the summer of 2020.

Provide new visitor experiences at Wascana Centre and Government House to increase visitation and awareness to the Capital City.



Government House piloted a new first-person interpretive program called, *If These Walls Could Talk*. This station tour had visitors step back in time with characters that came to life around them in the Amedée Forget Museum. Over one weekend, Government House hosted 400 new visitors with this summer program.

Another initiative with the Regina Public Library allowed for a four-part, *Write Your Own Family History*, writing workshop at Government House to promote literacy.

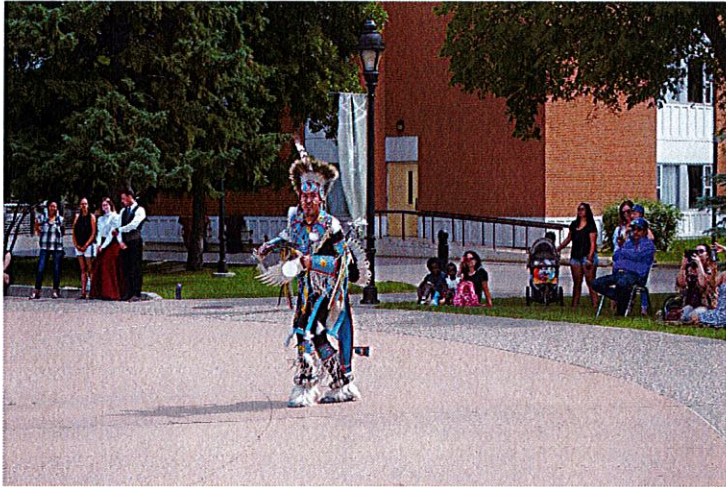
The QEII Art Gallery at Government House hosted four new installations by local Saskatchewan artists throughout the year. Each exhibit launch had an “Artist Meet and Greet” afternoon tea where visitors could engage with the artist to learn new techniques.

New bilingual resources were completed in 2018-19 that included pamphlets, exhibits and programming in both official languages at Government House.



A fun, new initiative at Government House was the Board Game Family Day event held on February 18, 2019 (Family Day) to provide visitors with an education on old time family traditions.

The inaugural National Indigenous Peoples' Day event at Government House was held on June 21, 2018. This event celebrated the Crown's connection to the First Peoples and provided educational awareness of Indigenous culture.



To attract visitors to Wascana Centre, amenities such as segway rentals, canoe/kayak rentals and food trucks were available on a regular basis.



Utilize continuous improvement tools to evaluate program effectiveness and achieve efficiencies.

Based on best practices and a goal to improve customer service standards and streamline our facilities booking processes, the PCC purchased and installed software that will accommodate booking boardrooms, sites and locations at both Wascana Centre and Government House. Working with the Ministry of Central Services, a continuous improvement study on our booking processes was undertaken to ensure a seamless operation going forward. However, the current internet connectivity at Wascana Place has impeded this work and as such an investment in a dedicated fibre optics line was required and is being implemented in 2019 to continue this improvement for visitors.

Gather data on visitation numbers and visitation satisfaction at Wascana Centre and Government House to determine future direction and scope.

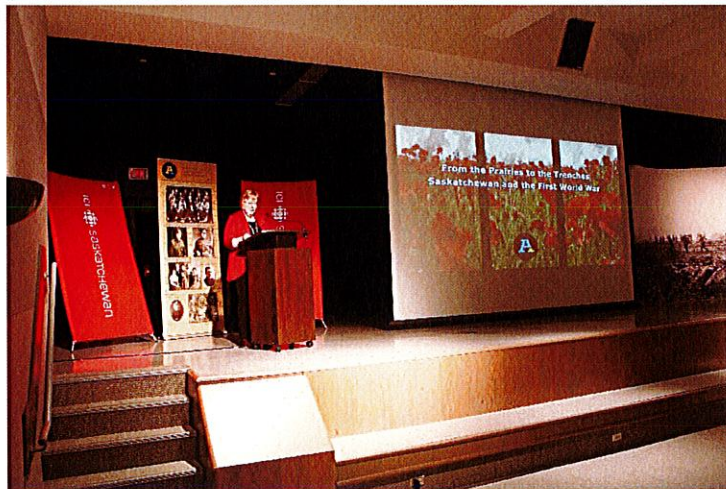
A partnership between Tourism Regina and Government House provided the opportunity to gather feedback from visitors on their experience at Government House. Every guest entering Government House was asked a series of questions regarding their visit to strategically address any gaps and direct future exhibits, programming and marketing. As a result, social media marketing strategies and new programming were identified and provided investment.

Monthly visitation numbers are captured all year long by staff and analyzed monthly by demographic group at Government House. Wascana Centre documented the number of visitors to the new Tourism Kiosk at Wascana Place which resulted in 376 inquiries and the number of Wascana Lake Boat Tours resulted in 587 visitors using this exclusive programming feature. Additional data will be collected in 2019 that will solicit ideas about further services in Wascana Centre and at Government House.

Support the Provincial Military Liaison in recognizing and paying tribute to our citizens and Saskatchewan's military history.

The PCC actively supports the Provincial Military Liaison and contributes towards initiatives that the province recognizes and promotes. A committee co-chaired by the Provincial Military Liaison was struck earlier in the year that involved military, community, and government to organize the 2018 Armistice Ball in recognition of the 100th Anniversary of the end of the fighting in the First World War. The gala was a huge success with over 400 people in attendance with military elements to the dinner and evening that added to the military education of attendees. First World War exhibits displayed at the Legislative Building since 2014 were removed and displayed at the gala along with many military exhibits.

The Provincial Archives of Saskatchewan released the fifth and final video as part of the five-part video series created to commemorate the 100th Anniversary of the First World War. This final video launch and reception was organized at the MacKenzie Art Gallery in the Shumiatcher Theatre and was attended by over 150 people. This video series began in 2014 to highlight the beginning of the 100th Anniversary of the First World War.



Linda McIntyre, Provincial Archivist, addresses the audience at the video launch.

Additionally, a Wall of Honour was created to showcase the 15 Saskatchewan recipients of the Victoria Cross. The plaques were on display in the Rotunda of the Legislative Building for the Service of Remembrance in November and moved to the Cumberland Gallery until mid-December. Following that, the collection was at Government House from December to late January to be shown during the popular New Year's Day Levee hosted

by the Lieutenant Governor before being moved to Room 218 of the Legislative Building for permanent display.

Strategy

Ensure programs and services are accessible to all.

Key Actions and Results

Develop a Government House website to host information on programs and services to foster a vibrant and connected capital city.

Government House designed and launched its new website in August 2018. The website will continue to be updated and now includes an event calendar that allows for quick and easy information sharing, and streamlined booking options.

Review programs and services to ensure relevancy and accessibility.

During this fiscal year, all programming at Wascana Centre and Government House was reviewed to ensure relevancy and to adopt financial efficiencies while developing marketing and outreach strategies to increase visitation. During the year, Wascana Centre delivered just over 100 environmental programs ranging from school programs to special holiday themed events. Based on evaluations, the PCC was able to better streamline educational programs at Wascana Centre and Government House into a more effective and efficient process. By focusing on our primary programs and taking elements from others, the PCC is now able to offer educational programs that meet curriculum links in an engaging and interactive way. Wascana Centre introduced a pilot program for high school grades that provides students with hands-on fieldwork experience. Based on the success and feedback from educators, four different high school programs were successfully introduced. We also introduced *Watt Gone Wild* at Government House which is a nature-based program that combines ecology with the history of the grounds.

The Government House website, to increase accessibility, has been linked to a new on-site digital panel to provide visitors current information at the front door. This new digital display will have updates on what the visitor can find at the House any given day and will include: way finding, programming, partnership promotions, videos and an opportunity for the visitor to engage with games and historical information. The digital technology also offers audio elements to visitors with sight challenges.

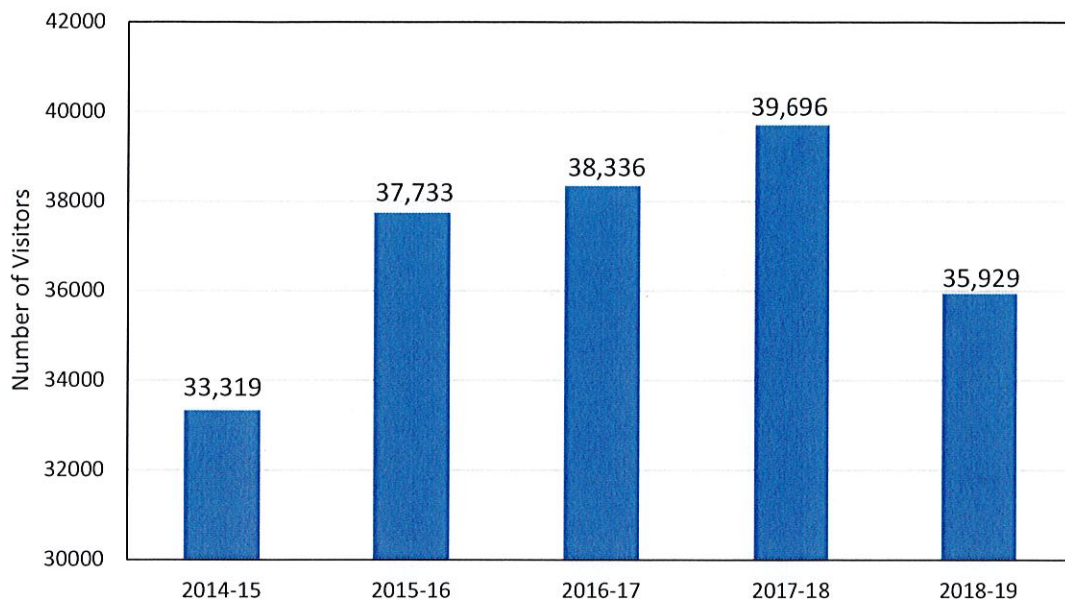
Performance Measures

Visitation Numbers

In partnership with Tourism Regina and the opening of the new Visitor Information Kiosk at Wascana Place, 376 visitors took advantage of this opportunity. As well, 587 Wascana Lake Boat Tours were given during the summer season.

Environmental educational programming offered at Wascana Centre was presented to approximately 2,400 students and another 2,800 citizens enjoyed public programs that included guided walks, park point programs or special events.

Number of Visitors to Government House



Source: Provincial Capital Commission - Government House

Government House is a significant historic site of the provincial capital. Built in 1891, the building first served as the official residence of the Lieutenant Governor of the North-West Territories. Restored to the period of the Lieutenant Governor Amédée Forget, who was in office from 1898-1910, the museum, gives visitors a glimpse of life at Government House at the turn of the 20th century. Surrounded by the majestic 8.5 acre Edwardian Gardens, Government House is promoted as a diverse education centre and a premier tourist attraction open throughout the year. Government House is both a designated National Historic Site and Provincial Heritage Property.

In 2018-19 Government House experienced reduced visitation after the completion of Canada 150 programming.

Visitation Satisfaction

In collaboration with Central Services Communications Staff and tourism partners, an iPad survey for summer 2019 is being created for both Wascana Centre and Government House. Data being pulled from this research will include visitor satisfaction, demographics and improved services.

Additionally, data collected regarding the Charles Knight Youth Mentorship Program found that:

- In 2017 – 97% of students/teachers would recommend the program to others and in 2018 – 100%;
- In 2017 – 89% thought the Mock Parliament with the Speaker of the Legislative Assembly to be good/excellent and in 2018 – 95%;
- In 2017 – 69% of students indicated that participating in the tours and staying in residence at the University of Regina influenced their decision to attend a post-secondary institution after graduation, and in 2018 – 82%.

Government Goals



Sustaining growth and opportunities for Saskatchewan people



Meeting the challenges of growth



Securing a better quality of life for all Saskatchewan people



Delivering responsive and responsible government

Organization Goal

Foster a culture of integrity and innovation, strengthening employee engagement and commitment to excellence.

Strategy

Support greater employee engagement and productivity.

Key Actions and Results

Create and implement an employee engagement action plan.

Employees, both out-of-scope and in-scope, developed work plans based on the 2018-19 Operational Plan for the Provincial Capital Commission. This encouraged manager/supervisor and employee discussions about the organizational changes and provided needed information flow to determine priorities, workload, and opportunities within the organization. An all staff appreciation was held on August 22, 2018 that brought together employees from all areas of the organization to serve as a team building exercise. As well, on January 29, 2019 PCC staff met to discuss our strategic plan and provide input. Another piece of our employee engagement action plan was to develop clear roles and responsibilities for employees in the new organization and that work is continuing. The transition of employees from Wascana Centre Authority to the Provincial Capital Commission has provided opportunities but also challenges as roles, responsibilities, services and work sharing has been identified.

Additionally, employees participated in their first Employee Engagement and Culture Survey in November 2018 that provided the organization valuable input with areas of focus going forward.

Performance Measures

Employee Survey

In November 2018, the Provincial Capital Commission conducted the Employee Engagement and Culture Survey. The Provincial Capital Commission is focused on creating a positive work culture and has identified values such as team work, integrity and respect that support an engaged workforce.

The overall results of the survey are positive with 60% of our employees participating. For the first year, given the transition of employees moving from Wascana Centre Authority into the Provincial Capital Commission and Wascana Centre maintenance employees moving to the Ministry of Central Services, some of the outcomes and areas of focus were expected.

Positive results show that 92% of employees receive a sense of accomplishment in the work they do and 88% think their job is a good fit with their skills and interests. The priority matrix of the survey helps identify areas of focus by analyzing the correlation between “drivers” and their impact. For example, the matrix indicates that employees receive meaningful recognition for work well done, yet comments received indicate that employee recognition is an area of targeted improvement. Other areas for improvement are: Communication; learning and development; and innovation.

2018-19 Financial Overview

In the 2018-19 fiscal year, the Provincial Capital Commission's financial position remained stable with status quo operating funding from the City of Regina and University of Regina, and an increase of funding from the Province of Saskatchewan of \$500,000. In addition, the City of Regina approved the capital funding request.

The Provincial Capital Commission realized a significant surplus for the year which is designated for future projects for landscape maintenance, landscape construction and specific projects.

The majority of expenditures remain in salaries and benefits and contractual services and materials required to deliver the continued level of services and maintenance to maintain Wascana Centre and Government House operations.

Statement of Financial Position

As at March 31, 2019

Financial Assets

Due from General Revenue Fund	\$ 8,842,321
Cash	300
Accounts receivable	45,166
	<u>8,887,787</u>

Liabilities

Accounts payable and accrued liabilities	940,893
Unearned revenue	23,813
	<u>964,706</u>

Net financial assets	<u>7,923,081</u>
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Non-financial assets

Capital assets	3,427,164
Prepaid expenses	2,507
	<u>3,429,671</u>

Accumulated surplus	<u>\$ 11,352,752</u>
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Statement of Operations and Accumulated Surplus

For the year ended March 31, 2019

Grants	\$ 10,636,700
Service and other revenue	1,138,062
Donations	9,632
	<hr/> 11,784,394
Salaries and benefits	4,462,746
Contractual services and materials	2,391,636
Accommodations	2,120,002
Amortization	232,212
Utilities	276,468
	<hr/> 9,483,064
Surplus for the year	2,301,330
Accumulated surplus – beginning of year	<hr/> 9,051,442
Accumulated surplus – end of year	<hr/> <hr/> \$ 11,352,752

Please see www.saskatchewan.ca/provincial-capital-commission for complete audited financial statements.

For More Information

Provincial Capital Commission

For general information about the Provincial Capital Commission, please visit www.saskatchewan.ca/provincial-capital-commission

Wascana Centre

For specific inquiries about Wascana Centre, please visit www.wascana.ca

Government House

For specific inquiries about Government House, please visit www.governmenthousesk.ca

Government of Saskatchewan

For more information about the Government of Saskatchewan, please visit www.saskatchewan.ca

For specific inquiries related to this report, please contact:

Provincial Capital Commission
2900 Wascana Drive
Box 7111
REGINA SK S4P 3S7
Phone: 306-522-3661
Fax: 306-565-2742

Provincial Capital Commission

Payee Disclosure

2018-19 Fiscal Year

Salaries and Benefits

Listed are payees who received \$50,000 or more for salaries, wages, honorariums, etc. and for pension and public sector benefits.

JACOBSON, GWEN E	\$	119,585
GOFFINET MILLER, MONIQUE V		118,374
COULTHARD, PATRICK W		116,927
WHIPPLER, RYAN J		114,233
DEBERT, CHAD D.		74,061
ROSS, CARRIE		72,393
CUDDINGTON, DONNA M		71,081
MCEWEN, RON A		65,018
HILL, ELIZABETH C		61,377
WEIR, STEVEN SCOTT		57,877
BARR, DEREK H		54,513
ROMULD, SARAH L		53,832

Goods and Services

Listed by payee are expenses of \$50,000 or more for the provision of goods and services, including travel, office supplies, communications, contracts, and equipment.

MINISTER OF FINANCE-MINISTRY OF CENTRAL SERVICES	\$	5,315,369
MINISTER OF FINANCE-MINISTRY OF FINANCE		454,525
SASKPOWER CORPORATION		106,992
SCOTIABANK VISA		103,648
BMO PURCHASE CARDS-PROVINCIAL CAPITAL COMMISSION		90,065
R & D PAVING & LANDSCAPING		69,516
REGINA, CITY OF		55,790
PHOENIX ADVERTISING GROUP INC.		54,472

PROVINCIAL CAPITAL COMMISSION

FINANCIAL STATEMENTS

March 31, 2019

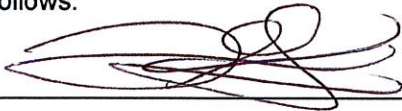
MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The accompanying financial statements of the Provincial Capital Commission have been prepared by management in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting policies and making objective judgements and estimates affecting the measurement of transactions.

In discharging its responsibilities for the integrity and fairness of financial statements and for the accounting systems from which they are derived, management maintains the necessary system of internal controls designed to provide assurance that transactions are authorized, assets are safeguarded and proper records are maintained.

The Board of Directors is responsible for overseeing the performance of management's financial reporting responsibilities and for the approval of these financial statements.

The Provincial Auditor of Saskatchewan audited the financial statements; their report follows.

A stylized signature in dark ink, consisting of several overlapping loops and a long horizontal stroke at the end.

Monique Goffinet Miller
Chief Executive Officer

A stylized signature in blue ink, featuring a large 'M' and 'P' with a long horizontal stroke extending to the right.

Michelle Paetsch, CPA, CGA
Director, Financial Services, Ministry of
Central Services



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of the Provincial Capital Commission, which comprise the statement of financial position as at March 31, 2019, and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Provincial Capital Commission as at March 31, 2019, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Provincial Capital Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Provincial Capital Commission ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Provincial Capital Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Provincial Capital Commission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



PROVINCIAL AUDITOR
of Saskatchewan

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Provincial Capital Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Provincial Capital Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Provincial Capital Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Judy Ferguson, FCPA, FCA
Provincial Auditor
Office of the Provincial Auditor

Regina, Saskatchewan
June 17, 2019

Provincial Capital Commission

Statement of Financial Position

As at March 31, 2019

	2019	2018 (Note 11)
Financial assets		
Due from General Revenue Fund (Note 3)	\$ 8,842,321	\$ -
Cash	300	5,700,513
Accounts receivable	45,166	64,151
	<u>8,887,787</u>	<u>5,764,664</u>
Liabilities		
Accounts payable and accrued liabilities	940,893	367,585
Unearned revenue	23,813	27,475
	<u>964,706</u>	<u>395,060</u>
Net financial assets	<u>7,923,081</u>	<u>5,369,604</u>
Non-financial assets		
Tangible capital assets (Schedule 1)	3,427,164	3,659,376
Prepaid expenses	2,507	22,442
	<u>3,429,671</u>	<u>3,681,818</u>
Accumulated surplus (Note 4)	<u>\$ 11,352,752</u>	<u>\$ 9,051,422</u>

Contractual rights and obligations (Note 6)
See accompanying notes to the financial statements.

Approve by the Board:

Member Barbara Young

Member Michael McLan

Provincial Capital Commission

Statement of Operations and Accumulated Surplus

For the year ended March 31

	2019 Budget	2019	2018
	(Note 10)		(Note 11)
Revenue			
Grants			
Government of Saskatchewan – Ministry of Central Services	\$ 7,118,000	\$ 7,118,000	\$ 3,618,000
City of Regina	2,119,000	2,119,000	2,119,000
University of Regina	799,700	799,700	799,700
Other	-	-	190,263
City of Regina – Capital grant	600,000	600,000	600,000
Service revenue	1,000,000	780,627	1,084,462
Rental revenue	210,000	222,981	243,372
Development and application fees	17,000	6,800	14,700
General donations	20,000	9,632	16,520
Interest	50,000	116,937	49,328
Loss on asset disposal	-	-	(2,258)
Miscellaneous	10,000	10,717	18,042
	<u>11,943,700</u>	<u>11,784,394</u>	<u>8,751,129</u>
Expense			
Salaries and benefits (Note 5)	5,096,839	4,462,746	4,892,001
Contractual services and materials (Note 5)	3,816,100	2,391,636	3,045,545
Accommodation	2,120,000	2,120,002	-
Amortization	232,377	232,212	232,377
Utilities	215,000	276,468	201,595
	<u>11,480,316</u>	<u>9,483,064</u>	<u>8,371,518</u>
Surplus (deficit) for the year	463,384	2,301,330	379,611
Accumulated surplus – beginning of year	9,051,422	9,051,422	-
Transfer of net assets upon establishment	-	-	8,671,811
Accumulated surplus – end of year (Note 4)	\$ 9,514,806	\$ 11,352,752	\$ 9,051,422

See accompanying notes to the financial statements.

Provincial Capital Commission

Statement of Changes in Net Financial Assets

For the year ended March 31

	2019 Budget (Note 10)	2019	2018
Net financial assets – beginning of year	\$ 5,369,604	\$ 5,369,604	\$ -
Transfer of net financial assets	-	-	4,952,162
Surplus for the year	463,384	2,301,330	379,611
Net acquisition of tangible capital assets	-	-	(182,630)
Amortization	232,377	232,212	232,377
Use (purchase) of prepaid expenses	22,442	19,935	(11,916)
Net financial assets – end of year	<u>\$ 6,087,807</u>	<u>\$ 7,923,081</u>	<u>\$ 5,369,604</u>

See accompanying notes to the financial statements.

Provincial Capital Commission

Statement of Cash Flows

For the year ended March 31

	<u>2019</u>	<u>2018</u>
		(Note 11)
Cash provided by (used in)		
Operating activities:		
Surplus for the year	\$ 2,301,330	\$ 379,611
Amortization	232,212	232,377
Loss on sale of assets	-	2,258
Decrease in accounts receivable	18,985	8,818
Decrease (increase) in prepaid expense	19,935	(11,916)
Increase (decrease) in accounts payable	573,308	(205,065)
(Decrease) in unearned revenue	(3,662)	(5,195)
	<u>3,142,108</u>	<u>400,888</u>
Investing activities:		
Capital asset additions	-	(351,858)
Capital asset sale proceeds	-	166,970
	<u>-</u>	<u>(184,888)</u>
Increase in cash	3,142,108	216,000
Transfer of cash upon establishment	-	5,484,513
Cash and cash equivalents – beginning of year	<u>5,700,513</u>	<u>-</u>
Cash and cash equivalents – end of year	<u>\$ 8,842,621</u>	<u>\$ 5,700,513</u>
 Cash and cash equivalents consist of:		
Due from General Revenue Fund	\$ 8,842,321	\$ -
Cash	<u>300</u>	<u>5,700,513</u>
	<u>\$ 8,842,621</u>	<u>\$ 5,700,513</u>

See accompanying notes to the financial statements.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 1. Description of operations

On June 12, 2017 Bill 50 – Provincial Capital Commission Act (the Act) was proclaimed, establishing the Provincial Capital Commission (the Commission) as an incorporated agent of the Crown. The funding partners are the Government of Saskatchewan, the City of Regina and the University of Regina. The partners nominate members to the Board of Directors of the Commission whom are appointed by the Lieutenant Governor in Council.

The Commission's purpose is to:

- preserve and promote the history and culture of Saskatchewan and the importance of Saskatchewan's capital;
- assist in the development, conservation and improvement of the capital region in order that the nature and character of the seat of the Government of Saskatchewan may be in accordance with its provincial significance;
- organize, sponsor and promote public activities and events in the capital region to enrich the cultural and social fabric of Saskatchewan;
- administer and manage Wascana Centre, having regard to educational research and development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment within Wascana Centre;
- promote the Legislative Building, Saskatchewan Centre of the Arts and Wascana Centre;
- coordinate, develop, promote and implement policies and programs related to special events and anniversaries to be commemorated within Saskatchewan's capital; and
- be responsible for the operation and management of Government House and the Territorial Building.

Under the Act, the Commission establishes a master plan for Wascana Centre and ensures all developments are consistent with the plan; approves all exterior improvements, including buildings, facilities and landscape; establishes bylaws; provides special services; and undertakes construction and maintenance within the boundaries of the Centre. Developments within the Centre such as buildings, roadways and landscaped areas are owned and are the responsibility of the titled landowner.

Note 2. Significant accounting policies

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for provincial reporting entities established by the Canadian Public Sector Accounting Board. A Statement of Remeasurement Gains and Losses has not been prepared since the Commission does not have any remeasurement gains or losses. The following accounting policies are considered significant.

Revenue recognition

Government transfers are recognized as revenue in the period during which the transfer is authorized and eligibility criteria are met, except when and to the extent that the transfer stipulations give rise to an obligation that meets the definition of a liability.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 2. Significant accounting policies - continued

Revenue from the sale of goods and services are recognized in the period earned or received.

Tangible capital assets

Tangible capital assets owned by the Commission are recorded at cost less accumulated amortization. Amortization is provided on the straight-line basis over the following periods:

Buildings and land improvements	20 to 45 years
Water infrastructure	40 years
Heavy equipment	20 years
Equipment	10 years
Vehicles	10 years
Office equipment	5 years

Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from the estimates.

Financial instruments – Recognition and measurement

All financial instruments are initially recognized at fair value. The Commission has the following financial instruments: due from General Revenue Fund, accounts receivable and accounts payable and accrued liabilities. The fair value of a financial instrument is the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act. The carrying amount of these instruments approximates fair value due to their short-term nature.

Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Note 3. Due from General Revenue Fund

The Commission's bank account is included in the Consolidated Offset Bank Concentration arrangement for the Government of Saskatchewan. The Commission earns interest on a quarterly basis, calculated on the Government's thirty-day borrowing rate and the Commission's average daily bank account balance. The Government's average thirty-day borrowing rate for 2019 was 1.54%.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 4. Accumulated surplus

The accumulated surplus represents grants designated for future projects for landscape maintenance, landscape construction, specific projects or designated donations. Advance funds received from the City of Regina are intended to fund operations in the subsequent fiscal period. The Board has designated a special project reserve that may be used for any purpose approved by the Board. During the year the Commission also received other grants totaling \$600,000 (2018 - \$790,263) dedicated to projects and landscape construction.

Accumulated surplus is designated as follows:

	2019	2018
Funding advanced for future fiscal year	\$ 2,119,000	\$ 2,119,000
Special projects reserve – restricted	158,162	158,162
Projects & landscape construction	4,932,668	2,434,126
Master Plan	134,819	99,819
Fine arts	59,448	59,448
Invested in tangible capital assets	3,427,164	3,659,376
Designated surplus - internal	521,491	521,491
	<u>\$ 11,352,752</u>	<u>\$ 9,051,422</u>

Note 5. Expense allocations

Salaries and benefits	2019	2018
		(Note 11)
Commission staff:		
Executive Office & Planning	\$ 505,821	\$ 1,165,385
Government House	432,148	-
Maintenance	-	1,897,559
Horticulture & Forestry*	-	997,896
Horticulture	470,298	-
Forestry	511,516	-
Development & Stewardship	185,459	386,909
Events and Visitor Experience	510,061	444,252
	<u>2,615,303</u>	<u>4,892,001</u>
Contracted staff – Ministry of Central Services:		
Maintenance	1,756,080	-
Development & Stewardship	91,363	-
	<u>1,847,443</u>	<u>-</u>
	<u>\$ 4,462,746</u>	<u>\$ 4,892,001</u>

*In prior years Horticulture and Forestry were operated as one department. Upon transition these departments were operated and reported separately as presented in 2019.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 5. Expense allocations - continued

Contractual services and materials

	2019	2018 (Note 11)
Core:		
Executive Office & Planning	\$ 267,366	\$ 248,761
Government House	159,836	-
Maintenance	874,070	745,699
Horticulture & Forestry	-	71,072
Horticulture	53,189	-
Forestry	52,969	-
Development & Stewardship	70,398	166,807
Events and Visitor Experience	166,358	88,600
	<u>1,644,186</u>	<u>1,320,939</u>
Non-Core:		
Service fees	108,888	401,118
Development and Infrastructure Projects	638,562	1,323,488
	<u>747,450</u>	<u>1,724,606</u>
	<u>\$ 2,391,636</u>	<u>\$ 3,045,545</u>

Note 6. Contractual rights and obligations

At March 31, 2019, the contractual rights for rental revenue for the upcoming year were \$30,881 (2018 - \$76,320).

At March 31, 2019, the contractual obligations for consulting and construction services, to be received by the Commission for the upcoming year, were \$76,361 (2018 - \$8,499).

Note 7. Related party transactions

These financial statements include transactions with related parties. The Commission is related to the University of Regina, City of Regina and all Saskatchewan Crown Agencies such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan, as well as its key management personnel and their close family members. Additionally, the Commission is related to organizations where they have key management personnel and/or their close family members in common. Transactions with these related parties are in the normal course of operations and are settled on normal trade terms.

The Ministry of Central Services provides certain administrative services at no charge to the Commission.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 7. Related party transactions - continued

Major sources of grant funding are from the funding partners for landscape maintenance and operations. The Commission received \$7,118,000 (2018 - \$3,618,000) from the Government of Saskatchewan (Ministry of Central Services), \$2,119,000 (2018 - \$2,119,000) from the City of Regina and \$799,700 (2018 - \$799,700) from the University of Regina.

The Commission also received designated funding in the amount of \$600,000 (2018 - \$600,000) from the City of Regina for capital development.

Note 8. Financial risk management policy

The Commission is exposed to various risks through financial instruments. The Commission's financial instruments and the nature of the risk which they may be subject to are as per the following descriptions.

Credit risk

The Commission is exposed to credit risk from the potential non-payment of accounts receivable. The majority of accounts receivable are from funding partners and other related parties. Therefore, the credit risk on accounts receivable is minimal and no allowance for doubtful accounts has been set up.

Liquidity risk

Liquidity risk is the risk that the Commission will not be able to meet all cash flow obligations as they come due. The Commission manages its liquidity risk through monitoring projected and actual cash flows and accounts receivable management. As the Commission has sufficient cash on hand to meet all obligations, the risk is minimal.

Note 9. Pension plan

The Commission made contributions to a defined contribution plan (Public Employees Pension Plan) totaling \$161,621 (2018 - \$627,616) and are included in salaries and benefits in the Statement of Operations and Accumulated Surplus. The Commission's financial obligation is limited to making required payments to match the amount contributed by the employees for current services.

Note 10. Budget figures

The budget figures are presented for comparison purposes. The budget was approved by Provincial Capital Commission's Board of Directors on November 8, 2018.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 11. Comparative figures

Certain of the prior year comparative figures have been reclassified to conform with the current year's presentation. Also, the Commission did not receive funding for, operate, or manage Government House or Territorial Building in 2017-18. Comparative figures report only Wascana Centre operations. For 2018-19 expenses related to Government House include accommodations of \$2,120,002, contracted services and materials of \$159,836 and salaries and benefits of \$432,148.

Note 12. Subsequent events

Subsequent to year end the Commission's tangible capital assets (Schedule 1) will be transferred to the Ministry of Central Services at book value.

Provincial Capital Commission

Schedule 1 – Tangible capital assets

	Assets from Partners	Land	Buildings & Land Improvements	Water Infrastructure	Heavy Equipment	Equipment	Vehicles	Office Equipment	2019 Total	2018 Total
Cost										
Opening Balance	\$ 1	\$ 1,669,894	\$ 4,968,996	\$ 145,858	\$ 876,890	\$ 2,188,099	\$ 1,128,214	\$ 47,411	\$ 11,025,363	\$ -
Transfers upon establishment	-	-	-	-	-	12,803	-	-	12,803	10,943,973
Additions	-	-	-	-	-	-	-	-	-	351,858
Disposals	-	-	-	-	-	-	-	-	-	(270,468)
Closing Balance	1	1,669,894	4,968,996	145,858	876,890	2,200,902	1,128,214	47,411	11,038,166	11,025,363
Accumulated Amortization										
Opening Balance	-	-	4,186,435	97,480	770,117	1,385,446	897,542	28,967	7,365,987	-
Transfers upon establishment	-	-	-	-	-	12,803	-	-	12,803	7,234,850
Amortization	-	-	50,675	1,706	7,414	118,040	48,229	6,148	232,212	232,377
Disposals	-	-	-	-	-	-	-	-	-	(101,240)
Closing Balance	-	-	4,237,110	99,186	777,531	1,516,289	945,771	35,115	7,611,002	7,365,987
	\$ 1	\$ 1,669,894	\$ 731,886	\$ 46,672	\$ 99,359	\$ 684,613	\$ 182,443	\$ 12,296	\$ 3,427,164	\$ 3,659,376

Provincial Capital Commission



Plan for 2019-20

Saskatchewan! 

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Statement from the Minister



*The Honourable Ken Cheveldayoff
Minister Responsible for the
Provincial Capital Commission*

I am pleased to present the Provincial Capital Commission Plan for 2019-20.

Government Direction and Budget for 2019-20 is focused on *The Right Balance* for Saskatchewan. We're returning to a balanced budget with sound fiscal management while keeping taxes low, supporting economic growth and ensuring quality government programs and services for people and businesses in Saskatchewan.

The Provincial Capital Commission contributes to Saskatchewan's quality of life by providing high quality visitor experiences, educational programming and stewardship of the land and assets within Wascana Centre and Government House and the Edwardian Gardens.

In 2019-20, the Provincial Capital Commission will focus on environmental efficiencies and stewardship with a strategic effort on water quality and shoreline improvements for Wascana Lake. Additionally, continued delivery of ecological and interpretive programs in Wascana Centre will highlight the unique nature of our Capital City and one of the largest urban parks in North America.

The Provincial Capital Commission understands that public amenities and infrastructure improvements are a vital part of citizen interaction and accessibility while in Wascana Centre. As well, increased resources to the security within Wascana Centre with a focus on education, prevention and enforcement will contribute to the safe environment and promotion of public activities.

Creating quality visitor experiences in Wascana Centre and at Government House is a continued focus for 2019-20. Wascana Centre is expanding the Visitor Experience Kiosk launched in 2018, in collaboration with Tourism Regina, to provide citizens with programming and event information in the capital city. As well, new initiatives will be offered to families throughout the summer wanting to explore Wascana Centre.

Government House has many unique and creative bilingual public programs launching this summer including a new exhibit highlighting the ecology and connection to Wascana Centre through George Watt's story, the original gardener in the early 1900's. Government House staff are always creating new ways to educate citizens on the provincial history of the House recognizing that it is a national historic site and a provincial heritage property.

The Provincial Capital Commission will continue to share its stories and develop opportunities to create quality experiences for Saskatchewan citizens.

Response to Government Direction

The Government of Saskatchewan is committed to having *The Right Balance*. We will continue to carefully manage spending and focus on government priorities, such as competitive taxes, investments in economic growth and providing programs and services that meet the needs of Saskatchewan people and businesses.

Saskatchewan’s Vision

“... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.”

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Saskatchewan’s vision and four goals provide the framework for organizations to align their programs and services and to meet the needs of Saskatchewan’s citizens.

All organizations will report on progress in their 2019-20 annual reports.

Operational Plan

Mandate Statement

To enhance quality of life for our citizens through the celebration and creation of opportunities, stewardship of the land, and engagement of our youth about our democracy and provincial history. Promote, preserve, and strengthen our diverse heritage and culture to ensure that Saskatchewan's Capital City is a source of provincial pride and significance.

Mission Statement

To enhance quality of life by creating community partnerships, promoting visitor experiences and providing stewardship of the land and assets within the Provincial Capital Commission.

Vision

Inspiring pride and fostering connections to Saskatchewan's Capital City.

Government Goals



Organization Goal

Preserve and enrich Provincial Capital Commission assets.

Strategy

Engage in collaborative planning to make sustainable, informed decisions.

Key Actions

- Ongoing implementation of the Master Plan for Wascana Centre.
- Implement environmental efficiencies to be responsible stewards of the land.
- Continue alignment with the Ministry of Central Services to develop and implement a long-term plan for Wascana Centre and Government House.
- Develop a long-term Master Plan for Government House and the Edwardian Gardens.

Strategy

Improve business operations to optimize government assets and resources.

Key Actions

- Review core business operations and service delivery to ensure efficiency and future sustainability.
- Collaborate with the Ministry of Central Services on the detailed design and construction of the Wascana Centre Maintenance Depot.
- Explore opportunities for strategic revenue generation.
- Develop regulations, review bylaws and create policies while providing Board support.



Strategy

Establish effective plans to tell our story and brand our services to increase public awareness.

Key Actions

- Develop a strong and consistent strategic communications and marketing plan.

Strategy

Maintain, restore and conserve heritage collections and places of significance for future generations.

Key Actions

- Follow heritage preservation policy and procedures to achieve conservation best practices.
- Create consistent digital documentation to inventory heritage collections and places of significance within the Provincial Capital Commission.

Strategy

Protect and enhance the ecological integrity and natural beauty of Provincial Capital Commission lands and assets.

Key Actions

- Increase ecological programming to connect citizens to nature and their Capital City.
- Develop a strategy for urban forest renewal and maintenance of Provincial Capital Commission lands and gardens.
- Collaborate with the Ministry of Central Services on the Irrigation Replacement Project within Wascana Centre.
- Implement and construct the East Edwardian Gardens at Government House.

Performance Measures

Percentage of Heritage Assets and Collections Digitally Documented

Digitally document 25% of the heritage assets and artifacts included in the Government House collection.

Percentage of Urban Forest

Digital documentation of the tree diversification and garden spaces in Wascana Centre and at Government House and Edwardian Gardens, overall capturing 50% of the total inventory.

Efficient Process for Maintenance Administrative Services

Conduct a value stream mapping exercise with the Ministry of Central Services to review and improve the maintenance administrative processes for Wascana Centre.



Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Organization Goal

Citizens feel pride and connection to the Capital City.

Strategy

Develop innovative partnerships to create collaborative programming and service delivery.

Key Actions

- Deliver high quality educational experiences to promote the Capital City as the seat of government.
- Organize and promote public activities and events that ensure the Capital City is a source of pride.
- Provide new visitor experiences at Wascana Centre and Government House to increase visitation and awareness to the Capital City.
- Develop a strategy to identify and create outdoor educational spaces.
- Utilize continuous improvement tools to evaluate program effectiveness and achieve efficiencies.

Strategy

Ensure programs and services are accessible to all.

Key Actions

- Enhance the Provincial Capital Commission website to host information on programs and services to foster a vibrant and connected Capital City.
- Review programs and services to ensure relevancy and accessibility.
- Develop appropriate wayfinding systems to assist the visitor within Wascana Centre.

Strategy

Improve the safety and wellbeing of citizens and property within Wascana Centre.

Key Actions

- Upgrade the Security and Enforcement Branch by hiring additional Constables to support visitor safety within Wascana Centre.
- Educate, prevent and enforce all applicable laws and bylaws governing Wascana Centre.

Performance Measures

Visitation Numbers

Determine the number of visitors attending public events and programming, including educational programming for students, to identify growth opportunities and future direction.

Visitation Satisfaction

Track and collect data regarding visitor satisfaction at public events, visitor experiences and educational programming.

Visitor Safety

Citizens feel secure and safe while enjoying Wascana Centre.



Government Goals



Sustaining growth and opportunities for Saskatchewan people



Meeting the challenges of growth



Securing a better quality of life for all Saskatchewan people



Delivering responsive and responsible government

Organization Goal

Foster a culture of integrity and innovation, strengthening employee engagement and commitment to excellence.

Strategy

Develop a cohesive and productive organization.

Key Actions

- Create and implement an employee engagement action plan that includes work plans and job descriptions for all staff.
- Create a safe environment for all employees by maintaining an optimal Provincial Capital Commission Safety Program.
- Create and implement an Employee Recognition Program.
- Develop and implement a staff communication plan as a result of the Employee Engagement Survey.
- Develop and implement a training and development plan that supports all employees as a result of the Employee Engagement Survey.
- Create a committee that supports innovative ideas for the Provincial Capital Commission as a result of the Employee Engagement Survey.

Performance Measures

Training and Development

Based on the baseline of 2018-19, increase the number of training, learning or development hours by 10%.

Highlights

2019-20 Budget Highlights:

- The Provincial Capital Commission which is funded by the Government of Saskatchewan, the City of Regina and the University of Regina will utilize core funding, plus additional one-time funding from the City of Regina, to invest in infrastructure projects within Wascana Centre that include:
 - Arboretum Park lighting, landscaping and trees;
 - Wascana Drive multi-use pathway extension;
 - Wascana Centre picnic sites upgrades;
 - Douglas Park pathway along Assiniboia Avenue and McDonald Street;
 - Wascana Drive rehabilitation from Power House Drive to McDonald Street; and
 - McDonald Street parking lot reconstruction.
- Supplementary projects will be initiated throughout the year and completed as resources and timing permit.
- Additionally, the Ministry of Central Services, in consultation with the Provincial Capital Commission, will invest in major projects throughout Wascana Centre including sewer infrastructure repairs, lighting upgrades, and road and sidewalk repairs.
- The Ministry of Central Services, in consultation with Government House, is proposing to initiate an estimated two to three-year project of parking upgrades and accessibility improvements.
- Government House will also focus on literacy projects, curriculum based initiatives and diversity programming in collaboration with community partners for the 2019-20 fiscal year.
- The Provincial Capital Commission's Events and Visitor Experience Branch will focus on ecological and interpretive programming within Wascana Centre, as well as educational programming highlighting the seat of government.
- Increased resources to the security within Wascana Centre with a focus on education, prevention and enforcement will contribute to the safe environment and promotion of public activities.

Financial Summary

2019-20 Operating Budget

(in thousands of dollars)

Revenue

Province of Saskatchewan	\$ 7,118
City of Regina	2,119
University of Regina	800
Other grants	600
Service and Other Revenue	1,208
Donations	10

Total Revenue **11,855**

Expenses

Salaries and benefits	\$ 5,208
Contractual services and materials	4,708
Accommodation	2,120
Amortization	6
Utilities	501

Total Expenses **12,543**

Net Operating Loss **(688)**

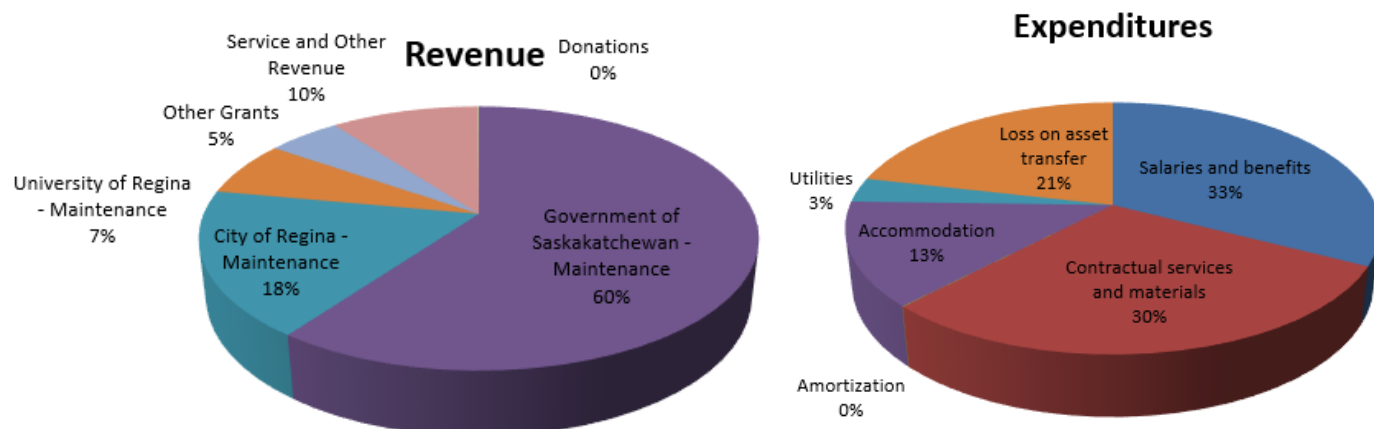
Less Transfer of Assets **(3,415)**

Net Deficit **\$ (4,103)**

Note:

Net operating loss totaling \$688 is fully funded through accumulated surplus for investments in infrastructure, landscape and development projects in Wascana Centre.

Transfer of building and equipment assets from Wascana Centre to the Ministry of Central Services resulted in a \$3,415 loss for the Provincial Capital Commission.



For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>



October 30, 2019

City of Regina Mayor & Council
 Attention: Curtis Smith
 Manager, Budget and Long-Term Financial Planning
 Financial Strategy & Sustainability Division
 City Hall – 2476 Victoria Avenue
 REGINA SK S4P 3C8

RE: Regina Exhibition Association Limited (REAL) 2020 Budget / Community Investment Funding

This letter is to seek the approval of the Regina City Council for Community Investment Funding of \$100,000 for 2020 for the Regina Exhibition Association Limited (REAL). REAL is requesting \$100,000 to support improvements related to safety and critical business issues which will be allocated based on the building assessment. In previous years REAL has received a grant of \$400,000 from the City of Regina on a \$41M annual budget. In 2019 REAL reduced the grant funding request to \$200,000 and in 2020 we are once again reducing the grant funding request to \$100,000. REAL delivers 99% cost recovery from annual operations and invests any surplus back into the maintenance and improvements of civic infrastructure at Evraz Place, all of which is owned by the City of Regina. At REAL each dollar made in profit is for the purpose of reinvestment to the benefit of all the community we serve, the sustainability of our facilities, and to reduce the long term deferred maintenance risk on civic assets.

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

Mandate

Established in 1884 REAL is 135 years old – older than the province of Saskatchewan. In January 2014 REAL moved under the *Non-Profit Corporations Act 1995 (Saskatchewan)* and the City of Regina (COR)

became Real's sole shareholder. Under the Unanimous Members Agreement (UMA) REAL became an arms-length municipally owned entity. The City of Regina owns the lands and assets of Evraz Place which REAL operates on the behalf of City Council in accordance with the UMA.

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

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

Services

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

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

2019 Accomplishments and Risks

The 2019 operating year was truly a year to gain clarity, develop a deeper level of understanding, strategic planning and hosting of International events. Throughout the year, the Board of Directors had the opportunity to review the performance of the organization since the opening of the International Trade Centre and assuming the operating mandate for the new Mosaic Stadium. With enhanced activity based reporting, the Board was provided a lens into the profitability of major events which provided them a valuable operational understanding of 2019 and highlighted that REAL is in a phase of transition and heightened the need to identify ways to become sustainable.

Clarity & Understanding

In 2019 the Board of Directors commissioned a Facility and Asset Condition Review with the support of Stantec Consulting based in Regina. The results of this work highlights a sizable short term capital funding short fall and the need for the development of a long-term capital plan while concurrently reconsidering and identifying other revenue and profitability sources to support the capital needs of the organization in the future.

With an improved understanding of the operational impact to the organization with Mosaic Stadium and the International Trade Centre, the Board of Directors have recognized REAL operates under a relatively consistent revenue and expenditure model. This clarity supports the strategic position of the Board of Directors that new funding sources must be secured as earning potential from current operations is roughly \$1M annually in a successful year which is not sufficient to service the long term capital needs of the site.

Through REAL's work in 2019, it has been identified a sizable capital investment is needed to maintain the operations of the Brandt Centre and consequently, the Board of Directors and major tenants have recognized that a plan for the future operations of the Brandt Centre and indoor multi-purpose event space must be developed. This will be a planning priority in 2020.

Strategic Planning

With the current strategic plan Vision 2020 coming to a close the Board of Directors have recognized the governance responsibility of developing a new multi-year strategic approach for the future of the REAL. The Board of Directors has spent considerable time, energy and investment on the understanding of the current operations and site functionality as they work towards a new Strategic Plan. The Board of Directors will be finalizing a Strategic Plan for the consideration of Regina City Council, as the owner and sole shareholder, in Quarter 2 of 2020. This plan will include a detailed five year business plan and a strategic 15 year model. Highlights of this plan will include the following:

1. The development of a future facing plan for the Brandt Centre;

2. The proposal of a Sports, Entertainment and Recreation District within a greater Regina Revitalization Strategy and specific to the site managed by REAL;
3. The progression of Letters of Intent related to a future Hotel Opportunity, Restaurant Opportunity, and Soccer Facility towards supported, permitted and developed initiatives;
4. The re-alignment of key leases, contracts and agreements in place with the City of Regina to support the future direction of the REAL strategic plan; and
5. The coordination of a specialized tax model that will support the enhancement of the site and city assets related to future growth on the existing campus.

International Events

Once again REAL provided opportunities to showcase, highlight and celebrate the City of Regina on a global stage while concurrently bringing our community and Province together. This year REAL acquired, planned and supported unprecedented levels of Economic Development related to Tourism with the hosting of back to back Garth Brooks Stadium dates (only dates in Canada for 2019) hosting over 79,000 people in two days and played host to the Tim Horton's NHL Heritage Classic that was the first non-NHL market game in Canada and broadcast across North America. This truly was another year of outstanding events that benefited the organization, the business community and community spirit.

Risks

This year, REAL invested in sourcing and delivering on outstanding events, focusing on operational efficiencies and planning for the future. These events and work do not happen without incurring the necessary ancillary costs and as a consequence, there will be a challenge in achieving the 2019 budget. This highlights there is a significant risk in future years, should major events not occur, as 2019 was a remarkably successful major event year and considered a key revenue source for the sustainability of REAL.

2020 Opportunities and Risks

The primary risks related to REAL in 2020 are specific to Capital Infrastructure Risk and Major Event Hosting.

As highlighted in the Stantec Facility Asset Condition Review and multi-year shortfalls in Net Operating Income the gap between annual earnings generated by REAL and capital asset maintenance continues to broaden. With the sizable need for immediate investment REAL currently lacks the earnings to reinvest into community owned assets and this creates a material risk for a failure. The Board of

Directors have consistently maintained a focus on life safety and public safety items and is confident that facilities remain in strong working order but within the next 24 months there will be a need to generate new funding sources to mitigate future operational risk of a facility shut-down. Each year REAL maintains the capital budget at \$500,000 (which aligns with the available funding) however the investment required in capital maintenance continues to exceed what is available.

As identified, major events are critical to the financial success of REAL. To recap, in 2018 REAL was fortunate to host the Memorial Cup and the Curling Brier and in 2019 REAL secured a partnership for the Garth Brooks Stadium Tour and the Tim Horton's NHL Heritage Classic. These major events in 2018 and 2019 have represented roughly \$1M in positive earnings relative to the REAL annual operating budget. For 2020 REAL will work closely with the Saskatchewan RoughRiders to host the 2020 Grey Cup a truly National Event, which will mitigate some event risk, however at this point this is the only major event REAL has been able to secure. REAL is still in the process of sourcing and securing other entertainment opportunities for a major stadium event but if another major event is not secured, this will present some public and financial risk following a successful 2019.

In Closing

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

Sincerely,



Tim Reid

President & Chief Executive Officer
REGINA EXHIBITION ASSOCIATION LIMITED



Sandra Masters

Board of Directors - Chair
REGINA EXHIBITION ASSOCIATION LIMITED

cc. David Sinclair, Chair, Audit & Finance Committee
Roberta Engel, Vice President Corporate Operations & Finance

4:30 p.m. – 7:30 p.m.
Wednesday, October 16, 2019
Corporate Boardroom, Administration Building
CONFIDENTIAL

Board Directors:	Sandra Masters (Chair), Marty Meloche, David Sinclair, Ken Budzak, Blain Kezama, Kathleen McCrum, Gordon Selinger, Tiffany Stephenson, Grant Wasnik (via teleconference), Sandra Bellegarde, Collin Pullar, Wayne Morsky, Chris Holden (ex-officio) and Kevin France (ex-officio).
Administration:	Tim Reid, Amanda Acorn, Gerry Fischer, and Roberta Engel.
Guests:	N / A
Regrets:	Sandra Bellegarde and Tiffany Stephenson

MOTION

To accept the proposed 2020 Operating Budget as distributed and to instruct Administration to forward to the City of Regina Council.

Moved by David Sinclair. Seconded by Wayne Morsky
All in favour. Carried.

MOTION

To accept the proposed 2020 Capital Budget as distributed and to instruct Administration to forward to the City of Regina Council.

Moved by David Sinclair. Seconded by Blain Kezama.
All in favour. Carried.

Regina Exhibition Association Limited
operating Evraz Place
All of REAL

Total Business - Annual Report Format

Statement of Income

	<i>Budget</i> 2020 \$	<i>Forecast</i> 2019 \$	<i>Actual</i> 2018 \$	<i>Actual</i> 2017 \$	<i>Actual</i> 2016 \$	<i>Actual</i> 2015 \$
Revenues						
Food & Beverage Sales	15,410,330	13,963,825	14,649,011	15,151,244	8,659,343	8,678,342
Other Sales & Rentals	28,737,108	24,459,652	22,710,259	23,597,045	16,583,553	16,736,093
Contributions & COR Capital	128,640	279,730	1,118,104	407,256	401,324	454,229
Sponsorships & Advertising	3,136,200	2,700,590	2,314,417	2,231,408	1,684,469	1,725,224
Revenue Continuance	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
	50,012,278	44,003,797	43,391,791	43,986,954	29,928,689	30,193,887
Expenses						
Cost of Goods Sold	5,510,863	5,146,007	5,330,585	5,611,569	3,308,226	3,237,849
Utilities	3,469,130	3,465,493	3,462,322	3,248,958	2,103,651	2,184,855
In-Scope Labour Costs	12,407,367	12,561,722	12,902,694	10,654,996	8,161,790	8,260,348
Out-of-Scope Labour	7,722,036	7,040,538	6,769,245	6,582,021	4,920,505	4,037,817
Contracted Labour	2,172,475	1,865,625	1,911,465	2,456,674	1,521,499	893,351
Other Non-Labour Costs	15,856,686	11,681,126	10,615,067	11,993,181	6,126,967	7,249,772
Repairs & Maintenance	2,016,478	1,823,901	1,697,235	2,924,120	3,084,062	2,675,110
	49,155,035	43,584,412	42,688,613	43,471,519	29,226,699	28,539,101
EBITDA	857,243	419,385	703,178	515,435	701,990	1,654,786

KPIs

% of Sales:

Cash Generation	2%	1%	2%	1%	2%	5%
Cost of Goods Sold	36%	37%	36%	37%	38%	37%
In-Scope Salaries	26%	30%	32%	26%	30%	30%
Out-of-Scope Salaries	16%	17%	17%	16%	18%	15%
Repairs & Maintenance	4%	4%	4%	7%	11%	10%
Other Non-Labour Costs	33%	28%	26%	29%	22%	26%
In-Scope : Out-of-Scope Salaries Ratio	1.61	1.78	1.91	1.62	1.66	2.05



October 28, 2019

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

RE: ECONOMIC DEVELOPMENT REGINA INC. (EDR) 2020 COMMUNITY INVESTMENT FUNDING

Dear Members of Council:

For the 2020 fiscal year, EDR is requesting an investment of \$1,848,240 to support maintaining core services and to achieve the 2020 Business Plan strategic priorities. The City's core investment, community and stakeholder engagement, confidence in EDR and overall momentum has also resulted in partner and third party investments in EDR doubling that of a few years ago. Our gearing ratio (stakeholder and partner contributions: City core funding) is projected to exceed 90 cents in 2020.

Enclosed please find the 2020 Business Plan for Economic Development Regina Inc. (EDR) which was approved by our board of directors on October 10, 2019.

2019 was an important year for EDR and our stakeholders, moving forward several key initiatives including the growth of the entrepreneurial ecosystem; Events, Conventions and Tradeshow (ECT) growth; visitor attraction and enhanced experiences; investment into EDR; enhancement of our community brand; and advancing smart sector growth in particular as it relates to Agriculture and Food. The Greater Regina Area (GRA) is becoming more diverse, entrepreneurial, younger and Audacious. So must EDR in collaboration with our stakeholders and partners. 2020 will be a year to build off the current momentum and to establish a bold direction with high impact priorities. An Economic Growth Plan for the City's consideration will be completed and EDR will create its own five-year strategy.

Immediate high impact priorities in 2020 will include:

Smart growth sector strategies. Developing and executing a growth strategy focused on Ag-Food that will establish the GRA as a food hub for Canada and the World, as well as continuing to grow the ECT and Visitor economy in the GRA.

Strong, competitive identity. Developing and executing a defined and succinct competitive identity for the GRA.

Robust entrepreneurial eco-system. Executing the Entrepreneurship community strategy that positions the GRA as a recognized top entrepreneurial ecosystem in Canada.

Identification of new, emerging strategic opportunities. Development and approval by City Council of an Economic Growth Plan, that will provide direction, inform future decisions, and align priorities among community stakeholders for future growth of our City. EDR will also finalize its own five-year strategy.

Increased incremental investment. In addition to securing \$1.6 million in non-city revenue, increased investments to support strategic bold initiatives will be sought from the city, community stakeholders, and provincial and federal governments.

2020 will be a year of focus, disciplined choice and action for EDR as we work diligently with our shareholder, partners, stakeholders and our staff to realize our community's vision of the GRA in the years to come.

Sincerely,

A handwritten signature in black ink, appearing to be 'Frank Hart', with a stylized, cursive script.

Frank Hart
Chair of the Board

A handwritten signature in blue ink, appearing to be 'John D. Lee', with a stylized, cursive script.

John D. Lee
President and CEO

Enclosures (1): 2020 Business Plan



Economic
Development Regina Inc.

2020 BUSINESS PLAN

SEE FURTHER

GROW HIGHER





2020 BUSINESS PLAN SUMMARY

Located at the heart of the Canadian Prairies, Regina is known for building great things. Its abundant natural and human resources, proximity to strategic customers and transportation routes positions Regina favourably within the context of a rapidly changing global economy.

Recently, Saskatchewan has been exposed to external challenges such as trade barriers with our key export markets, adapting to a climate-regulated economy and uncertain short-term demand for some of our provincial commodities. Despite these concerns, our ability to collaborate as a community remains an important driver that allows our city to harness our advantages and position us for a prosperous future and continued growth. The Greater Regina Area's (GRA) core economic and social assets put us in a competitive position relative to challenges we face.

The economy is back into growth mode, with 2.3% Gross Domestic Product (GDP) growth expected this year, following a 0.8% growth in 2018. Now is the time for growth. The GRA has the fourth-youngest population in Canada resulting from a surging new-Canadian and youthful indigenous population. The GRA economy is among the most diversified in the country and a new generation of entrepreneurs is fostering a spirit of innovation and community building.

This forward looking and audacious approach guides EDR's 2020 Business Plan – one which builds on the work of board and management over the last five years and sets the foundation for ongoing success.

2019 was an important year for EDR, moving forward several key initiatives to advance towards its stated priorities:

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

Smart growth in the strategic industry sectors continues to be a primary focus for EDR. The business plan for EDR outlines the Key Performance Indicators (KPIs) that align with the strategic intents of the organization. This disciplined approach and the focused allocation of resources will ensure EDR's work positively impacts the community.

The year 2020 will be a year to reflect, but more importantly a year to establish a bold new direction with high impact priorities. An economic growth plan for the City's consideration will be completed and EDR will create it's five-year strategy.

The GRA is growing, becoming more diverse, entrepreneurial, younger and audacious. So too must EDR. The EDR Board of Directors and management are confident in achieving the ambitious objectives contained in this business plan.

EDR Vision

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

Value Proposition

EDR IS A LEADER

and catalyst for economic development.

RAPID ADVANCEMENT

of strategic industry sectors is facilitated by EDR.

COORDINATES SHARING

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

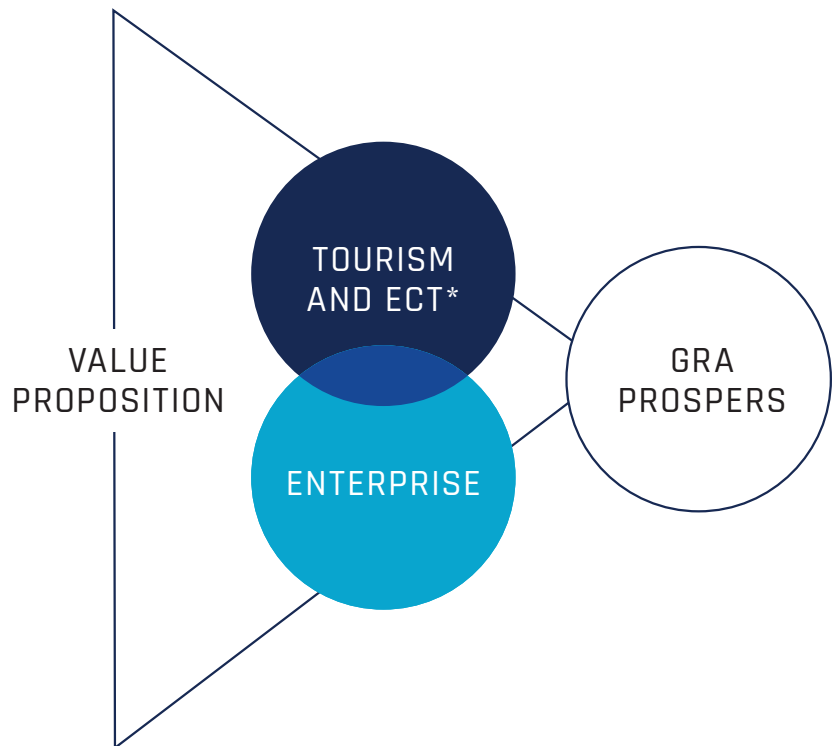
SUCCESSFUL PROJECT IMPLEMENTATION

INSIGHTS AND IDEA

generation which identifies promising and emerging opportunities and needs.

INDUSTRY INTELLIGENCE

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



Business Model



SHARED VISION & OUTCOMES

*Events Conventions and Tradeshow

STRATEGIC INTENT

EDR is responsible for providing leadership for economic growth to the City of Regina and the community, with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of business and tourism.
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth.
- Market and promote the Greater Regina Area for business and tourism.
- Ensure the Greater Regina Area prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors and a place of choice with a high quality of life for residents.

EDR IS THE CATALYST FOR
DRIVING ECONOMIC GROWTH
AND ADVANCEMENT IN THE
GREATER REGINA AREA.

Long-term Goals:

- The GRA is nationally recognized as an economic and entrepreneurial powerhouse in targeted sectors
- The GRA is one of the top places to start and grow a business
- The Agri-value sector has grown from \$300 million of GDP to over \$1 billion and has doubled total employment in the sector
- The Manufacturing sector has grown from \$6.8 billion in sales, to over \$10 billion, and from 6,500 employees to over 10,000
- Events, Conventions and Tradeshows sector contributes over \$300 million annually in economic impact
- The Tourism sector has grown the GRA to be a destination of choice for over 2.5 million visitors annually.

STRATEGIC EXECUTION



Strategic pillars are essential strategic elements that form the foundation for a balanced scorecard. EDR sometimes use the analogy of strategic pillars as “load-bearing” walls. They support the entire structure of your building, but their placement and design may actually dictate what you can and cannot do in terms of redesigning the layout and function. For EDR, the six strategic pillars provide structure, focus, support and boundaries for the EDR 2020 strategic plan.

They apply to every part of the organization and define what major strategic thrusts EDR will pursue to achieve its vision. They affect all four of the balanced scorecard perspectives (1.0 – Organizational; 2.0 – Operational; 3.0 – Financial; and 4.0 – Customer).

If EDR excels at these six strategic pillars, the organization will achieve EDR’s vision and the strategic results (targets) in the balanced scorecard.

2020 STRATEGIC PRIORITIES

Strong, Competitive Identity

We simply cannot overestimate the value of a strong City brand when it comes to our economic success, nor can we leave it to chance. EDR has developed a defined and succinct competitive identity for the GRA and has been articulating that identity through initiatives such as Audacity YQR, the Regina Advantage Business to Business and Tourism Leisure campaigns.

In 2020 EDR will enter the third year of the “Regina Advantage” initiative. Collaborating with the City and key stakeholders, EDR will execute an integrated destination brand and marketing action plan. It will be inclusive of all story-telling initiatives.

Smart Growth Sector Strategies

EDR has contributed to a strong plant protein cluster initiative and advanced several projects to enhance the business climate in the GRA, including leading an industrial land initiative.

In 2020 the sector strategy includes submitting an Economic Growth Plan to the City for approval. The plan will chart an ambitious path for the GRA to realize its immense potential and guide future investments and decisions.

EDR will also lead the creation of a vision for Regina’s Ag & Food Economy. It will provide a roadmap for the development and growth of new agri-business companies based on the enormous growth of the plant protein sector. Through strategic investment attraction initiatives, agriculture & food companies will be targeted.

In close collaboration with stakeholders, we will identify and advance innovative ways to reduce cost and risk for large scale infrastructure investment in the region. This work will include extensive industry engagement and best practice research.

Building on the momentum of the previous year, EDR will present “Collaborate & Connect” a tourism industry conference offering information and professional development to industry stakeholders. Another priority is developing and executing a Tourism and Visitor Destination Action Plan. Visitors attending major events, tradeshow and conventions will experience enhanced visitor activation services ensuring they leave as passionate ambassadors for Regina.

The attraction of high economic impact Events, Conventions and Tradeshow (ECT) will continue to be a high priority for EDR. The attraction of ECT will be supported by a new economic and social framework, and action plan. This will illustrate how the GRA’s economy and brand is enhanced through ECT.

Robust Entrepreneurial Eco-System

In 2020 EDR will allocate additional resources into Audacity YQR. The focus will be on increasing community participation in the movement, enhanced mentorship opportunities for new entrepreneurs, and improving services for female and indigenous entrepreneurs.

EDR business services to entrepreneurs in the GRA through Square One programming is forecast to reach 600 clients in 2020.

2020 is expected to be an extraordinary year for entrepreneurial growth as the new Conexus Cultivator incubation facility will move to its new permanent home and the Conexus Venture Capital Fund comes into full force.



Identification of New Strategic Opportunities

EDR's stakeholders have encouraged the organization to be transformational in our thinking and identify opportunities that will capitalize on our existing assets and momentum occurring in the GRA. To accomplish this, EDR will improve its internal organizational agility to identify and advance opportunities which benefit the community.

We will also contribute to the development and launch of a Water Demonstration Project. Future prosperity, including environmental and agri-business benefits, could result from significant infrastructure investments in southern Saskatchewan water assets.

The development of an investment competitiveness program in collaboration with the City of Regina will also be a priority.

Finally, EDR will complete its new five-year strategic plan.

Increased Incremental Investment

In order for Regina to be competitive, EDR has set a target to secure an additional \$1.6 million in non-city revenue to drive investment attraction and to market the GRA throughout Canada and Internationally.

EDR will work to grow the Investment Partnership Program, which to date has attracted 22 partners, all committed to funding EDR over a three-year term, totalling over \$1.2 million. EDR's target is to attract new investment commitments of \$100,000 per year over the next three years.

EDR will invest in resources to enable us to establish stable multi-year funding commitments with the provincial and federal government and private-sector partners.

The 2019 leverage ratio is forecast to be .87:1.0 (i.e. partner/alliance investment: City of Regina core investment). Our 2020 budget seeks to achieve a ratio of .90:1.0.

THE GREATER REGINA AREA
IS PERCEIVED TO BE THE MOST
DESIRABLE PLACE TO INVEST,
LIVE, PLAY AND WORK IN CANADA.

2020 STRATEGY MAP

1.0

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

OPERATIONAL PERSPECTIVE

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

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

KEY PERFORMANCE INDICATORS

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

2020 TARGETS

TARGET 1.1 Ongoing and new partnerships/alliances developed that allow EDR to deliver on 2020 priorities

TARGET 1.2 Employee engagement and enablement survey aggregate score of 80%

2.0

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

OPERATIONAL PERSPECTIVE

To succeed, what must we excel at?

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

KEY PERFORMANCE INDICATORS

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

2020 TARGETS

TARGET 2.1 Partner and stakeholder satisfaction survey aggregate score of 80%

TARGET 2.2 Approval of the Regina Economic Growth Action Plan by City Council

TARGET 2.3 EDR's 2021 Business Plan completed

TARGET 2.4 EDR's 5-year (2025) Strategic Plan completed

TARGET 2.5 Identify five and advance a minimum of two new high impact initiatives that enhance economic growth within the GRA

TARGET 2.6 A community impact procurement framework is implemented

3.0

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

FINANCIAL PERSPECTIVE

If we succeed how will we look to our shareholder?

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

KEY PERFORMANCE INDICATORS

- Current revenue (2020) and two-year projected revenues (2021 and 2022) are secure and sufficient to resource core functions
- Current and projected projects/initiatives have sufficient internal resources and/or partnerships to support project costs
- Key activity based indicators

2020 TARGETS

TARGET 3.1 Approval of 2020 City of Regina core investment of \$1,848,240

TARGET 3.2 Enhanced investment commitment from the City of Regina and other stakeholders to support prioritized growth plan initiatives

TARGET 3.3 Non-core revenue through partner investment (cash & VIK) and third-party contracts exceeds \$1.6 million

4.0

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

Vision

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

Mission

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

CUSTOMER PERSPECTIVE

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

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

KEY PERFORMANCE INDICATORS

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

2020 TARGETS

TARGET 4.1 - AGRI-FOOD Create and launch an Agri-food vision and action plan that is supported by key stakeholders

TARGET 4.2 - ECT Estimated economic impact (EEI) of future secured ECTs will provide a contribution of \$30 million to the GRA

TARGET 4.3 - ECT Secure one major event with an EEI of no less than \$10 million

TARGET 4.4 - TOURISM 70% of visitors attending an activated ECT indicate they are likely to return to Regina based on their experience

TARGET 4.5 - TOURISM Create and launch a tourism and visitor destination action plan for the GRA

TARGET 4.6 - TECH INDUSTRY Launch a technology industry growth action plan for the GRA

TARGET 4.7 - REGINA ADVANTAGE Create and launch an integrated destination branding and marketing action plan for the GRA in partnership with key stakeholders

TARGET 4.8 - REGINA ADVANTAGE Increase Regina's tourism sentiment index by 5%

TARGET 4.9 - REGINA ADVANTAGE Business to Business external investment attraction campaign contributes to generating 15 qualified leads

TARGET 4.10 - ENTREPRENEURSHIP 75% of stakeholders surveyed agree the Audacity YQR movement is increasing awareness and the entrepreneurial spirit in the GRA

TARGET 4.11 - ENTREPRENEURSHIP Business advisory services provided to 600 entrepreneurs

TARGET 4.12 - ENTREPRENEURSHIP Advance a minimum of three strategic priorities jointly identified by the Council for Entrepreneurial Growth

TARGET 4.13 - ENTREPRENEURSHIP Contribute to/facilitate ten new business start-ups

TARGET 4.14 - INVESTMENT ATTRACTION City and Province approve a new industrial land infrastructure competitiveness policy

TARGET 4.15 - INVESTMENT ATTRACTION Develop an investment competitiveness program in collaboration with the City of Regina

TARGET 4.16 - INVESTMENT ATTRACTION Contribute to/facilitate 4 new businesses locating and/or intending to locate in the GRA

2020 BUDGET

The 2020 Budget supports EDR's successful execution of the organization's balanced scorecard.

REVENUE	2019 BUDGET	2019 FORECAST	2020 BUDGET
City of Regina Core Funding	1,812,000	1,812,000	1,848,240
Regina Hotel Association	439,700	579,000	579,000
Other Revenue	1,154,300	1,091,000	1,167,000
Total Revenue	3,406,000	3,482,000	3,594,240

EXPENSES

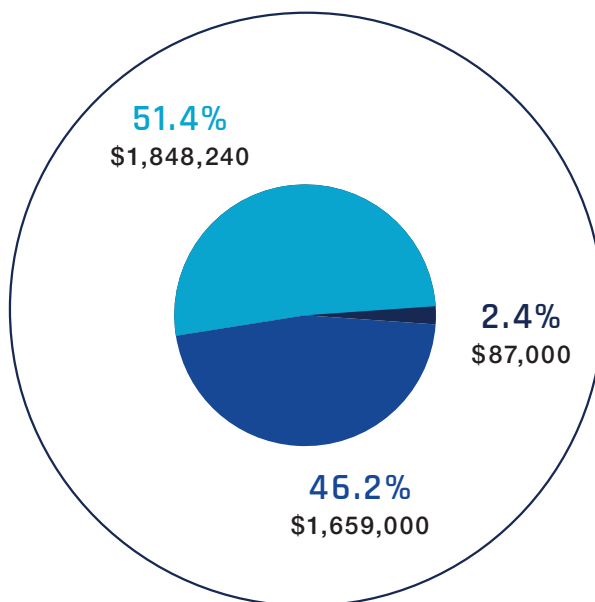
Administration	618,500	610,000	647,240
Enterprise	1,258,200	1,200,000	1,167,000
Tourism and Visitors	530,000	556,000	615,000
Events, Conventions & Tradeshow	327,500	502,000	518,000
Corporate	671,800	614,000	647,000
Total Expenses	3,406,000	3,482,000	3,594,240

Net Income	-	-	-
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Revenue Allocation

2020 BUDGET

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



Gearing Ratio

EDR has made a strategic emphasis to increase our Gearing Ratio (stakeholder and partner contributions: City core funding). The projected Gearing Ratio in 2020 has doubled that of a few years ago. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute 90 cents in 2020.

	2015	2016	2017	2018	2019 FORECAST	2020 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,719,500	1,719,500	1,812,000	1,848,240
Partners & Third Party Funding	703,980	950,446	1,031,622	1,300,000	1,579,000	1,659,000
Gearing Ratio	0.41	0.55	0.60	0.76	0.87	0.90

PARTNERS

Valued Partnership

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



Investment Partners

EDR's Investment Partnership Program provides opportunities for companies and organizations to invest directly in our long-term growth strategy. These are the partners who showed leadership and commitment to the future of the Greater Regina Area.

FOUNDERS



PREMIER



EDR BOARD OF DIRECTORS

FRANK HART, CHAIR

Managing Director,
TD Greystone Asset Management

TINA SVEDAHL, VICE-CHAIR

Vice-President, Investments
Harvard Developments Inc.

MURAD AL-KATIB

President and CEO
AGT Food & Ingredients Inc.

DAVID BRUNDIGE, Q.C.

Partner
Willows, Wellsch, Orr & Brundige, LLP

ERIC DILLON

Chief Executive Officer
Conexus Credit Union

JASON DRUMMOND

Managing Partner
York Plains Investment Corp.

MICHAEL FOUGERE

Mayor
City of Regina

ELEAH GALLAGHER

Principal and Structural Engineer
J.C. Kenyon Engineering Inc.

DR. GINA GRANDY

Dean, Hill-Levene Schools of Business
University of Regina

MARK LANG

Managing Partner, Regina
KPMG LLP

RACHEL MIELKE

Founder and CEO
Hillberg & Berk

BRADYN PARISIAN

Chief Executive Officer
Mo' Solar Company Ltd.

RYAN URZADA

Chief Experience Officer
The Atlas Hotel

CHRIS HOLDEN, OBSERVER

City Manager
City of Regina

President & CEO

JOHN D. LEE

Economic Development Regina Inc.

CITIZENS OF REGINA ARE BURSTING
WITH CONFIDENCE AND PRIDE
FOR THEIR CITY.

DID YOU KNOW?

Total employment in the Greater Regina Area was **up 1.9% or 2,638 positions** in January to August 2019 over the same period in 2018.

We are the **4th youngest and one of the fastest growing** cities in Canada (population 257,337).

We are the **2nd fastest growing tech sector** in Canada for employment.

Did you know Regina has had a **226% increase in diversity of population** over the last ten years?

Regina has the **3rd largest median family income** of major cities in Canada.

In 2018 overnight **visitors to Regina** spent almost **\$242 million**.

In 2019, **Regina hosted 3 major events** including: 2019 Tim Hortons NHL Heritage Classic™, Canadian Dragon Boat Championships, and Volleyball Canada U15 Boys and U16 Girls National Championships.

CONTACT US

Economic Development Regina Inc.

P: 306-789-5099

TF: 1-800-661-5099

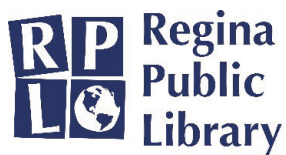
info@economicdevelopmentregina.com

economicdevelopmentregina.com

tourismregina.com



Economic Development Regina Inc.



P.O. Box 2311
Regina, SK
S4P 3Z5
306.777.6000
reginalibrary.ca

October 31, 2019

His Worship Mayor Michael Fougere;
Members of City Council
City of Regina
PO Box 1790
Regina SK S4P 3C8

Dear Mayor Fougere and City Councillors:

Under Section 22, (1) of The Public Libraries Act, 1996, the Board of Regina Public Library requests that Council approve the Library mill rate request.

The Library Board is requesting a mill rate increase of 2.30% for 2020. Our budgeted revenue includes \$1,482,650 as projected revenue for grants-in-lieu and forecast supplementary taxes of \$100,000.

Revenue from tax sources can be summarized as follows:

- | | |
|--|--------------|
| • 2020 Library mill rate | 0.74971 |
| • 2020 City of Regina net levy request | \$22,046,223 |
| • 2020 Grants-in-Lieu | \$1,482,650 |
| • Mill rate increase over 2019 | 2.30% |

The Regina Public Library Board submits these proposals as citizens entrusted to provide and steward public library services to our patrons, and with the knowledge that the budget presented is required to operate the Library system effectively and efficiently.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Sean Quinlan'.

Sean Quinlan, Chair
Regina Public Library Board of Directors

Encl.



2020 MILL RATE REQUEST

2020 LIBRARY MILL RATE	0.74971
2020 CITY OF REGINA NET LEVY REQUEST	\$22,046,223
2020 GRANTS-IN-LIEU	\$1,482,650
MILL RATE INCREASE OVER 2019	2.30%

2019 IN REVIEW

To date, 2019 has been a successful year for Regina Public Library. As we move into our fourth quarter, we are pleased to have already met several of our goals and objectives for the year.

Some of our achievements align directly with the strategic imperatives in the 2016-2021 Strategic Plan. These achievements are included in the 2019 Strategic Plan Results section, below.

One of RPL's key successes in 2019 was the rollout of the RPL Service Plan, 2019-2021. The service plan addresses Objective 4.2 of the strategic plan, and helps ensure RPL continues to meet customer needs, and remains an integral part of the community.

Specific service plan outcomes for 2019 are categorized according to the four pillars of the RPL mission. They and other achievements are included in the "Service Change and Impact" section. Actions from the Service Plan are highlighted as "SP Outcomes."

2019 statistics and information throughout the Year in Review section reflect results to the end of September (Q3).



2019 STRATEGIC PLAN RESULTS

1.1: EFFECTIVE PLANNING, PROJECT, AND CHANGE MANAGEMENT

RPL has continued to develop its internal planning tools and processes, and is using these to better align projects, activities and change across the organization.

1.2: A CUSTOMER-CENTRED CULTURE IN ALL WE DO

In the summer of 2019, RPL undertook an employee engagement survey. One area of this survey asked employees about their perspective on RPL's orientation to customer service. The results showed a strong commitment on the part of employees to deliver good customer service.

To follow-up and expand on the results of the employee engagement survey, in fall 2019, RPL employees will participate in focus group sessions and an organization-wide survey to share their opinions about RPL's customer-centred culture, what drives it, and how RPL can continue to improve in this area. Findings from this work will help with future decision making and will form the foundation of a plan to support a customer-centred culture at RPL.

1.4: EFFECTIVE BOARD GOVERNANCE PROVIDING CLEAR DEFINITION

Several policies for RPL and the RPL workplace were reviewed in 2019 and updated as necessary. These policies will take effect in fall 2019.

2.1: ADVANCE TECHNOLOGIES TO SUPPORT CUSTOMER-CENTRED SERVICE

RPL conducted a review of its technology services and programming through the Edge benchmarking tool. Edge is a management tool that helps libraries of all sizes align their technology resources to community priorities. For more information, refer to the Edge benchmark result listed under "SP Goal: All customers are welcome. Regina Public Library's inclusive services remove barriers to access," and specifically the outcome, "Customers benefit from access to technology and digital services, designed to address social and economic inequality." Edge benchmark results will inform the library's new plan needs to address digital literacy for all ages.

2.2: PUBLIC RELATIONS, COMMUNICATIONS, AND SERVICE CONSISTENT WITH BRAND

Work continued in 2019 on development of a new brand framework and brand management plan for RPL. These new tools will help ensure RPL offerings are aligned and all service units and branches work toward a common commitment to the community. We expect the new brand will be introduced in early 2020.

A second area of work within this objective are internal service reviews focused on creating internal efficiencies and effectiveness of unit operations. One review was completed in 2019 and identified changes to improve our work processes. For example, a review of the Physical Plant unit completed early in the year identified the need to look specifically at RPL's delivery logistics for library materials throughout the system. As a result, a logistics consultant is doing a deep dive into the effectiveness and efficiency of RPL's delivery systems.

2.3 FUNDS DEVELOPMENT TO SUPPORT CAPITAL AND OPERATIONAL PROJECTS

Work continues to raise awareness of Regina Public Library as a charitable organization, and growth in philanthropic support increased in 2019. RPL continues to develop, foster and maintain relationships with its donors and works to cultivate new and potential funders. We have submitted several applications, with success, for funding for various programs and services.

3.1 SOUND FISCAL MANAGEMENT, ACCOUNTABLE USE OF RESOURCES

In 2019 RPL continued its work to prioritize risks and allocate resources through a formal enterprise risk management review, which was introduced to the organization in 2018. To date we have defined a set of key risks and have begun to prioritize the risks for action. We will develop practical approaches to address these risks, along with a methodology to track progress. We will also educate managers on the importance of risk management and the role they play in identifying, assessing, and addressing organizational risk.

The outcome of enterprise risk management will help to inform RPL's internal audit process, as will recommendations from management and the board, cost concerns, or new programs. The internal audit process has been developed to review operational units, processes, and programs to ensure effective management controls are in place, and to help RPL be more efficient and effective.

3.2 ENHANCE OPERATIONS THROUGH APPROPRIATE RESOURCE ALLOCATION TO PROJECTS

Policy development has led to a carry-forward funding policy to smooth the disconnect between year end and the reality of ongoing projects. Should a project not be completed within a fiscal year, RPL can now carry forward the necessary funding to complete the project in the following year, if the project's cost estimate is \$40,000 or over. Examples in 2019 include a plan to redo bathrooms and the lobby area of Glen Elm and support for the City's roof replacement at the Sandra Schmirler Leisure Centre, which houses RPL's Sunrise Branch.

3.3 FUND PHYSICAL INFRASTRUCTURE PROJECTS THROUGH ADEQUATE RESOURCE ALLOCATION (CENTRAL LIBRARY DEVELOPMENT AND BRANCH RENEWAL)

RPL issued a Request for Proposals (RFP) in October 2019 seeking the services of an owner's representative to provide research, analysis, and recommendations for a renewed Central Library. The desired outcome of this first phase of a renewal project is a decision by RPL's Board of Directors regarding how to address the future of Central Library. The Owner's Representative will use existing information and materials, coupled with any new or additional information, to develop and present a business case to the Board and support it through the decision-making process. The Board expects to decide by April 2020.

4.1 STAKEHOLDERS – VALUED COMMUNITY PARTNER IN SOCIAL AND ECONOMIC DEVELOPMENT

A survey and series of interviews were held in 2019 to capture stakeholder opinions and ideas. A report will be provided to RPL in the weeks ahead. RPL will identify things it is already doing to support improvements in meeting our stakeholder needs, and will develop a plan to undertake additional action to support further development of our relationships and activities to deliver even greater value to RPL's stakeholders.

4.2 CUSTOMERS – VALUED COMMUNITY SERVICE PROVIDER AND RESOURCES

RPL was pleased to roll out its RPL Service Plan, 2019-2021. The plan addresses Objective 4.2 of the strategic plan which calls for a focus on meeting customer needs to remain an integral part of the community. That work has begun to take shape through a continuous cycle that begins with evaluation and moves to service development, execution, review, and reporting. The process is complemented throughout with community and staff feedback.

Information about RPL's accomplishments from the service plan in 2019 is covered in the sections below.

4.3 CITIZENS – A COMMUNITY HUB OF WHICH OUR COMMUNITY IS PROUD

RPL rolled out a community perceptions survey in February 2019. Results came back overwhelmingly positive, and we are presently determining how best to respond. Highlights include:

- Seventy-four per cent of respondents agree or strongly agree that RPL is something that Regina residents can be proud of. Only two per cent strongly disagree with that statement.
- On a scale of 1 to 10, 75 per cent of respondents rated their overall satisfaction with RPL as seven or above. Only 5 per cent rated us below a four.
- Sixty-five per cent of respondents somewhat or strongly agree that RPL is a community hub. Only 11 per cent somewhat or strongly disagree.

We believe actions taken through the service plan will contribute to improvements in the areas identified where there are opportunities for improvement. RPL will also align other activities, outside the service plan, to address both stakeholder and citizen needs.

SERVICE CHANGE AND IMPACT

1. FREE AND OPEN ACCESS TO RESOURCES

VISITS TO RPL LOCATIONS

RPL branches had 1.2 million visits to date in 2019. We are pleased with this number and continue our efforts to ensure the people of Regina feel welcome and able to access library resources.

Note that comparisons between 2019 data and prior years cannot be made, as RPL adopted a new, more accurate data collection method partway through 2018. Going forward we will be better placed to track and assess traffic data using this new methodology.

DUNLOP ART GALLERY VISITS

There were 11,108 visits to Dunlop Art Gallery at Central Library to date in 2019, and 6,594 visits to the Sherwood Village gallery.

In 2019, 17 Dunlop exhibitions featuring over 30 contemporary artists were hosted at Central Gallery and Sherwood Gallery. An increasing number of community-engaged, artist-driven projects were also presented in 2019. Visitors to Central Library enjoyed displays on the '2nd Storey' by community members and groups such as Queen City Pride, Regina Folk Festival, Saskatchewan Sports Hall of Fame, and Civic Museum of Regina. Dunlop Art Gallery continued to partner on projects aimed at energizing Regina's downtown cultural life through events such as Nuit Blanche Regina, which saw nearly 700 visitors in 2019.

Dunlop Art Gallery toured several exhibitions to galleries across Canada in 2019, attracting thousands of visitors. Circulating shows included *When Raven Became Spider*, which showed at Orillia Museum of Art in Ontario and Gallery 1C03 in Winnipeg; and *Bev Pike: Grotesque*, which showed at St. Mary's University Art Gallery in Nova Scotia.

SUN LIFE FINANCIAL MUSICAL INSTRUMENT LENDING

RPL is pleased to continue its partnership with Sun Life Financial to offer free access to musical instruments through the Making the Arts More Accessible program. There are 160 instruments in the collection, including acoustic guitars, acoustic bass guitars, electric guitars, violins, mandolins, banjos, ukuleles (our most popular instrument) as well as a selection of hand drums. Customers can also borrow keyboards and xylophones.

Since January 2019, musical instruments have circulated almost 1,000 times (chart below).

INSTRUMENT	
Ukulele	214
Violin	130
Guitar steel	116
Keyboard	182
Guitar classical	72
Guitar electric	46
Mandolin	36
Bongos	16
Guitar bass	58
Banjo	21
Cajon	19
Djembe	24
Doumbek	13
Xylophone	13
TOTAL	960

PUBLIC COMPUTERS AND WIFI

Computer workstations and free WiFi continue to be popular offerings.

	2014	2015	2016	2017	2018	2019 (Q3)
Number of WiFi sessions	541,418	671,257	1,005,429	1,245,306	1,057,522	947,144
Hours used	198,549	338,353	474,477	536,421	577,320	668,258

BOOKS, EBOOKS, MAGAZINES AND MORE

Physical books continue to be a popular offering at the library. Circulation of eBooks continues to climb, which leads us to believe that customers appreciate both formats.

Physical DVDs also continue to be popular at RPL, which is an anomaly in comparison to other Canadian libraries. This trend could suggest that many of our customers don't have the economic means to afford devices or the data services required to stream digital content, and TVs and DVDs players are readily available for next to no cost. Our DVD collection offers an opportunity to support a diverse range of people in different socio-economic strata.

CIRCULATION				
	2016	2017	2018	2019 (Q3)
eBooks	123,413	134,229	136,715	89,948
eAudiobooks	39,513	49,171	61,465	52,301
Juvenile print books	694,307	728,581	742,402	592,267
Adult print books	691,639	677,662	659,033	520,279
All magazines (print and digital)	124,266	109,730	99,925	69,336
Streaming movies	7,464	9,059	8,909	3,319
Streaming music	50,571	41,357	28,837	19,229
Streaming TV series	2,595	3,118	5,622	2,876
Blu-ray and DVDs	463,350	438,699	429,679	306,322

CHANGES TO DIGITAL OFFERINGS

Most of RPL's eBooks and eAudiobooks are available through three primary service providers: Overdrive, cloudLibrary, and hoopla.

RPL will be streamlining and improving the customer experience for eBooks and eAudiobooks by discontinuing use of cloudLibrary. Popular content available through cloudLibrary will be available through OverDrive. Features such as curated collections to help customers find items of interest, and a Popular Picks collection for hot new titles, have also been added to OverDrive. The impact of this change will not be apparent until 2020.

In 2019, RPL introduced Kanopy Streaming video to our digital offerings, adding access to thousands of quality videos and documentaries for our customers. Customers may stream up to 10 movies per month from Kanopy.

SP OUTCOME – CUSTOMERS EXPERIENCE INCREASED OPPORTUNITIES TO ACCESS LIBRARY LOCATIONS. THE HOURS OF OPERATION ARE FINE-TUNED TO BETTER MEET COMMUNITY NEEDS. THE LIBRARY WILL:

- Evaluate the public holidays pilot.

The RPL Board of Directors initiated a pilot project to keep library branches open on public holidays. The pilot began with two holidays in 2018 and continued in 2019 with six public holidays: Family Day (February 18), Easter Monday (April 22), Victoria Day (May 20), and Saskatchewan Day (August 5), Thanksgiving (October 14), and Remembrance Day (November 11).

After reviewing the results of the pilot, the RPL Board of Directors agreed to continue opening on public holidays as determined by Library Administration by December 31 of each year. The openings calendar will be based on evaluation of trends from past public holiday opening dates. Public holiday openings will be reviewed again in fall 2020 with the intent to establish a policy.

- Evaluate current hours of operation.

Assessment tools have been developed and measuring began in fall 2019 with intercept surveys in some branches, and interviews with customers regarding their experiences. We've also tracked the number of customers who are waiting to get in when the doors open, and the number of people who are asked to leave at closing times. Based on the intel to date, we know changes will be proposed for some branches starting in early 2020.

SP OUTCOME – CUSTOMERS ENJOY GREATER ACCESS TO PUBLIC COMPUTERS, WITH FEWER RESTRICTIONS. THE LIBRARY WILL:

- Expand laptop lending.

Self-serve laptop lending machines were introduced at Glen Elm in March 2019. A report to assess impact, value and recommendations was written and is being reviewed in fall 2019. Central Adult and one other branch (TBD) are slated to receive laptop lending machines in 2019.

- Extend the hours of operation of the Digital Media Studio (DMS) and offer additional digital programming.

Use of the Digital Media Studio has been extensive, and equipment and tools continue to be booked well in advance. At the time of this writing (late October), DMS hours have been extended by 16 hours per week. Three of these hours are part of a pilot partnership with the Dunlop Art Gallery. A DMS hours survey will be delivered to help provide insight into whether our new hours are serving our customer's needs and/or what additional or different hours are required.

SP OUTCOME – CUSTOMERS BENEFIT FROM ACCESS TO TECHNOLOGY AND DIGITAL SERVICES, DESIGNED TO ADDRESS SOCIAL AND ECONOMIC INEQUALITY. THE LIBRARY WILL:

- Increase access to digital products and services.

This is a two-year initiative and we have made great progress in 2019:

- We've introduced Niche Academy, an online training tool and support to assist customers using several of our digital offerings such as hoopla and PressReader. Additional Niche supports for the public will follow, such as modules that teach media literacy skills (how to set up a Facebook account, your first Gmail account, using Snapchat, etc.) Niche also provides learning opportunities for staff, which we've also introduced internally.
- We've introduced Kanopy Streaming Video, an on-demand streaming video platform.
- We've introduced a virtual reality station at Central Adult Branch. Customers have expressed excitement and have been eager to use these additions.
- Dunlop Art Gallery's Digital Lounge at Central Library, adjacent to the DMS and Central Gallery, has attracted over 50,000 customers in its first year. Artist-designed virtual reality experiences, video games, sound art, and moving image art works were enjoyed in 2019 by a younger demographic of library visitors, supporting digital and visual literacy experiences for users under the age of 35.
- We plan to launch two new digital newspaper and magazine tablet stations at Central Adult by the end of 2019.
- Review and audit the adopted Edge benchmarks (www.libraryedge.org).

Edge Benchmarks help public libraries establish a baseline for continuous improvement through standards in technology services and programming, and tools to help libraries measure and implement change. RPL completed an assessment to determine key areas for which it will use the Edge assessment tools. We are on track and expect to begin in the weeks ahead to launch the focus projects for 2020 and 2021.

SP OUTCOME – CUSTOMERS ENJOY ENHANCED SERVICE, DELIVERED BY KNOWLEDGEABLE AND WELCOMING STAFF THROUGHOUT THE ORGANIZATION. THE LIBRARY WILL:

- Enhance training practices.

The training imperative for 2019 was customer service training, and significant strides have been made in that regard. A training module was developed by RPL supervisors and delivered across the organization with great success. Empathy-grounded homelessness training was used as the foundation for all customer service training. Select staff will be trained in Mental Health First Aid.

By the end of the year all public service staff members will have taken three training modules that take them through empathy-grounded customer service.

SP OUTCOME – CUSTOMERS CAN BROWSE AND FIND LIBRARY MATERIALS OF INTEREST.

- One of the most significant gaps found through service planning research was the need to improve the customers' experience so they can find items of interest where and when they expect. Steps were taken very quickly in 2019 to assess and begin remedy of the challenge presented and included work such as training branch staff on merchandising and marketing, developing a strong social media presence for library materials, updating signage, and updating rules for borrowing popular materials to make it easier and more practical for customers.

As discussed above, we have also begun streamlining our various eBook and eAudiobook platforms to enable less fragmentation of the digital experience, improve the ability for customers to discover options, and focus staff time on curating the subject interests of our customers.

2. COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

DIGITAL MEDIA STUDIO

The Digital Media Studio (DMS) opened at Central Library in mid-March 2018. The studio provides access to specialized hardware, equipment and software that allows customers to explore, collaborate and learn about digital media, and to create professional quality audio and video productions. Equipment and editing software in the DMS are not intuitive to all aspiring musicians, podcasters, etc. and so staff knowledge and training in the field have provided needed support.

The DMS is a very popular addition to RPL's list of services, evidenced by the number of bookings, particularly the Whisper Room, which is booked 100 per cent of available hours.

In 2018, RPL aspired to serve a minimum of 100 users each month. From its beginnings in April 2018 to the end of September 2019, the DMS welcomed a monthly average of 859 visitors, and had a monthly average of 111 bookings.

The addition of the Digital Media Studio at Central Library has provided expanded media and digital literacy opportunities. Many workshops and programs in 2019 by the Dunlop Art Gallery and RPL Film Theatre support these new areas of learning.

We are pleased with the results of our measures and with the popularity of the DMS. We believe it has been a successful addition to library services and we will continue to build its offerings into the future.

SP OUTCOME – CUSTOMERS USE THE LIBRARY TO CONNECT WITH OTHERS WHO SHARE THEIR INTERESTS, BY PARTICIPATING IN FREE, FUN, AND CONVENIENT ACTIVITIES THAT REQUIRE LOW COMMITMENT. THE LIBRARY WILL:

- Develop more ongoing programs, increase drop-in opportunities, and present fewer registered programs.

The number of registered versus drop-in programs has been dramatically adjusted. Drop-in programming relative to registered programming has increased by 23 per cent for adult programming, 20 per cent for children's programming, and 32 per cent for young adult programming. The increase in drop-in opportunities has already been well received by customers. Focused work is underway on designing ongoing programs that allow community members to engage with one another, and to undertake learning together over multiple sessions.

SP OUTCOME – COMMUNITY MEMBERS WILL ENJOY EASY ACCESS TO FREE SPACES. THE LIBRARY WILL:

- Create and launch a user-friendly, online booking and rental system for public access space to library locations.

The RPL Board of Directors reviewed a new Room Use and Rental policy in fall 2019 that outlines a new booking and rentals process. The base provisions of renting a room at the library have not changed but this policy includes two new approaches:

- The general public and the community and non-profit groups that they work with, will be able to book and access rooms at the library at no charge. Commercial users will be charged a modest fee for use of rooms.
- Several clauses have been added to clarify the library's approach to access and strengthen our ability to ensure that the library's values can be upheld through this service.

SP OUTCOME – CUSTOMERS PARTICIPATE IN LIBRARY PROGRAMS THAT REFLECT REGINA'S GROWING DIVERSITY. THE LIBRARY WILL:

- Ensure that "Make and Create" activities throughout the organization are reflective of the cultural diversity of national and local populations.

Multiple programs have been introduced in 2019 that reflect the cultural diversity of local and national populations and increase opportunities through programming for customers to feel a sense of inclusion by connecting with different people in the community. Examples include:

- The CJTR International Cinema Series, and the Multifaith Film Festival at the RPL Film Theatre; and

- Several programs at the Dunlop Art Gallery including Art Therapy in Mandarin, Art for Newcomers (in partnership with Regina Open Door Society), Art Therapy in Arabic, Asian Bamboo Brush Painting, an Indigenous storytelling workshop, and regular inclusion of cultural content and sharing in workshop events.
- Work continues with many community partners to expand this initiative and provide more opportunities in diversity for all Regina citizens.
- Build on existing relationships and forge new partnerships with organizations that serve diverse communities in Regina (e.g. CNIB, Regina Open Door Society, Alzheimer Society of Saskatchewan, Inclusion Regina, etc.).

RPL is increasingly being viewed as a partner of choice in the community. We have made considerable strides to build and define new partnerships with local organizations. New connections have been made with groups such as Educating Youth in Engineering and 2020 Science (EYES), the Regina Food Bank, Saskatchewan Polytechnic, Saskatchewan Women's Circle Corporation, the Chinese Language School, Hope's Home, Service Canada, and many Regina schools. All RPL branch locations are reporting deeper relationships with existing partners, and that they are reaching more customers through pro-active networking.

SP OUTCOME - CUSTOMERS HAVE ACCESS TO INDIGENOUS PROGRAMMING TIED TO RECONCILIATION AT ALL LIBRARY LOCATIONS. THE LIBRARY WILL:

- Lead, develop, and present programs in collaboration with Indigenous community leaders.

RPL understands that the way our programs are offered can create personal connections in our community. To date, we have collaborated with Indigenous community leaders on several programs, including:

- A Read for Reconciliation event that was offered in partnership with Reconciliation Regina. The event featured several prairie authors, and a reading list was created and distributed.
- A speaker series was created with the support of Reconciliation Regina and the Core Community Association to focus on individual Calls to Action from the Truth and Reconciliation Commission Calls to Action. A Spirit of Reconciliation art exhibit was included at the launch of this program series.
- In response to community requests, RPL is providing space and guidance to support a First Nations Song Writing Challenge – a program developed from a community member to support all people in learning to speak Indigenous languages.

- Work with partners to identify priorities from the Principles of Reconciliation and the Calls to Action that provide opportunities to meet the expectations of our customers and community.

RPL's Indigenous Services Advisor has collaborated with the RPL Film Theatre and Reconciliation Regina to offer a fall film series focusing on the residential school experience, the Sixties Scoop, and Missing and Murdered Indigenous Women and Girls. Film screenings have included a post-screening moderated discussion and have been very well attended.

- Activate a summer student position to bring Indigenous language elements to summer programs for children.

A Cree-speaking student from the First Nations University of Canada was brought on board in summer 2019 to engage Regina children at scheduled summer splash pad activities. The student helped children understand Cree syllabics by providing them with syllabic jewelry created on RPL's 3D printer.

SP OUTCOME - CUSTOMERS CHOOSE MEANINGFUL OPPORTUNITIES TO DEEPEN THEIR UNDERSTANDING THROUGH SHARED COMMUNITY EXPERIENCE.

• MEET COMMUNITY NEEDS THROUGH FOUR DISTINCT TRUTH AND RECONCILIATION PROGRAM CATEGORIES:

- **FEATURED PROGRAMMING, SUCH AS SMALL BUSINESS WEEK, FINANCIAL LITERACY MONTH, AND WRITES OF SPRING WILL INCLUDE INDIGENOUS ELEMENTS;**
- **INFORMATION SHARING AND DISCUSSION; TRADITIONAL CRAFTS; AND**
- **SHARING TRADITIONAL KNOWLEDGE.**

RPL provides programming that addresses TRC Calls to Action, aligned with RPL's Indigenous Services Strategy. 2019 examples include:

- Cree artist Lana Whiskeyjack and filmmaker Beth Wishart offered *pikiswe-speak*, an exhibit, screening, community discussion and workshop;
- Saulteaux and Cree artist Keith Bird crafted traditional ceremonial and spiritual objects with contemporary painting and sculpture to honour Indigenous leaders and warriors of both the past and the present;
- Jay White, an artist of Mi'kmaq and European descent, presented *Coyote Walk*, in which he attempts to live similarly to how a coyote would in an urban environment;
- *URBAN NDN Film Night* featured works by Alberta artists Sui-Taa-Kii (Danielle Black), Dan Cardinal McCartney, Jessie Short, and Kes Lefthand and Jarret Twoyoungmen, both members of the Stoney Nakoda Audio Visual Club;
- Film screenings from the Truth and Reconciliation Series were offered in the RPL Film Theatre, some with capacity crowds;

- Indigenous artists Heather Majaury and Terre Chartrand offered participation in quilt-making and story-sharing focused on addressing the Truth and Reconciliation's Call to Action #93; and
- The RPL Film Theatre held regular screenings by Indigenous directors. Titled included *The Grizzlies*, *nîpawistamâsowin: We Will Stand Up*, and *Atanarjuat: The Fast Runner*.

In addition, RPL was honoured to have the late documentary filmmaker and producer Trudy Stewart host an all-day workshop earlier this year. *Personal Narrative for Social Change* explored the power of personal narrative as a tool for social change.

SP OUTCOME - MATERIALS ARE READILY AVAILABLE FOR CUSTOMERS TO FURTHER THEIR UNDERSTANDING OF TRUTH AND RECONCILIATION. THE LIBRARY WILL:

- Showcase Indigenous collections to increase awareness among staff and customers.

In 2019 RPL worked with Indigenous advisors to enhance its collection of materials by Indigenous authors. It created an "Indigenous Voices" collection that features prominently in all branches to bring specific attention to it. The result has been very successful, and materials are borrowed continuously.

3. PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY AND DISCOVERY

PROGRAMMING

At the end of the third quarter (September 30) RPL has offered 4,616 programs in 2019.

TOTAL NUMBER OF PROGRAMS							
	2013	2014	2015	2016	2017	2018	2019 (Q3)
Children's	2,840	2,944	3,028	3,000	3,079	3,284	2,414
Young adult	266	285	225	364	602	573	271
Adult programs	705	814	1,039	1,137	1,647	1,535	952
Literacy programs	835	802	806	1,152	1,412	924	492
Dunlop programs (excludes exhibitions)	122	159	205	320	179	175	128
All film programs system-wide*	544	611	555	542	561	590	359
TOTAL	5,312	5,615	5,888	6,515	7,480	7,081	4,616

At the end of the third quarter (September 30) RPL has offered 4,616 programs in 2019.

PROGRAM ATTENDANCE							
	2013	2014	2015	2016	2017	2018	2019 (Q3)
Children's	58,833	63,262	66,712	63,928	74,634	74,736	56,918
Young adult	2,835	4,584	1,920	3,053	3,242	3,027	1,400
Adult	11,277	13,571	18,741	16,025	20,622	18,986	12,055
Literacy	4,053	4,298	4,007	4,495	5,168	5,490	2,065
Dunlop Art Gallery (excludes exhibitions)	5,036	3,642	4,749	6,088	4,138	3,508	2,702
Film programs*	10,997	11,906	10,130	9,898	9,146	11,006	6,409
TOTAL	93,031	101,263	106,259	103,487	116,950	116,753	81,549

* Beginning in 2018, RPL combined its Film Theatre "partnerships" and "programs" statistics as many of its programs are offered in partnership with other organizations.

EARLY LITERACY

As of September 30, 2019, RPL has offered over 2,400 programs to almost 57,000 young children and their caregivers. Staff visited pre-kindergarten classes, family centres, and high school day cares to offer an immediate library experience and to model effective storytelling techniques. Programs engage parents, including newcomers and teen parents, provide information on early childhood literacy, and celebrate the joy of reading and learning.

BUSINESS PROGRAMS

RPL believes in the importance of offering business programs to support local and small businesses to stimulate and improve the Regina economy. RPL's business programs also support individuals who want to learn more about topics such as personal finance or completing an income tax return.

As of September 30, 2019, 66 business programs were offered to over 900 participants. Program topics include securing a first mortgage, information about retirement savings, tax strategies for small business owners, and investing in cryptocurrencies.

BUSINESS PROGRAMS	2015	2016	2017	2018	2019 (Q3)
Number of programs	3	63	80	100	66
Number of attendees	16	1,273	1,210	1,472	910

ADULT LITERACY

Through its Literacy Unit, RPL provides free literacy assistance for members of the community interested in improving their reading, writing and/or English-speaking skills. Many learners are interested in finding a job, furthering their schooling, reading to their children, and other pursuits. They are matched with tutors to receive one-on-one training in their areas of interest.

Over 8,000 programs have been offered to almost 45,000 customers since January 2019.

SP OUTCOME – CUSTOMERS WILL BENEFIT FROM PROGRAMS AND SERVICES THAT CONNECT THEM WITH PROFESSIONAL CREATORS. THE LIBRARY WILL:

- Offer Artist-in-Residence and Writer-in-Residence activities consistently tied to a community partnership, typically with another local cultural organization or school.

RPL's Artist-in-Residence programs are tied to its community partnerships. Examples include artist Nicole Kelly Westman, who visited Prairie Sky School to help students create their own zines based on the experience of a sunset. Students from Winston Knoll Collegiate participated in a pinhole camera workshop with artist Dianne Bos.

Judith Silverthorne, RPL's Writer-in-Residence for 2018-2019 facilitated a successful open mike night for library customers who benefited from her support through RPL's Writer-in-Residence program. Judith believes public readings are an important part of the writing process.

- Increase customers' access to artists, writers, filmmakers, and other creators through presentations, talks, activities, and Artist-in-Residence open studio hours and workshops.

RPL continues to offer programs that connect creators directly with the community. 2019 examples include:

- Artist Marigold Santos explores her family's immigration from the Philippines to Canada in an exhibit at Dunlop Art Gallery from November 2019 to January 2020. Santos will also be offering a workshop for the public; and
- *Flags of Unsung Countries* charts artist Liz Ikiriko's process to understand her father's struggles as an African immigrant challenged with mental illness living in the Canadian prairies. Ikiriko's show will be hosted by Dunlop Art Gallery in fall 2019, and Ikiriko will offer a workshop for students at Sheldon Williams Collegiate.

SP OUTCOME - CUSTOMERS WILL CELEBRATE AND SHARE THEIR LOVE OF BOOKS BY ACCESSING LIBRARY READING PROGRAMS, SERVICES, AND COLLECTIONS.

- Encourage people to read more, and read widely, and give them opportunities to talk about books.

The *Level Up!* summer learning program is now in its third year. The program is designed to engage children in literacy skill building, creative exploration, and critical thinking during the summer months, a time of high risk for learning loss. In this summertime initiative children, ages 12 and under record minutes spent reading, participating in library programs, and visiting educational sites like museums or art galleries and are then entered to win prizes.

RPL continues to increase the number of children who participate, mainly thanks to pro-active visits to schools in the spring. The number of participants in 2019 increased 28 per cent over 2017, the first year RPL undertook a systematic process to visit every school. Over 10,000 children read and engaged in discovery activities for a total of 112,168 hours.

Feedback from parents supports success of the program:

- “Our son is going into grade 3 and loves reading. This program supports that enjoyment and supports his progress in reading to at least maintain reading skills learned in the previous year.”
- “Everyone in the whole family can be involved. Gets us all reading together!”
- “It encourages children to keep reading over the summer. Prizes are a big encouragement.”
- “It gives the children some incentive to pick up a book and read during the summer.”
- “Spending together time with my grandchildren doing something we all enjoy.”

RPL once again launched its annual Adult and Teen Summer Reading Challenge in partnership with the Regina Symphony Orchestra. Over 150 people came together for the Sounds of Summer Reading, an evening of music and book pairings. RPL staff provided the book recommendations matched with and musical suggestions from Regina Symphony Orchestra Music Director and Conductor, Gordon Gerrard.

During the reading challenge, adults and teens logged over 6,531 books during July and August. RPL gave away over 100 prizes to readers including coffee cards, movie cards and bookstore cards, although as one winner put it “reading is the ultimate self-rewarding activity!”

Programming was offered at the Canada Day festivities in Wascana Park. RPL provided a reading space and discussion area for families, at which staff discussed books with customers of all ages, provided story times for children, and used puppets to celebrate reading.

4. COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING

SPECIAL NEEDS SERVICES

RPL's Outreach Services Unit provides customized services to Regina customers who are challenged to read print material and/or can't visit the library due to reasons of illness, age, or disability. The unit assesses customer needs and interests and recommends materials. There are presently over 300 customers using Outreach Services – this includes individual customers as well as institutions such as care homes that borrow several books for multiple users.

In 2019 the Outreach Unit conducted 30 home visits. Staff also:

- Visited Wascana Rehabilitation Centre to offer a program called Viewpoints, at which Outreach staff discussed current affairs with residents and brought related library materials to help supplement discussion. They also hosted a library card sign-up on site at Wascana Rehab, and offered demonstrations of library apps and online services to residents;
- Partnered with Canadian Council for the Blind, and the Vision Impaired Resource Network, to offer *Get Together with Technology (GTT)*, a program that helps blind and partially-sighted participants explore and integrate assistive devices into their home and work lives. During regular meetings, participants discuss new and updated devices, and teach each other how to use both low- and high-tech assistive technology in their daily lives; and
- Offered *Unique Like Us*, a support and social group for adults who are living with vision loss. The program offers guest speakers who present on a variety of topics, as well as crafts and activities, and an opportunity to share information and experiences about living with vision loss.

OUTREACH SERVICES						
	2014	2015	2016	2017	2018	2019 (Q3)
Number of outreach customers*	Numbers not available	322	323	322	310	330
Number of circulations	Numbers not available	Numbers not available	25,345	24,159	24,028	18,022
Number of new cards (equivalent to home visits)	Numbers not available	Numbers not available	Numbers not available	26	30	38

*Outreach customers include residential organizations with multiple users at each location.

RPL SOCIAL MEDIA

- We've updated our approach to social media and providing library information and education in a fun and entertaining way, resulting in a 700% increase in traffic on Twitter, and a 500% increase on Facebook and Instagram. This traffic is translating into more interest in library programs and services. For example, we saw a spike in daily users of Kanopy, a new streaming movie service, from 100 to 423 users after we shared a funny post about it.

Our social media is a point of pride for Regina, as we gain attention from outside the province with viral content. This translates into more people in Regina learning what the library can do for them.

SP OUTCOME - CUSTOMERS WILL USE REGINA PUBLIC LIBRARY TO ACCESS INFORMATION ABOUT LOCAL SERVICES. THE LIBRARY WILL:

- Partner with other organizations to deliver services like Thrive Counselling, Sask Access to Justice, Service Canada, and immunization clinics at library locations.

The Thrive Counselling program was expanded and launched at Regent Place Branch. Hours were also extended at Central Library, while Albert Branch continues with the same hours. All programs are operating close to capacity.

RPL's Family Law Clinic offers free assistance from volunteer lawyers. It continues to be a popular option and is presented in partnership with Pro-Bono Law Saskatchewan and the Law Society of Saskatchewan.

The Law Librarian at Central program has provided service and support to a great number of customers who need assistance with more complex legal questions. This partnership with the Law Society continues to be a great success.

SP OUTCOME - CUSTOMERS WHO LIVE AND/OR WORK DOWNTOWN WILL ENJOY A SAFE AND WELCOMING EXPERIENCE AT CENTRAL LIBRARY. THE LIBRARY WILL:

- Evaluate and enhance the experience of Central Library as a safe and welcoming locations.

RPL explored a number of ways to ensure Central Library was a safe and welcoming location. Examples include:

- A customer survey of what it means to be safe and welcoming was completed, and a baseline of customer experience was established;
- A front-door greeter role was piloted to welcome customers who enter Central Adult Library;
- All staff are now required to wear name tags as an opportunity for customers to engage directly with them;
- Procedures on handling incidents have been formalized and shared with staff;

- A CPTED review is being completed in fall 2019. CPTED is short for Crime Prevention Through Environmental Design, a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments.
- Staff are trained and scheduled to “rove” and walk throughout the library as a regular aspect of their work duties to offer support to customers, provide a presence throughout the building, and address concerns or issues;
- All RPL staff are encouraged to use the front door at Central during public open hours to increase awareness of the significant staff presence at Central;
- The Central Children’s Library will become a space for children and their caregivers only in 2020; and
- One-on-one staff and team meetings have increased.

SP OUTCOME – CUSTOMERS FROM ACROSS THE CITY WILL BENEFIT FROM THE LIBRARY PARTNERSHIPS WITH DOWNTOWN ORGANIZATIONS. THE LIBRARY WILL:

- Increase collaborative programming efforts such as Orange Shirt Day, I Love Regina Day, etc.

RPL collaborated with several partners in 2019 to offer programming and library information during Orange Shirt Day, National Indigenous Peoples’ Day, I Love Regina Day, and Nuit Blanche. RPL’s leadership in the downtown is evident through these numerous events and our ongoing partnerships with many of the organizations working collaboratively to activate a vibrant and safe downtown.

Find unique opportunities to bring all Regina citizens to their Central Library.

RPL hosted a number of successful events at Central Library including:

- A free lunch program on International Women’s Day that featured a conversation with local women working to help the community through health and wellness;
- A talk by Regina-born Oxford scholar and author Chris Kutarna on how we can navigate our way through the risks and rewards of the new Renaissance;
- A talk by runner and science journalist Alex Hutchinson to find out if your limits are more negotiable than you think; and
- A celebration of entrepreneurship in Regina through Small Business Week which provides opportunity for entrepreneurs to meet and connect with local business leaders, entrepreneurs, and industry professionals.



LOOKING FORWARD TO 2020

2020 STRATEGIC PLAN INITIATIVES

2.2 PUBLIC RELATIONS, COMMUNICATIONS, AND SERVICE CONSISTENT WITH BRAND

RPL will be unveiling RPL's new brand in 2020. The new brand will be accompanied by a comprehensive brand management plan to help ensure system-wide delivery of the brand promise to our customers and the community.

We will also continue with unit reviews to identify opportunities to strengthen our ability to further build on and deliver our brand promise.

3.1 SOUND FISCAL MANAGEMENT, ACCOUNTABLE USE OF RESOURCES

In 2020, RPL will continue to leverage the Enterprise Risk Management framework and process to assess and mitigate known risks and integrate risk management into the organization's business planning and budgeting process. Ownership of key risks will be assigned, with those responsible tasked with defining mitigation strategies and ensuring associated actions are taken.

The process for ongoing risk identification and mitigation action reporting to the RPL executive and board will be formalized and put in place.

RPL will leverage its newly defined internal audit process to assess at least one critical business process in 2020, with resulting recommendations being initiated by the end of the year.

3.3 FUND PHYSICAL INFRASTRUCTURE PROJECTS THROUGH ADEQUATE RESOURCE ALLOCATION (CENTRAL LIBRARY DEVELOPMENT AND BRANCH RENEWAL)

RPL will continue to look at necessary updates to our branches and allocating resources for such projects.

The library will, with the help of a contracted Owner's Representative, complete the business case for Central Library Renewal. This business case will provide guidance for next steps.

RPL's activities on the Central Library Development project will also spur work to assess RPL's branch renewal later in the process. Once the role of Central Library is confirmed, a review of current branch facilities will be initiated, along with work to identify gaps in RPL's ability to effectively serve all Regina residents and neighbourhoods.

4.1 STAKEHOLDERS - VALUED COMMUNITY PARTNER IN SOCIAL AND ECONOMIC DEVELOPMENT

Following receipt of the stakeholder survey results, we will begin to review and plan for actions to retain and build on our current high levels of support from our stakeholders, and to continue to further leverage our partnerships to jointly deliver greater value to our community.

4.2 CUSTOMERS - VALUED COMMUNITY SERVICE PROVIDER AND RESOURCE

Further plans arising from the service plan are described below in the 2020 Service Initiatives.

4.3 CITIZENS - A COMMUNITY HUB OF WHICH OUR COMMUNITY IS PROUD

We will continue to review findings from the citizen survey and develop plans to help grow RPL's value to our citizens while also building on our already strong reputation and standing in the community.

2020 SERVICE INITIATIVES

1. FREE AND OPEN ACCESS TO RESOURCES

Customers find physical and digital materials to pursue existing interests and discover new ones.

- Create a seamless experience for browsing, requesting (placing holds), and borrowing both online and in person.
- Ensure display spaces, both digital and physical, reflect customers' interests in engaging and inviting ways.
- Ensure that the materials in our collection reflect customers' interests.
- Establish and implement materials use assessment methods to understand customer borrowing needs.

2. COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

Customers feel a sense of inclusion by participating in programs that draw upon community expertise.

- Work together with partners and Indigenous leaders to create and launch the RPL Indigenous Services Strategy that allows customers to engage together in the physical and digital spaces of Regina Public Library.
- Create new and continuing contracts for furniture, equipment, and shelving. This will ensure that all changes to our physical spaces are designed to meet customer expectations for learning, study, collaboration, and quiet.
- Refresh Sherwood Village Branch to ensure physical needs for collaboration, study, quiet, family, and early learning supports are in place. Learning and decisions through this process will inform future changes across our system.

3. PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY AND DISCOVERY

Customers will have access to opportunities to develop digital literacy skills and abilities.

- Deliver digital literacy programs for all ages at all library locations.
- Ensure digital competencies among staff are optimized.
- Deliver media literacy programs that leverage the Digital Media Studio resources.
- Explore and activate partnership opportunities to expand STEAM programs for all ages.

Customers find physical and digital materials to pursue existing interests and discover new ones.

- Create a seamless experience for browsing, requesting (placing holds), and borrowing both online and in person.
- Ensure display spaces, both digital and physical, reflect customers' interests in engaging and inviting ways.
- Ensure that the materials in our collection reflect customers' interests.
- Establish and implement materials use assessment methods to understand customer borrowing needs.

Customers will benefit from programs and services that connect them with professional creators.

- Increase customers' access to artists, writers, filmmakers, and other creators through presentations, talks, activities, and Artist-in-Residence open studio hours, and workshops.

Customers will experience the joy of reading, celebrate and share their love of books by accessing library reading programs, services, and collections.

- Encourage people to read more, and read widely, and give them opportunities to talk about books.
- Offer programs that encourage socialization around books and reading.
- Expand book club offerings and offer family book clubs at large branches.
- Offer reading guides and challenges to help customers meet their reading goals.

Regina students, teachers, parents, and community organizations recognize the library as a trusted partner that supports student success and will use services, resources, and programs that support student success.

- Increase collaboration with other local cultural organizations and pursue deeper partnerships with local schools. This includes identifying curricular needs and interests with teachers, and developing library programs available to schools upon request, as well as increasing promotion in schools of programs such as *Level Up!*.
- Create a space on the RPL website for teachers and caregivers.
- Identify strategies and partnerships to ensure that all Regina students have a valid library card and know how and why to use it.
- Plan, launch, and evaluate additional innovative programs, like Cops and Readers.

Customers will experience the library as an integrated cultural institution that provides access to culture for all. Customers from all life stages will have access to digital, visual, media, musical, maker, and other cultural experiences.

- Offer Dunlop Art Gallery programs to help visitors – particularly those ages 25 to 44 – actively engage and deepen their understanding and interest in culture.
- Deliver culture-based programs that provide opportunities for intergenerational contact, as well as programs that focus on meeting the needs of customers in all life stages.
- Increase its exhibition of the public art collection throughout the library system.

4. COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING

Customers who live and/or work in the downtown will enjoy a safe and welcoming experience at Central Library.

- Enhance the experience of Central Library as a safe and welcoming location.
- Increase programming that is relevant to the demographic groups who live and work downtown (e.g., seniors, millennials, professionals, etc.).
- Review Central Library service space planning and conduct customer consultation in the process.

Customers use professional, business, and career services at the library, where they are a community of learners.

- Identify digital learning resources and opportunities to aid professional development, business, and career support.
- Promote collections and services at professional, business, and career programs to showcase opportunities for further learning at the library.

Customers use community-curated opportunities to connect physically and digitally with others who share their learning interests.

- Work with community partners to identify learning interests in which customers could connect and support each other.
- Identify and activate opportunities for customers to connect about shared learning outcomes.

These actions represent some of the many projects RPL will undertake in 2020. We will continue serving our customers and the citizens of Regina through a firm commitment to our strategic plan, and by aligning our work with our vision, mission and values.

View our 2016-2021 Strategic Plan and our vision, mission and values by visiting our website: www.reginalibrary.ca/about.

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2020 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2020 Budget \$ (Unaudited)	2019 Budget \$ (Unaudited)	2020 Budget vs. 2019 Budget \$ Change
Statement of Operations			
Revenue:			
Taxes and Grants:			
City of Regina tax levy (Note 1)	22,146,223	21,302,475	843,748
Grants-in-lieu of taxes	1,482,650	1,374,532	108,118
Provincial services agreement	606,408	597,500	8,908
Other grants	258,800	270,694	(11,894)
	24,494,081	23,545,201	948,880
Other Revenue:			
Other revenue	850,450	731,700	118,750
Total Revenue	25,344,531	24,276,901	1,067,630
Expenses:			
Operating Expenses:			
Public services	15,160,662	14,854,453	306,209
Support services	4,909,284	4,588,465	320,819
Administration	2,084,495	1,854,454	230,041
Governance	121,900	117,000	4,900
Total Expenses before Amortization	22,276,341	21,414,372	861,969
Amortization Expense	2,675,000	2,796,000	(121,000)
Total Expenses	24,951,341	24,210,372	740,969
Annual (Loss) Surplus from Operations	393,190	66,529	326,661
Funding Adjustments			
Adjustments for non cash items			
Amortization of Capital Assets	2,675,000	2,796,000	(121,000)
Employment Benefits Obligation	42,500	60,000	(17,500)
	2,717,500	2,856,000	(138,500)
Funding Provided from Operations	3,110,690	2,922,529	188,161

Note:

1 Includes supplementary taxes of \$100,000 (2019 - \$100,000).

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2020 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2020 Budget \$	2019 Budget \$	2020 Budget vs. 2019 Budget \$ Change
Capital:			
Ongoing:			
Library Materials	1,704,000	1,696,379	7,621
Building	-	-	-
Furniture and Equipment	160,000	155,000	5,000
Information Technology	536,690	361,150	175,540
Land Improvements	-	-	-
Shelving	60,000	60,000	-
Vehicles	30,000	40,000	(10,000)
	2,490,690	2,312,529	178,161
Major Projects:			
Branch Development (Note 2)	620,000	620,000	-
Special:			
Total Capital	3,110,690	2,932,529	178,161
Net Funding Requirements	(0)	10,000	(10,000)
Less other sources of funds:			
Planned Funding from Reserves		-	-
From DAG Reserve		-	-
From Vehicle Reserve	(30,000)	(40,000)	10,000
	(30,000)	(40,000)	10,000
Add other uses of funds:			
Planned Contributions to Reserves		-	-
Planned Contributions to Appropriated Reserves - Vehicles	30,000	30,000	-
Planned Funding to DAG Reserves		-	-
	30,000	30,000	-
Net Budget (Note 3)	(0)	(0)	0

Notes:

2 Cost estimates include on-going branch renewal.

3 \$0 indicates a balanced budget.

THE REGINA PUBLIC LIBRARY BOARDSchedule 1**SCHEDULE OF EXPENSES BY OBJECT**

Year ended December 31

	2020 Budget \$	2019 Budget \$	2020 Budget vs. 2019 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Wages, benefits and honoraria	14,376,210	13,968,577	407,633
Purchased goods and services	7,877,631	7,425,795	451,836
Interest	22,500	20,000	2,500
Amortization	2,675,000	2,796,000	(121,000)
Net expenses	24,951,341	24,210,372	740,969

THE REGINA PUBLIC LIBRARY BOARDSchedule 2**SCHEDULE OF LIBRARY MATERIALS EXPENSES**

Year ended December 31

	2020 Budget \$ (Unaudited)	2019 Budget \$ (Unaudited)	2020 Budget vs. 2019 Budget \$ Change
EXPENSES			
Books	1,050,000	1,069,379	(19,379)
E-books	312,000	312,000	-
DVDs	267,000	235,900	31,100
Sound recordings	75,000	79,100	(4,100)
Net expenditures	1,704,000	1,696,379	7,621

BYLAW NO. 2019-66

THE REGINA TRAFFIC AMENDMENT BYLAW, 2019 (No.4)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to amend Bylaw 9900, being *The Regina Traffic Bylaw, 1997* to revise the fee categories for City and privileged parking permits.
- 2 Clause 60(2)(b) is repealed and the following substituted:
 - “(b) persons appointed by Council and serving as a member of a Board, Committee or Commission of the City to a maximum of one permit, but does not include board members of the City’s municipal controlled corporations except as set out in clauses (b.1) and (b.2);
 - (b.1) the members of the Board of Economic Development Regina Inc. to a maximum of one permit;
 - (b.2) the Chairs of the Boards of the Regina Exhibition Association Limited and Buffalo Pound Water Treatment Corporation to a maximum of one permit;”
- 3 The following subsection is added after subsection 60(2):
 - “(2.1) On an exceptional basis, the City Manager, is hereby authorized to issue Privilege Parking Permits for designated periods of time to a maximum of one year to park at metered parking spaces with time limits of one hour or more without coin deposit for up to 24 hours and non-metered limited time parking zones for up to four hours for the following eligible people on payment of the fee set out in Schedule “J”:
 - (a) individuals working for a not for profit organization that are meeting with City officials at City Hall on a frequent basis to a maximum of one permit per organization;
 - (b) individuals who are assisting City officials with a City initiative, City program, City policy or City conference that are meeting with City officials at City Hall on a frequent basis to a maximum of one permit per individual.”

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

City Solicitor

- 4 Schedule "J" of Bylaw 9900, being *The Regina Traffic Bylaw, 1997*, is repealed and the attached Schedule "J" substituted.
- 5 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 9th DAY OF December 2019.

READ A SECOND TIME THIS 9th DAY OF December 2019.

READ A THIRD TIME AND PASSED THIS 9th DAY OF December 2019.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

SCHEDULE "J" - FEES AND CHARGES

Section	Description	Fee
37	Loading Zone Parking Meters	\$1.00/15 minutes
	All Other Parking Meters	\$2.00/hour
47	Stadium Resident Parking Permit	No Charge
49	Taxi Cab Parking Stands	\$1,120/stand/year
55	Resident Parking Permit	\$15.00/vehicle/year
56	Visitor Parking Permit	\$15.00/vehicle/year or \$5.00 if purchased with Residential Parking Permit
57	Special Occasion Parking Permit	\$5.00/vehicle/occasion
	Additional Permits	\$1.00/permit
58	<i>City Parking Permits:</i>	
	Approved City Employee; Elected Government Official, Emergency Vehicle; President of Economic Development Regina Inc.; President and Vice-Presidents of Regina Exhibition Association Limited, General Manager of Buffalo Pound Water Treatment Corporation	No Charge
	Health or Social Service Organization; Justice Official	\$260/vehicle/year
	Non-Government Organization;	\$520/vehicle/year
	Consular Corps Representative; Saskatchewan Health Authority Board member; Government Agency or Crown Corporation; Press/Media; and any other person	\$1040/vehicle/year
59	Daily Parking Permit	No Charge
60	<i>Privilege Parking Permits:</i>	
	Council members; Saskatchewan School Trustees Association, Members of the Legislative Assembly of the Province of Saskatchewan with constituency boundaries in the City of Regina or who are Cabinet Ministers, persons appointed by Council to City Boards, City Committees or City Commissions as described in clause 60(2)(b), the Board of Economic Development Regina Inc.; the Chairs of the Boards of Regina Exhibition Association Limited and Buffalo Pound Water Treatment Corporation; the Lieutenant Governor; Members of Parliament; Executive members of the Saskatchewan Association of Rural Municipalities; Executive members of the Saskatchewan Urban Municipalities Association; Senators of the Senate of Canada; City employees pursuant to clause 60(2)(j); individuals approved by the City Manager pursuant to subsection 60(2.1)	No Charge
61	Convention Parking Permit	\$15.00/vehicle/day
62	Parking Permit for Persons with Disabilities	\$12.50/vehicle/month
63	Reserved Parking Meter Permit	\$40.00/meter/day + \$5.00/meter bagging fee
63.1	Business Motor Vehicle Parking Permit	\$130.00/vehicle/year
65	<i>Temporary Street Use Permits:</i>	
	Minimum Rate	\$24.00/permit
	Metered Parking	\$1.08/m ² /day
	Parking Lane, Sidewalk or Boulevard	\$0.12/m ² /day
	Traffic Lane or Alley	\$0.18/m ² /day
	<i>Temporary Street Use Permit (miscellaneous)</i>	
	Horse Drawn Carriage	\$60/year/permit
	Mobile Food Vending – with Meter Bag	\$1,680/year/unit
	Mobile Food Vending – without Meter Bag	\$1,300/year/unit

	Pedicabs and Rickshaws	\$60/year/permit
66	Parade Permit	No Charge
	Community Event (Non-Profit/Charitable Organization)	No Charge
72	Over dimensional Load Permit	\$50 for any load over 3.7 meters in width, 25 meters in length or 4.2 meters in height
91	Impoundment of Vehicles – Daily Storage Fee	\$15.00/a day

ABSTRACT

BYLAW NO. 2019-66

THE REGINA TRAFFIC AMENDMENT BYLAW, 2019 (No.4)

PURPOSE:	The purpose of this Bylaw is to amend <i>The Regina Traffic Bylaw, 1997</i> to revise the fee categories for City parking and privileged parking permits.
ABSTRACT:	This Bylaw amends <i>The Regina Traffic Bylaw, 1997</i> to revise the fee categories for City and privilege parking permits.
STATUTORY AUTHORITY:	Section 8 of <i>The Cities Act</i>
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	City Council, December 9, 2019, Report CM19-15
AMENDS/REPEALS:	Amends Bylaw 9900
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Manager's Division
INITIATING DEPARTMENT:	Licensing and Parking Services